

**Case Study Analyses
for RPA on Community Planning in Operation within
the UK and Ireland**

OFMDFM

Blake Stevenson Ltd and Stratagem

Consultants' Report

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Executive Summary

Introduction and Methods

The Review of Public Administration (RPA) is currently considering how Community Planning in Northern Ireland can be best developed. As part of this process, the Office of the First Minister and Deputy First Minister (OFMDFM) commissioned Blake Stevenson and Stratagem to undertake a study for the RPA on Community Planning in the UK and the Republic of Ireland. The study provides an analysis of the operation of Community Planning in England, Wales, Scotland, the Republic of Ireland and Northern Ireland through the use of one case study in each jurisdiction.

Community Planning and the RPA

In their consultation document of March 2005, the RPA set out proposals relating to the Community Planning process in Northern Ireland. The consultation document proposed a two-tier model of public administration, aiming to clarify responsibility and accountability for the delivery of public services in Northern Ireland.

The regional tier of the model would consist of the Assembly, Executive and government departments with the presumption in favour of service delivery at the sub-regional or local tier. At the core of the sub-regional arrangements would be strong local government based on areas that would share common boundaries with other public sector service providers.

The Community Planning process being proposed is similar to that followed in England, Scotland, Wales, and in the Republic of Ireland, whereby the local council would have a statutory duty to prepare a community plan (in Scotland), or community strategy (in England and Wales), and County/City Development Boards (CDBs) in the Republic of Ireland, in consultation with other service providers and the community they represent.

The RPA believes that the process of establishing a community plan is as important as the product itself, particularly in encouraging active citizenship and enhancing local democracy, and this focus on the process of community involvement also reflects the approach undertaken elsewhere in the UK and in the Republic of Ireland.



Methods

The following methods were used to carry out the case study analyses on Community Planning in the UK and Ireland:

- Desk Research
- Identification of Case Study Areas
- Construction of Templates for Case Study Areas
- Visits to Case Study Areas
- Data Analysis and Writing of Case Studies.

Case Studies

The five selected case study areas were:

- Liverpool
- Fife
- Newport
- Galway
- Armagh

Liverpool

Liverpool was very much 'ahead of the game' in terms of Community Planning, with Liverpool Partnership Group being established in the early 1990s and the city's Community Strategy first devised in 1999. Liverpool Local Strategic Partnership (LSP) consists of a 'family of partnerships', which cover different strategic issues, areas of the city and funding streams. The local community is engaged through the Liverpool Community Network, which elects representatives to different partnerships in the LSP. Partnerships in the LSP are accountable to the Liverpool First Board and Liverpool Partnership Group, and the Partnership Group is accountable to the Neighbourhood Renewal Group in the Office of the Deputy Prime Minister for delivering its Neighbourhood Renewal targets. The LSP is currently working towards ensuring all Partners have co-terminous boundaries within the LSP area. The LSP is also currently in the process of establishing a new system for monitoring and evaluation of its targets.

Fife

The Community Plan for Fife was published in 2000 and was updated in 2004. The key players in the Community Planning Partnership (CPP) are Fife Council, Fife Constabulary, NHS Fife, Scottish Enterprise CVS Fife, Communities Scotland and Fife's Further and Higher Education Sector. There are five thematic Strategic Partnerships that take forward the work of the CPP and report to it. Partners each have their own lines of accountability upwards and to the community. The voluntary sector is a strong and active member of the Partnership. Local Community Planning Forums are being piloted in two areas of Fife. Almost all the Partners



share co-terminous boundaries with the only exception being Communities Scotland, which is not a direct service provider. 'Milestones' have been established for each of the Partnership's themes so that progress can be measured and the State of Fife System and Indicators has established a comprehensive basket of measures and indices of deprivation.

Newport

The Newport Community Strategy was published in July 2005. The Newport Local Strategic Partnership (LSP) represents nine key local agencies including Newport Council, Gwent Police, the local health board and the voluntary sector. Beneath the LSP there are eight core partnerships covering issues such as community safety, health and well-being and children and young people. Newport LSP is largely co-terminous and this has been useful in co-ordinating activities between Partners. However, it is suggested that any problems posed by a lack of co-terminosity may be overcome by trust and understanding between Partners. Newport is still putting in place its monitoring and evaluation systems but the LSP plans to hold a conference every year to report back to members of the community on the progress that has been made on the Community Strategy. The community will also have the chance to suggest any changes to the strategy they think are appropriate.

Galway

Galway County Development Board (CDB) was established in March 2000 and its Integrated Social Economic and Cultural Strategy was completed in 2002. The Partnership comprises over 30 representatives from the local government sector, local development, statutory agencies and social partners. There is a Community Forum that has brought together voluntary and community groups to have an input to the policy making process and to develop the capacity of this sector. There are also six local area forums. The community and voluntary sector are represented on the Council's strategic policy committees, CDB and local development agencies. Galway County Council boundaries match those of the CDB. The CDB is working with West Ireland Regional Authorities to address cross-boundary issues and it is co-operating with other CDBs in formulating a joint regional strategy. The CDB meets every three months and reviews four of the eight themes on a rolling basis at each meeting.

Armagh

Armagh Local Strategy Partnership (LSP) was formally established in September 2001. The LSP is a broad-based organisation representing local community groups, business interests, rural interests, trade unions, government agencies and the local council. The LSP has the responsibility of administering EU PEACE and is therefore accountable to the relevant funding bodies. Local partnerships feed local views into the implementation of the LSP's strategies, and the LSP takes decisions after consultation with community and partner agencies. Armagh City and District Council is the sole local council for the area, but some service providers, such as the Southern Health Board, are not co-terminous with the Partnership area. The LSP plans to identify and implement Quality of Life and Performance Indicators in the future and there is a Citizen Survey planned for 2006.

Emerging Issues

The issues to emerge that we believe may be of most relevance and interest to the RPA are set out below under the following headings:

- Lead Time
- Partners – Level, Values, Roles, Commitment, and Engagement



- Organisational Understanding
- Personal Relationships
- Central government commitment and strategic support
- Structures and Resources
- Community Engagement and Involvement

Lead Time

All five case study areas believed it essential to take time at the beginning of a partnership process to develop sound structures and good partnership working. It is believed that this can offset potential difficulties at a later stage. It was suggested that central government should recognise the importance of this 'lead time' in terms of both expectations and resources.

There was a view that that the lead-in period to be allowed before going live with any new structure should be significant – probably up to twelve months. It was recognised that it would not be possible to allow a vacuum to exist and that the lead-in period should therefore be a shadow period to allow the new structure to develop alongside the existing structure.

It was suggested that the early development of a shared identity/ logo/branding might help avoid the concentration of focus on the Council, which was a factor in all the case study areas.

Partners – Level, Values, Roles, Commitment, and Engagement

Case study areas where key partners are at elected member and chief executive or director level are seen to be the most effective in planning and achieving action. The level of the partners is seen to indicate the value that agencies put on the partnership.

Successful partnerships have explicit values about co-operation and joint working against which they can be measured and which partners can be held accountable. To reduce dependence on the Council as the lead partner all partners must be committed to taking on responsibility for developing key areas of work and must have a sense of shared responsibility for the success of the partnership overall. This can help with developing a shared identity for and ownership of the partnership.

Where partnership working is made more difficult is where one partner either goes at a markedly different pace of development from the others, or where one partner, (for example the NHS in Scotland), develops its own community planning structures which are in addition to the existing partnership structure.

In Scotland, England and Wales there is limited trade union or private sector involvement directly on the Community Planning or Strategy Partnerships. In both parts of Ireland, however, the two differing social partnership models have led to employer and trade union involvement to positive effect; in particular, the risk of perceived (or real) Council dominance is felt to be mitigated by broader engagement of other active partners. In regeneration work especially, the active business and union role is seen to complement the voluntary sector role effectively.



Organisational Understanding

The importance of partners understanding each other's organisations cannot be overestimated. Despite some assumptions to the contrary, there are a considerable range of different cultures, decision-making processes, lines of accountability, management styles, and power relationships within different public sector organisations. The level to which partners understand these different arrangements can either support or hinder progress in partnership development.

Scenario planning has been used as a relatively safe way to open up awareness amongst all partners about how different organisations will address certain situations, and why.

Personal Relationships

At both a personal and professional level partner representatives may need support to help overcome barriers and baggage in relation to working with some of their partners. It is likely that there will be a need for structured training or development events, particularly where there are perceived power imbalances between the partners. Building personal relationships will be an on-going process but if the potential for conflict can be addressed early on then it will be easier to build working relationships in the longer term.

All partners should see themselves as a "leading partner" but having a clear role can allow partners to more easily make a positive contribution. The differentiation in roles between elected members and officers is also important.

Issues of gender, race, disability and different community background all arose in the case study areas as significant, but not dominant issues, and most of the areas accommodated such challenges within robust equality policies and strategies.

There may well be instances where individuals cannot work well together and the partnership will need to address ways of dealing with this possible scenario. Succession planning is also important as individual personalities are often key to the operation of a particular partnership.

The medium to long-term aim is to build trust to such an extent that partners are willing to challenge each other over difficult issues in the knowledge that this will not destroy the partnership relationship.

In one case study area it was stated that trust enabled partners to bring ideas to the table, without the fear of looking foolish in front of other partners. Similarly partners need to feel sufficient trust and confidence in their colleagues to address potential tension between their organisational priorities and the community plan/strategy priorities in a constructive way.

Central Government Commitment and Strategic Support

Where central government gives a strong steer and introduces statutory duties for Community Planning, partner organisations are more likely to come to the table and to actively participate.

In addition to providing strong support, central government should also be aware that when individual departments introduce discrete initiatives that cut across the Community Planning process then this may impact negatively upon that process.

Successful joined up working at local level requires joined-up policy development at regional and national level, and joined up strategic planning at regional and national level.

Structures and Resources



Co-terminosity is widely regarded as the building block for the efficient planning, funding and delivery of services. It is considered by all the case study areas to be an essential pre-condition for coherent planning at local strategic level.

However case study areas were clear that co-terminosity does not lead inevitably to a shared identity, or the sharing of resources or “back office” services. Nor does it lead inevitably to joint or shared provision of services.

Incorporation is seen as useful to build in from the start but only if it can be meaningful in practice. It can provide the basis for pushing through a greater degree of shared funding and service provision, but would in all likelihood require existing organisational tensions to be addressed. These tensions arise principally in the case where a national level organisation or department does not wish to relinquish power, decision-making, or autonomy, to the local level of their organisation or department.

At least one case study area, Fife, has questioned whether there are benefits in forcefully addressing the tensions of incorporation or whether a more evolutionary approach is more appropriate and likely to be more successful. The case study in Northern Ireland demonstrates, however, that even with an incorporated structure, there still needs to be a will to use the benefits and opportunities of such a structure.

Where there are themed partnerships taking forward broad issues, one case study area has identified the need to avoid the themes themselves becoming “silos”, which would contradict the ethos and approach of Community Planning.

Below strategic level, partnerships are still struggling to find models and structures for local Community Planning. Given that the Community Planning Partnership model is itself relatively new, any local models or forums which have been put in place are unlikely to have had time to have their effectiveness evaluated. Issues of effective consultation (countering the widespread ‘*consultation fatigue*’ that is encountered) were also raised.

Community Engagement and Involvement

Much discussion takes place over the exact role and style of the voluntary and community sector in Community Planning partnerships. The sector is often described in terms of what it is not: non-governmental, non-profit, non-statutory. This causes challenges for understanding its positive and pro-active role. The question also arises as to whether it is one single sector or two: the voluntary sector (larger, more professional, more focussed on service delivery) and the community sector (smaller, more locally-based, usually more focused on advocacy). Finally it can be asked who does the sector represent, what are its accountability mechanisms and to whom is it really responsible? Sometimes the sector will try to emulate the democratic principle by organising elections amongst member groups and can produce variable results.

Nevertheless, in all the case study areas the contribution of the voluntary and community sector has obviously been a positive one, and case study areas are clear that community engagement and involvement, in addition to being important and of value, requires resources for research and development.

Some areas have developed the idea of a Community Forum or a Voluntary Sector Forum as the basis for enabling a representative structure for these sectors but there are many potential models for such involvement. Varying levels of community infrastructure require different responses.

Guidelines, tools and resources for effective community (and partner) consultation will be essential to enable prospective partners to maximise their credibility and impact.



Monitoring and Evaluation

Overall, monitoring and evaluation processes appear to have evolved over a period to meet identified needs.

All case study areas could point to local projects or activities which were examples of successful partnership working and which evidenced the added value and impact that partnership working at local level had achieved.

At Community Planning Partnership or Local Strategic Partnership level, case study areas are finding it more difficult to demonstrate hard outcomes in terms of both added value and impact. Whilst most were confident that positive results were being achieved, to date these positive outcomes are being described in terms of processes, such as closer partnership understanding and improved community engagement, rather than in harder outcomes such as efficiency savings through shared budgets.

There is a general view that assessing impact and added value is extremely difficult in the short-term and that Community Planning is at too early a stage for robust evaluation to take place.

1 Introduction and Context

Introduction

- 1.1 Following the 1998 Belfast (Good Friday) Agreement in Northern Ireland, and the subsequent establishment of the institutions of devolved government, it was decided that there should be a review of all other aspects of public administration in Northern Ireland. The purpose of the review is to develop a system of public administration that fully meets the needs of the people in Northern Ireland. The Review of Public Administration (RPA) was established to carry out this process.
- 1.2 The RPA is currently considering how Community Planning in Northern Ireland can be best developed. As part of this process the Office of the First Minister and Deputy First Minister (OFMDFM) has commissioned Blake Stevenson and Stratagem to undertake a study for the RPA on Community Planning in the UK and the Republic of Ireland. This study provides an analysis of the operation of Community Planning in England, Wales, Scotland, the Republic of Ireland and Northern Ireland through the production of one case study in each jurisdiction.

Community Planning – The Policy Context in Northern Ireland

Background

- 1.3 In Northern Ireland there is currently no legislative requirement for local government to consult with organisations to prepare a Community Plan. However, there are Local Strategy Partnerships in Northern Ireland and each of these has an ‘Integrated Local Strategy’.
- 1.4 Although various partnership arrangements have existed in Northern Ireland over the years, it was the advent of European Union funding initiatives in the 1990s that led to partnership working becoming institutionalised and part of the cross-sectoral decision-making processes in Northern Ireland. The European Special Support Programme for Peace and Reconciliation (PEACE I: 1995-1999) promoted partnership working to a new level.
- 1.5 The aim of PEACE I was to:

“reinforce progress towards a peaceful and stable society and to promote reconciliation by increasing economic development and employment, promoting urban regeneration, developing cross-border co-operation and extending social inclusion.”
- 1.6 One of the aspects of the programme was the development of 26 District Partnerships co-terminous with local councils. Partnership boards were established from three sectors – one-third Councillors (nominated on a cross-party basis), one-third voluntary and community representatives (nominated by NICVA) and one-third made up of other partners - business, trade unions and statutory organisations, in equal numbers across the three sections, typically seven each.
- 1.7 In introducing the new arrangements for PEACE II (2000-2004), the Northern Ireland Executive made it clear that they wanted to see a strong “*bottom-up*” approach to partnership work that would ensure that local communities took the final decisions on local priorities. The guidelines for the new partnerships suggest that:

“This is a process for agencies, stakeholders, communities, local councillors and individuals to engage in collaborative decision-making about tackling key issues – jobs, education, health, crime and so on - for local people.”

(Special EU Programmes Body 2001 Local Strategy Partnerships-Guidelines: 6)

- 1.8 PEACE II carried forward the overall aim of its predecessor but with a new economic focus, and the programme replaced the (European) District Partnerships with Local Strategy Partnerships (LSPs). Beyond their role in delivering PEACE II funding, LSPs are expected to engage in integrated planning within district council areas. In other words they must ensure that services provided to the public are better integrated across administrative boundaries and more responsive to the needs of local communities. Other key tasks for LSPs are to ensure that:
- District Councils are involved in the operation of the local partnership model; and
 - that the work carried out in relation to PEACE should not be conducted in isolation from the mainstream policy development and strategic planning in each council area.
- 1.9 As with the previous District Partnerships, the Local Strategy Partnerships are based geographically on the 26 council areas, but they have been reconfigured, and now comprise two equal strands:
- Local government and the main statutory bodies;
 - Four categories of social partners - private sector, trade unions, voluntary and community sector, and agriculture and rural development.
- 1.10 The Peace II Programme asserts that the key role of the LSPs is to develop an Integrated Local Strategy (ILS) to form the framework for the sustainable regeneration and development of a District/Borough/City Council area beyond the lifetime of the programme.

Community Planning and the RPA

- 1.11 In their consultation document of March 2005, the Review of Public Administration (RPA) set out proposals relating to the Community Planning process in Northern Ireland. The consultation document proposed a two-tier model of public administration, aiming to clarify responsibility and accountability for the delivery of public services in Northern Ireland.
- 1.12 The regional tier of the model would consist of the Assembly, Executive and government departments with the presumption in favour of service delivery at the sub-regional or local tier. At the core of the sub-regional arrangements would be strong local government based on areas that would share common boundaries with other public sector service providers.
- 1.13 The Community Planning process being proposed is similar to that followed in England, Scotland, Wales, and in the Republic of Ireland, whereby the local council would have a statutory duty to prepare a community plan (in Scotland), or community strategy (in England and Wales), and County/City Development Boards (CDBs) in the Republic of Ireland, in consultation with other service providers and the community they represent.
- 1.14 One RPA proposal that would lead to a different situation in Northern Ireland from the one that exists in many other places in the UK is that there should be co-terminosity between local government boundaries and those of other public sector service providers. Experience elsewhere is that the lack of shared boundaries across public sector agencies can give rise to

problems of accountability and service provision, and the proposed co-terminosity may therefore be advantageous for service providers in Northern Ireland.

- 1.15 The RPA believes that the process of establishing a community plan is as important as the product itself, particularly in encouraging active citizenship and enhancing local democracy, and this focus on the process of community involvement also reflects the approach taken elsewhere in the UK and in the Republic of Ireland.

Community Planning - The Policy Context in the UK and the Republic of Ireland

- 1.16 Community Planning has become a key part of local government in the UK and in the Republic of Ireland. Although there is broad consensus on the aims and principles of Community Planning, each of the five jurisdictions included in this study has developed a distinctive national policy context.

England

- 1.17 Within England and Wales, community plans have been defined as “comprehensive strategies for promoting the well-being of an area” (LGA 1998)¹. The Department of the Environment, Transport and the Regions (DETR - now Local Government and Transport) has summarised the aims of Community Planning as:
- to allow local communities to articulate their aspirations, needs and priorities, coordinate the actions of the council and of the public private, voluntary and community organisations that operate locally;
 - to focus and shape existing and future activity of these organisations so that they effectively meet community needs and aspirations; and
 - to contribute to the achievement of sustainable development.
- 1.18 In 2000, the Local Government Act in England and Wales placed a duty on local authorities to prepare community strategies. Community strategies are over-arching strategies that set out how local authorities and their partner organisations would like their areas to develop over the next 15-20 years. The vision should be based on wide consultation with local communities, organisations and the public. Local authorities and other public agencies would have regard to the community strategies in providing services and in undertaking investment in county areas.
- 1.19 In the last three years, the vast majority of English local authority areas have established Local Strategic Partnerships (LSPs) in order to devise community strategies. LSPs have responsibility for overseeing the preparation and implementation of community strategies and (in Neighbourhood Renewal Fund areas) of Local Neighbourhood Renewal Strategies, but have wide discretion about how to organise themselves, how to arrange their business, and which issues to concentrate on.
- 1.20 Although many local authorities and their Community Planning Partners share similar visions for their communities, individual strategies build on the pre-existing policies and practices within particular areas and, as is to be expected, there is substantial variation in both the processes and practices at local level.

¹ Local Government Association (LGA) www.lga.gov.uk

Wales

- 1.21 The Local Government Act of 2000 also guides the Welsh Community Planning process, but devolution has enabled the Welsh Assembly to tailor community strategy policy to its own particular needs. Consequently, the Welsh Community Planning policy context differs from the policy context in England.
- 1.22 The Assembly's strategic plan, *Better Wales*, is in one sense a community plan for the whole of Wales, setting out a vision for 2010 together with medium-term objectives and targets. While this guidance does not require authorities to adopt the same structure, priorities and objectives as *Better Wales*, it does ask all authorities to address the topics covered by the national strategy:
 - Better opportunities for learning
 - A better, stronger economy
 - Better health and well-being
 - Better quality of life, including environmental issues
 - Better, simpler government.
- 1.23 The National Performance Framework, linked to the Welsh Assembly Government's Plan Reduction agenda, was developed alongside the national strategy in order to ensure that local community strategies were not faced with a planning burden that would reduce their impact. The Framework linked up local and national strategies and limited the number of plans that local authorities were required to produce. The result has been that local authorities have greater understanding of the links between the main elements of their corporate agendas, and this has allowed them to plan strategies with greater clarity.
- 1.24 The Wales Spatial Plan also requires neighbouring local authorities and their partner organisations, to contribute to setting the vision for the wider sub-region which will establish the context for the community strategies. This means that neighbouring Local Strategic Partnerships will work together to establish wider community strategies.
- 1.25 The Welsh Community Planning process is largely similar to that in England, with Local Strategic Partnerships being established to formulate community strategies. However, the *Better Wales* strategic plan, the Wales Spatial Plan, and other related Welsh Assembly legislation has enabled the Local Government Act to be tailored to the Welsh context. Consequently, the Community Planning process in Wales places greater emphasis on environmental issues, on LSPs working together in setting visions for the wider sub-region, and on specifically Welsh issues.
- 1.26 The majority of the local authorities in Wales have established community strategies in the last year, and the Welsh Assembly is currently carrying out an extensive internal and external evaluation of the Community Planning process in Wales.

Scotland

- 1.27 In Scotland, the variation in Community Planning across local authorities, both in terms of speed of development and processes and practices, reflects that found in England and Wales.
- 1.28 The Local Government in Scotland Act (2003) provides the statutory framework for the Community Planning process, and the Act makes provision for ministers to issue guidance

about participation in Community Planning. The two main aims for Community Planning as set out in the guidance are:

- making sure people and communities are genuinely engaged in the decisions made on public services which affect them;

allied to

- a commitment from organisations to work together, not apart, in providing better public services.

1.29 As is the case in England and Wales, the Act places a duty on local authorities to prepare community plans. However, the Act also places a duty on NHS Boards, Scottish Enterprise, Highlands and Islands Enterprise, Joint Police Boards and Chief Constables, Joint Fire Boards, and the Strathclyde Passenger Transport Authority (SPTA) to participate in the Community Planning process.

1.30 These organisations, and other local organisations from the public, private and voluntary sectors, form Community Planning Partnerships that have the task of formulating community plans. The Partnerships are also required to form ‘themed partnerships’ agreed on by all organisations and led by the partner best placed to lead on appropriate themes.

1.31 The concept of Community Planning in Scotland places a strong emphasis on making connections between national priorities and those at regional, local and neighbourhood levels. Community Planning Partnerships act as a ‘bridge’ in a process whereby local-level Partnerships can influence national direction, but also can help to co-ordinate the delivery of national priorities in a way that is sensitive to local needs and circumstances.

Republic of Ireland

1.32 Partnership working is long established in the Republic of Ireland. In 1991, area-based partnerships were established with EU support, as a local response to long-term unemployment and social exclusion. Under the National Development Plan (1994-99) the partnerships were also required to develop a strategic plan for their area. However, what this process was missing was the involvement of elected representatives. Although the partnerships were receiving funding of €million to €million, local councillors were not involved. These partnerships were perceived by local councillors - who had few functions at local level - as having too much money, control and power. There were calls for them to be abolished and for more power to be given to local democratically-elected representatives.

1.33 This led to the setting up of the Devolution Commission (1996) that recommended these partnerships be brought under the wing of local government, followed by the Report of the Task Force on Integration of Local Government and Local Development (1998), which ultimately led to the establishment of County Development Boards (CDBs).

1.34 1.33 The Report of the Task Force on Integration of Local Government and Local Development (1998) recommended the creation of the County and City Development Boards. Based on the recommendations of the Task Force Report, 34 County/City Development Boards (CDBs) were established, with one covering each county and city area in 2000. They were given statutory recognition in the Planning and Development Act 2000 and the Local Government Act 2001. County Development Boards were established to address the challenge of working towards more co-ordinated public and local development services.

1.35 The CDBs comprise representatives from the four key sectors of local government, local development, the social partners (business and trade unions) and state agencies. There are typically 27 members in each CDB but there is some variation between counties.

- 1.36 Local government acts as the lead agency in the CDBs and it can take action to consult with the local community and to promote effective participation by the local community in local government. Participation in CDBs is mandatory for state agencies.
- 1.37 CDBs are also required to produce an overarching 10-year strategy for local development in their area, with 3-5 year targets, including all of the key stakeholders in the public, private and social sectors, and provide a broad framework within which these agencies should operate.
- 1.38 The Boards are chaired by local authority elected members and are serviced by Directors of Community and Enterprise and their staff. The Director of Community and Enterprise was a new senior post within County and City Boards, created in 1999 prior to the establishment of the CDBs themselves.
- 1.39 Also immediately prior to the establishment of the CDBs, Community Forums were created in each of the County/City areas to provide a mechanism whereby community representatives could be identified and nominated. These Forums are also used to provide on-going communication between the local communities, their representatives and the CDBs. The structure and operation of the Community Forums varies across CDBs.
- 1.34 The CDB Strategies were intended to become a key mechanism to achieving improved local service co-ordination. The preparation of the Strategies themselves involved a lengthy process due to the need for inclusive and meaningful consultation, and they were published in early to mid-2002.
- 1.40 Once the Strategies were agreed, the role of the Boards developed to oversee their implementation. The Boards themselves are not implementing agencies and the Strategies involve a wide range of activities with some to be implemented by the new Directorates of Community and Enterprise within the Council and others by the partner organisations in the CDBs.
- 1.41 A Review of the County/City Development Board Strategies was commissioned in 2002, and identified common themes and issues across the 34 areas including:
- there is a clear emphasis on quality of life issues in the Boards' overall goals and objectives for their areas;
 - the Boards have identified a large number of actions that will contribute to achieving their Strategies generally, and to improving local public service integration in particular. Major target areas for these actions are social inclusion (the single largest sector addressed), education, culture, enterprise development, health, the environment, transport, tourism, childcare and housing;
 - proposed actions identified for statutory agencies relate mainly to local government (the single largest group), Area Partnership Companies, LEADER Groups, Health Boards, Vocational Education Committees (VECs), FÁS, County Enterprise Boards, Teagasc, County Childcare Committees, the Gardaí, Enterprise Ireland, third-level institutions, Regional Tourism Authorities and the Department of Social and Family Affairs.

- 1.42 The lack of central government commitments and actions was also noted in the Review and the report concluded that local mechanisms to promote co-ordination and integration of public services can only be as effective as national government structures, policies and attitudes allow them to be.
- 1.43 CDBs are now focusing on the review and reprioritisation of actions within the 10-year Integrated Economic, Social and Cultural Strategies that they published in 2002.

The Report

- 1.44 This report provides a summary of relevant comparative research information on the topic of Community Planning through the analysis of five case studies. Chapter 2 sets out the approach and methodology of the research; Chapter 3 contains the five case studies; and Chapter 4 outlines the lessons that can be learned from the case study areas.
- 1.35 The report also contains a comprehensive set of Appendices. Appendix 1 provides a bibliography of sources; Appendix 2 contains the interview schedule used to undertake the case studies; and Appendix 3 provides a glossary of terms used in the report.
- 1.36 Appendices 4 to 7 are a series of matrices containing information on different aspects of the case study areas. Appendix 4 contains information relating to the mandatory requirements for the study; Appendix 5 provides information relating to the characteristics for public administration in Northern Ireland; Appendix 6 outlines how each case study area addresses the key themes of urban/rural regeneration, community development and children and young people; and Appendix 7 gives examples of partnership working and impact from the case study areas.

2 Study Task and Methods

2.1 The objectives of the study are:

- to provide the RPA with a summary of relevant comparative research information on the topic of Community Planning;
- to provide an analysis of the operation of Community Planning through the use of five case studies – one in each of the following jurisdictions: England, Wales, Scotland, the Republic of Ireland and Northern Ireland;
- to meet all the mandatory requirements and address, where appropriate, the relevant characteristics. These are listed below at paragraphs 2.18 to 2.19.

Methods

2.2 This chapter provides a description of the research methods and specific research tools used to undertake the study task.

2.3 The following methods were used:

- Desk Research
- Identification of Case Study Areas
- Construction of Templates for Case Study Areas
- Visits to Case Study Areas
- Data Analysis and Writing of Case Studies.

Desk Research

2.4 We undertook desk-based and web-based research to gather information on the relevant national policy contexts for this study.

2.5 This involved reviewing existing documentation, reports, and publications from throughout the UK and Ireland. We have identified and analysed the key common themes/approaches and areas of interest related to Community Planning across all five jurisdictions, taking into account all relevant issues as set out in the requirements for the study, and taking into account the characteristics of the RPA.

2.6 The desk research highlighted areas of good practice and innovation in Community Planning in each of the five jurisdictions, and enabled the identification of potential case study areas for the research.

2.7 A list of the documents examined is included at Appendix 1.

Identification of Case Study Areas

- 2.8 Following the desk research, we were able to identify case study areas that reflected the socio-demographic situation in Northern Ireland as well as the particular requirements for the study.
- 2.9 The factors that we considered when selecting the case study areas included population size, mixed communities (eg by race, perceived religion, and political opinion) and extent of deprivation and regeneration in the area. We also considered a mix of approaches to Community Planning, for example areas where the Council has promoted shared accountability with other partners; areas where co-terminosity exists; areas where the community is successfully engaged and various other approaches.
- 2.10 Another factor that was considered was the perceived effectiveness of Community Planning Partnerships. We considered successful partnerships that had already been subject to high quality evaluation to be of particular interest to the research and the choice of case study areas reflects this. When selecting the case study for Northern Ireland we had to be aware of the political make up of the area and the Council to achieve as broad and as diverse a view as possible.
- 2.11 Using the criteria described in the previous paragraphs, we identified a number of suitable case study areas for the research. These included Manchester, Liverpool, Lambeth and Bradford in England; Cardiff and Pembrokeshire in Wales; Fife in Scotland; Meath, Donegal, Sligo and Galway in the Republic of Ireland; and Armagh, Strabane and Fermanagh in Northern Ireland.
- 2.12 We sought to achieve a balance across the five case studies in terms of population size, urban/rural mix, extent of deprivation/regeneration etc. Upon consultation with the Management Group, it was agreed that the partnerships in Manchester, Cardiff, Fife, Armagh and Galway would constitute the case study areas for the research.
- 2.13 Upon identifying and agreeing the areas to be researched, we contacted the partnerships to obtain the agreement of the selected area to participate in a case study. Unfortunately, while the Fife, Armagh and Galway partnerships were keen to participate in the study, both the Cardiff and Manchester partnerships had recently been the subject of case studies in similar research and were reluctant to take part in the study due to 'consultation fatigue'.
- 2.14 Blake Stevenson sought to replace the Cardiff and Manchester partnerships with case studies that were socially and demographically similar and that had been identified as successful or innovative partnerships. Liverpool was identified as a suitable case study due to the locality and similarities it shares with Manchester, as well as the perceived effectiveness of its Community Planning Partnership.
- 2.15 The Newport Community Planning Partnership was recommended to us to be a suitable case study by researchers at the University of Wales (Swansea) who are currently evaluating the Community Planning process across Wales. This recommendation, and the city's similar social and demographic situation in relation to Cardiff, formed the basis of our decision to include Newport as a case study area in the research.

Construction of Templates for Case Study Areas

- 2.16 We constructed two templates for the case study areas: one that reflected the mandatory requirements of the study and the other the characteristics of public administration in Northern Ireland, as set out in the Terms of Reference for the RPA.

- 2.17 The templates were constructed in order that the information gained from the case study areas could be focused upon the key areas of interest to the study.
- 2.18 The first template for the case study areas contained the mandatory requirements for the study, which were used as the key areas of research for the study. The mandatory requirements stated that the study was to examine all the relevant issues, in particular:
- the role of and relationship between key players, including central government;
 - accountability arrangements;
 - co-terminosity; and
 - monitoring and evaluation.
- 2.19 The second template for case study areas included the characteristics of public administration in Northern Ireland, as set out in the Terms of Reference for the RPA. These are:
- democratic accountability;
 - community responsiveness and partnership working;
 - cross-community concerns;
 - equality and human rights;
 - subsidiarity;
 - quality of service;
 - coordination and integration of services;
 - scope of the public sector;
 - efficiency and effectiveness.
- 2.20 The characteristics of public administration listed above were used as a checklist for good practice for each of the case study areas.
- 2.21 The templates for the case study areas are included at Appendices 4 and 5.

Visits to Case Study Areas

- 2.22 The team undertook visits to the Fife, Newport, Armagh and Galway partnerships to interview the key stakeholders in the Community Planning Partnerships. Unfortunately, due to time constraints imposed by having to identify alternative case study areas, we were not able to visit the Liverpool partnership. Instead, we were able to conduct phone interviews with the Local Strategic Partnership team in Liverpool and were sent key documents by the partnership to analyse.

- 2.23 Prior to visiting the case study areas, we conducted background research on each of the Community Planning Partnerships by studying and analysing past evaluations of the case studies, as well as documents and plans produced by the partnerships themselves.
- 2.24 On the visits to the case study areas, Blake Stevenson and Stratagem conducted interviews with the key stakeholders of the Community Planning Partnerships. These interviews covered a wide range of partners from the public, private, and voluntary sectors.
- 2.25 The template for the case study areas was used as the basis for designing an interview schedule. Community Planning Partners at the case study areas were asked questions relating to the role of and relationships between key partners, accountability arrangements, co-terminosity, and monitoring and evaluation.
- 2.26 The interview schedule for the case studies is included at Appendix 2.

Data Analysis and Writing of Case Studies

- 2.27 The data gathered from the visits to the case study areas was analysed against the criteria used in the case study template.
- 2.28 From the analysis of the case study material we were able to identify key factors that appear to have been crucial in enabling relative success on specific issues of interest to the RPA.
- 2.29 The data analysis also allowed us to relate areas of best practice in the case study areas to the Northern Ireland national policy context and to identify relevant lessons that can be learned from the case study areas.

3 Case Studies

3.1 England: Local Strategic Partnership – Liverpool Partnership Group

Introduction

Background

Liverpool is a large city in the north-west of England with a population of around 440,000 with another 400,000 people living in its wider urban areas.

In the 1990s, Liverpool faced a number of major economic and social challenges. However, in the past decade the city has undergone significant regeneration and it is now beginning to reap the rewards. For example, Liverpool is to be the European Capital of Culture 2008, it has World Heritage Site status and it has been designated a World Health Organisation European Healthy City.

Liverpool still faces a number of challenges, particularly in relation to employment and poor health, and the Liverpool Partnership Group will work to address these issues in the coming years.

The Local Strategic Partnership (LSP) and Liverpool First Community Strategy

The Liverpool Partnership Group was established in the early 1990s and the city's Community Strategy, 'Liverpool First', was first devised in 1999, putting the city very much 'ahead of the game' in terms of local partnership working.

Liverpool City Council is one of 88 local authorities in England to receive Neighbourhood Renewal Funding. This funding is given to authorities whose boundaries contain areas of particular deprivation. As a requirement of this funding Liverpool City Council must put in place an LSP of public, private, voluntary, community and faith sector organisations to prepare and implement the Community Strategy; bring together (and where possible rationalise) plans, partnerships and initiatives; support the delivery of Local Public Service Agreement Targets; and develop and deliver the Neighbourhood Renewal Strategy. Around 70% of Liverpool is eligible for Neighbourhood Renewal Funding but Liverpool had already established its LSP before it became a statutory requirement to do so.

'Liverpool First' is Liverpool's Community Strategy and it is the overarching strategy document for Liverpool. Since 1999 it has been revised and updated on a regular basis to reflect targets that have been met, issues that have changed and new priorities for the future.

The vision for the latest version of Liverpool First (2005-2008) is:

“For Liverpool to become a premier European City. Achieved by building a more competitive economy, developing healthier, safer and more inclusive communities and enhancing individual life chances”.

Liverpool First has five 'Aspirational Targets': to create a European Inclusive Renaissance City by 2010; to be a Business Friendly City in 2008; to meet targets for schools, qualifications, and employment by 2008; to reduce levels of poor health and preventable death towards the national average by 2010; and to grow the population by 2013.

Since 2000, the Liverpool Partnership Group has had a core team to:

- develop and oversee the implementation of Liverpool First and monitor and review its effectiveness;

- promote and publicise the partnership;
- consult with residents, Partners and businesses;
- service and maintain co-ordination between Liverpool First Board, Liverpool Partnership Group, and widen the partnership structures.

The team is funded by a variety of resource contributions from the Partners including direct funding, staff secondment and provision in kind in the form of office accommodation. Secondees go to the team from a number of Partner agencies. This arrangement is of benefit to all parties since it offers a personal development opportunity for the secondee, and creates enhanced links between LPG partners and the team that endures beyond the period of secondment.

Partnership Working

The Local Government Act 2000 places a statutory duty on local authorities to produce a community strategy for promoting or improving the economic, social and environmental well-being of their areas, and contributing to the achievement of sustainable development in the UK. The Act requires that these strategies be developed in partnership with local communities and key public, private, voluntary and community organisations. In Liverpool, the City Council works through Liverpool Partnership Group to produce and implement Liverpool's Community Strategy.

Liverpool City Council therefore has a statutory duty to bring Partners together but no other organisations have a statutory obligation to participate in the Local Strategic Partnership. However, partnership working has been long established in Liverpool and the LSP currently comprises over 30 key public, private, voluntary and community organisations. The Partners work together to develop the shared vision for Liverpool; identify the main priorities and targets to achieve that vision; co-ordinate actions around these priorities and review their effectiveness; and influence government and European Union policies and resource allocations for the benefit of Liverpool, Merseyside and the region. The Partnership has existed for a number of years and has a high level of maturity, with considerable trust and understanding built up between the different Partner organisations.

*“Partnership working is a way of
life in Liverpool”*

The LSP consists of a ‘family of partnerships’, led by Liverpool First Board (LFB) and the Liverpool Partnership Group (LPG). The LFB comprises the Chairs or leaders of the key organisations represented on the Liverpool Partnership Group. Its Chair is the Leader of the City Council and the Vice-Chairs are the Chair of the Chamber of Commerce and Industry and the Chair of the Merseyside Council of Faiths. The LPG consists of the Chief Executives (or equivalents) of the Partner organisations. It is chaired by the Chief Executive of the City Council and it has the Chief Executive of the Chamber of Commerce and Industry and the Chair of Liverpool’s Community Regeneration Forum as its two Vice-Chairs.

The LFB and LPG meet together three times a year. The LFB agrees the vision and key priorities of the Community Strategy and the LPG agrees actions based on the Board’s decisions, monitors the implementation of these actions and oversees the management of the LSP. The LFB does not meet formally outside of these meetings but the LPG meets a further three times a year to take forward the actions agreed in the joint meetings.

It is recognised that this structure can be a little unwieldy, with more than 40 attendees at each LFB-LPG meeting, and it can be difficult to reach decisions on complex issues. Some of the more detailed decision-making is therefore delegated to sub-groups of the LSP.

Liverpool LSP has a ‘family of partnerships’ to take forward different areas of activity. There are Strategic Issue Partnerships (SIPs) that are city-wide and take action on specific issues such as health, community safety, education and skills, etc. Different local Partners lead the SIPs, for example the Strategic Housing Partnership is led by the Registered Social Landlords and Jobcentre Plus leads the Liverpool Strategic Employment Partnership. Information on how the key themes of urban/rural regeneration, community development and children and young people are addressed in Liverpool is contained in Appendix 6.

Liverpool has five ‘cluster’ partnerships that work in excluded communities. There are also seven Neighbourhood Management Areas that deliver the city’s Community Strategy and Neighbourhood Renewal priorities at a local level, co-ordinating services providers to develop joined-up services. Each of these areas has a Delivery Plan with targets to be met.

Meanwhile the 2000/06 EU Objective One Programme recognises five areas in Liverpool as priority areas for investment to help stimulate economic growth. To deliver this investment Strategic Investment Area Boards (SIABs) were formed consisting of the City Council, the main area-based regeneration partnerships and community representatives. The City Council’s Neighbourhood Management Services also supports these partnerships.

There are three LPG sub-groups to deal with particular initiatives – the City Centre Integrated Development Plan, the Neighbourhood Renewal Strategy and the EU Objective One Priority Four Funding. Finally there are working groups on particular issues, for example there has been established a group on alcohol-related violence and its impact upon crime and health services, which involves representatives from the police, the City Council youth offending team, the primary care trust, the health trust, schools and legal services.

Communities in Liverpool are engaged in the LSP largely through the Liverpool Community Network. This is a network of 1,300 community, voluntary and faith organisations, and it has nine different networks relating to issues such as health, the environment and black and minority ethnic (BME) communities. Through these different networks representatives are elected to almost every partnership within the structure of the LSP, including the LPG and the LFB.

The different partnerships have led to significant co-ordination and integration of services in Liverpool. One of many possible examples of this work is the Streets Ahead employability programme. This brings together Jobcentre Plus, Jobs, Education and Training, Connexions, the City Council’s Neighbourhood Management Services, Sure Start, the Citizen’s Advice Bureau and others to engage with ‘hard to help’ client groups and move them closer to the labour market. This work includes door-to-door service, outreach guidance appointments and employability workshops. A joint approach has been underpinned by the development of a single Streets Ahead brand. Further examples of partnership working in Liverpool, and the impact that this has had, can be found in Appendix 7.

The Liverpool LSP is also involved in a number of regional, national, European and international partnerships including Eurocities, Healthy Cities, The Mersey Partnership, Core Cities and Liverpool-Manchester.

Accountability

Through their Community Strategy the LSP sets broad strategic objectives for the city, which are then taken forward by the SIPs, cluster partnerships, SIABs and sub-groups. The LSP indicates the areas in which these groups must work and ensures that they monitor their activities correctly. These groups also have autonomy to take decisions but they are ultimately accountable to the LSP.

As a recipient of Neighbourhood Renewal Funding, Liverpool Partnership Group is accountable to the Neighbourhood Renewal Unit (NRU) of the Office of the Deputy Prime Minister (ODPM) for delivering targets relating to Health, Education, Employment, Crime and Housing as set out in their 'Neighbourhood Renewal Strategy Floor Target Action Plan'. This relationship is largely mediated through the local government office (Government Office North-West – GO-NW) with whom Liverpool Partnership Group has a strong and mutually beneficial relationship.

Performance management within the LSP has to meet certain core requirements specified by the NRU. An Annual Review, conducted by GO-NW but verified by the ODPM, considers performance and outcomes against the targets of the five themes relating to Health, Education, Employment, Crime and Housing (and Liveability in 2005/06). The LSP has to show the impact of its work, demonstrate that its action plans are informed by relevant data and submit a Red/Amber/Green self-assessment. The LSP is also measured on how well it works as a partnership and on its overall Improvement Plan.

Representatives from the Liverpool Community Network, a network of over 1,000 community, voluntary and faith organisations, are elected to sit on almost every partnership within the Liverpool 'family of partnerships'.

As described above communities in Liverpool are engaged in the LSP through the Liverpool Community Network. The Liverpool Community Network has a protocol arrangement with the LSP that it will be the primary Partner for consultation on the work of the LSP, including the development of the Community Strategy. The latest version of the Community Strategy was presented to all nine network groups of the Liverpool Community Network and the feedback that was received led to a number of revisions being made. Beyond the Liverpool Community Network people in Liverpool have limited knowledge of the LSP but a summary of the latest version of the Community Strategy will be produced in 14 languages and the Strategy will have a vast distribution to venues such as libraries, one-stop shops and health centres.

Co-terminosity

The Liverpool LSP is working towards ensuring that all Partners have co-terminus boundaries within Liverpool. This includes the Primary Care Trusts, the City Council Neighbourhood Management Services, the police, the fire services and Jobcentre Plus.

It was stressed that having co-terminosity between the local areas within the Community Planning area is absolutely vital to the successful implementation of partnership working. Co-terminosity allows for data to be compared and analysed within a clearly defined area and therefore makes the task of monitoring the outcomes delivered by partnership activities far easier to decipher and quantify.

“Co-terminosity can dramatically improve the benefits of partnership working”

Monitoring and Evaluation

The core principles of monitoring and evaluation within the Liverpool LSP are openness, relevance and accountability. Monitoring and evaluation applies to three main areas:

- targets within the latest version of the Community Strategy;
- reviewing progress against the Neighbourhood Renewal Floor Targets;

- review of partnership effectiveness (full review every three years).

Liverpool LSP is assessed and graded by Government Office North-West on its progress against its Neighbourhood Renewal Floor Targets, therefore these targets are far more detailed than those contained in the Liverpool Community Strategy. However, there is significant overlap between the two.

The Liverpool Community Strategy contains a number of indicators on community safety, culture, transport, business friendliness, competitiveness, education, skills, jobs, health and growing the population. Liverpool LSP is currently in the process of establishing how these targets are monitored. Under the new arrangements the monitoring of the Community Strategy targets will be undertaken by the lead agency in each partnership which will report annually to the Liverpool First Board on progress against these targets. These reports will give the Board a general overview of progress in that particular area, with specific targets only highlighted if they are experiencing problems or delays.

This is a change from the original Community Strategy monitoring system operated by the LSP. Previously a 'traffic light' system was used to report to the LFB the percentage of indicators and actions that were progressing on a 'green', 'amber' and 'red' basis. However this system did not recognise that some indicators or actions were more important than others and therefore it was difficult for the LFB to use the information in a meaningful way.

Nevertheless, the system was praised by the Audit Commission as offering a strong culture of challenge and results orientation, and was useful in entrenching the concept of monitoring and evaluation within the processes of the Liverpool 'family of partnerships', and giving staff experience in carrying out this type of work.

There is significant overlap between the targets in the Liverpool Community Strategy and the Neighbourhood Renewal Floor Targets. However, the detail required for the latter demands a quarterly rather than annual review system.

Liverpool LSP pays particular attention to issues that may hinder partnership working – such as a lack of continuity of funding or the incompatibility of data.

This will be managed through the Strategic Issue Partnerships (SIPs). Reports on each target in the Neighbourhood Renewal Floor Action Plan will be presented to the relevant SIP on a quarterly basis. The reports will provide the SIP with bullet points highlighting progress being made against the indicators within each theme, including the impact that actions are having for specified neighbourhoods and vulnerable groups. Supporting evidence will be signposted within the report rather than being presented in detail. The SIP will then report on the progress being made to the Neighbourhood Renewal Strategy Group, the group within the Liverpool partnerships that has responsibility

for Neighbourhood Renewal.

As a result of the previous Community Strategy, the LSP has learnt that some barriers to actions being successful can be changes in strategy since a project began, delays in a bidding process, poor co-ordination between partners, a lack of continuity of funding or a revised funding timetable; changes in personnel or organisation, or incompatibility of data. The LSP now pays particular attention to these issues in managing current activities.

The NRU requires all LSPs in receipt of Neighbourhood Renewal Funding to submit a full review of partnership effectiveness every three years. LSPs have to demonstrate that they are inclusive, action-focused, performance-managed, efficient and show learning and development.



There is a Monitoring and Review Co-ordinator within the Liverpool Partnership Group team. This post has a wide range of responsibilities including supporting the development of the Community Strategy, developing an appropriate monitoring system for it, managing its publication and co-ordinating the monitoring and annual review of the Neighbourhood Renewal Action Plan.

The Future

Current government policy is playing greater emphasis on the functions of Local Strategic Partnerships, particularly in relation to Local Area Agreements. It is possible therefore, that in the future there will be greater statutory obligations upon LSP partners to ensure that various partnerships are in place and are delivering outcomes that benefit the city of Liverpool.

3.2 Republic of Ireland: Galway County Development Board

Introduction

Background

County Galway is located in the west of Ireland and is one of the more geographically isolated counties in Ireland, some 150 miles west of Dublin. After the founding of the Regional Authority Areas in 1993, County Galway, along with Counties Roscommon and Mayo, became known as the West Region.

The County is divided into five electoral areas:

- Ballinasloe;
- Connemara;
- Galway Rural;
- Loughrea and Tuam.

It is the second largest county in Ireland and has an area of 6,148.77 km². In 1996 the population, including the City, was 188,854. Between 1991 and 1996 the population of the County, excluding the City, grew by 1.6% from 129,511 to 131,613.

A large part of Galway is 'Gaeltacht', an area where the Irish language is spoken and prioritised. This is the largest Gaeltacht in the country. Tourism is a key industry in Galway, both County and City. Agriculture is the predominant land-use in the County, with approximately 54% of the total land area (330,000 hectares) classified as agricultural land.



Galway County Development Board

Galway County Development Board (CDB) was established in March 2000 as a result of Government action to promote the co-ordination and integration of public services. This is to be achieved through the preparation and delivery of a comprehensive social, economic and cultural strategy representing what in effect is a ten-year vision for County Galway.

The Strategic Principles of the County Development Board are:

“The CDB believes that by creating an environment in which all citizens of Galway - natives as well as those who make this county their home - should be able to live and work in an environment where there is reasonable access to quality employment opportunities and where transport systems allow a choice in mode of travel, giving access to a range of services such as health, education, social and recreational amenity.”

The Strategy

The CDB Strategy was the result of extensive consultation and research activities by the Board. Prior to the drafting of the Strategy:

- four inter-agency working groups were established – Infrastructure, Social Inclusion and Employment, Economic Development and the Gaeltacht, Culture and Islands that led to the identification of 26 priority issues. 76 presentations were made by the State, local development and key voluntary organisations outlining their organisations’ plans and future priorities;
- an Audit of Services was undertaken to identify key issues of importance and to provide introductory information on the role of various agencies, local development bodies and local groups; and
- a consultative conference was held and was attended by 259 statutory local development and community organisations, with participants taking part in 18 workshops.

It took approximately two years from the creation of the CDB to complete the strategy. This was considered crucial in allowing everyone to have a say in the ten-year vision for County Galway. People felt a sense of ownership of the strategy because they had so much input into identifying the needs of the community.

As a result of the consultations, key themes were identified:

- Theme 1: A Strong Economic Base
- Theme 2: Managing our wealth of physical and natural resources
- Theme 3: Opportunities for Work and Learning
- Theme 4: Investing in Communities
- Theme 5: Access to Services
- Theme 6: A living Gaeltacht
- Theme 7: Vibrant Island Communities
- Theme 8: Celebrating cultural diversity

Partnership Working

“The CDB works because it doesn’t react to particular problems; it plans ahead, sets targets and amends them as we go along. It is absolutely essential for good governance.”

The 34 members of the CDB comprise representatives from local government, local development bodies, state agencies, and the Community Forums and the farming and business sectors. The Chair of the CDB is held by a member of the

County Council. A seat is reserved for the Mayor of the County and five seats are reserved for each Chair of the Strategic Policy Committees (SPCs). In addition, Ballinasloe Town Council has a seat and a further local government seat is rotated between Tuam and Loughrea Town Councils. Other elected members participate on CDB sub-groups on specific areas of interest.

Due to the nature of the strategic planning and collaboration involved in the work of the CDB, the local authority is the lead agency in the partnership. There is a Community and Enterprise team within Galway County Council to advance this work and the Director of Community Enterprise and Economic Development in the Council holds specific responsibility for the functioning and development of the CDB. Information on how the CDB addresses the key themes of urban/rural regeneration, community development and children and young people is contained in Appendix 6.

Galway Community Forum was established by Galway County Council as part of its role in facilitating a formalised structure for community and voluntary participation and representation. The Forum provides a mechanism for on-going feedback between the local community and CDB members. Due to the large size of the County, the forum is organised around locally-based activities, which broadly mirror electoral divisions and the Gaeltacht area. There are six local Forums organised in Galway. This system was seen as providing excellent opportunities for community groups to become involved and engaged and local issues are effectively fed into the forum from as local a level as possible.

Prior to the establishment of the Forum, the voluntary and community sector in Galway was highly fragmented, and CDB members reported that it was a painstaking task to bring all the different groups together. The Forum is seen as providing a structure for groups to share information and experience on projects and policies that affect them.

The Forum also has an important role in providing a voice for local groups in consultation and decision-making, and it does so through its representation on the CDB, the Council's Strategic Policy Committee (SPC) and on various other boards. The SPC assists the Council in the formulation, development and review of policies with regard to: Housing and Services; Roads and Transport; Planning and Economic Development; Environment and Conservation Services and Cultural and General Services. The SPC provides a framework that provides councillors with a better focus and built-in assistance from the relevant sectors.

The value in having an umbrella body representing community and voluntary groups, with a constitution and procedures for electing and nominating members to various boards, was seen as especially useful by some members in terms of knowing where to go if they wanted a community/voluntary representative to sit on their boards.

Social Partners sometimes face challenges regarding their participative mandate and accountability mechanisms but this appears to have improved through the CDB process.

In the process of establishing the CDB there was some suspicion from both elected members and the community and voluntary sector. The community and voluntary sector was sceptical of local government's wish to involve them in the process and local councillors felt that power had been in the hands of partnerships for too long and were uneasy and mistrustful about sharing power.

An observation from one of the Partners was that some elected members saw community representatives as *"Elected members in waiting - popularising themselves by getting a hold of council news and being perceived as heroes"*.

However, the Community Forum has been highlighted by the Partners as one of the success stories of this process and their input, expertise, local knowledge and enthusiasm have been valued - *"The Board would not be the Board without the Forum"*.

"This process is the first time that the community and voluntary sector has been formally brought into the statutory process. The Forum is a voice of the community now starting to be heard in a structured way and to some extent speak with an authoritative voice."

The community and voluntary sector also feels that it has been consulted well and brought into the strategic process. One council member praised their input and claimed:

“They take a macro look and when they get on to a committee they are not parochial or looking after their own patch but do see the bigger picture.”

The establishment of the CDB was also extremely important in strengthening relationships between the Social Partners and local councillors. Through the CDB process councillors began to play an active part on these local groups and boards. The requirement to have councillors on these bodies and boards ensured councillors had a seat at the table and resulted in councillors being less demanding of these bodies. This process was felt to have *“helped to break down barriers”*. Decisions taken in the CDB are by consensus. Every Partner was of the view that this worked well because the vision had been agreed and is clearly described on paper. It is therefore the role of the partners to find ways to deliver on this vision.

“Partnership is exclusively consensus based and what I find most remarkable is that there is so much we agree upon. There is a very strong sense of trust...”

Another partner agreed that decision-making within the CDB was consensus-based, but added that the CDB was ‘very light in decision-making’ and ‘has no teeth’. While having no doubt that many activities would not otherwise have taken place, ultimately the final decision always lies with central government. *‘We were left doing all the consulting, co-ordinating, facilitating and highlighting of issues, but someone else got to take the credit’*. This partner also warned of *‘creeping partnership fatigue.’*

Quality of service is dependent on central government’s commitment to the CDB and the strategy. The importance of statutory agencies having a commitment to the CDB in their own operational plans was highlighted as well as the need for Departments and even Ministers to be routinely advised on issues that are emerging from the CDB and act on its recommendations. The CDB has worked effectively in identifying possible areas of co-operation and the issues which need addressed. It is then up to the lead partner to deliver on implementing the recommendations. The buy-in from statutory partners was seen as essential at this point.

Accountability

“Inclusion of the whole community is crucial to the strategy’s ethos.”

Established in 2000 and given a statutory basis in the Local Government Act (2001) the purpose of the CDB is to bring all the major public service providers and others together in a formalised structure in order to promote greater integration of services and maximise the use of resources. However, there are some limitations to how accountable Partners can be to each other. Statutory bodies and agencies are accountable to their parent Government departments; local councillors accountable to their electorate; and the Community Forum is accountable to its members.

According to the Local Government Act (2001):

“A local authority may take such steps as it considers appropriate to consult with and promote effective participation by the local community in local government...”

It is mandatory for statutory agencies to participate in the CDB but the statutory bodies and Partners are under no obligation to carry out the actions identified and so they have no direct accountability to Galway County Council. The “buy-in” from statutory agencies varies according to CDB members but was considered important for the CDB to work.

Mechanisms of accountability such as newsletters, annual reports and presentations from Partners to their members/constituencies were viewed positively and were felt to be carried out regularly.

Through the active involvement of elected members on the CDB and implementation groups, the CDB affords Councillors the opportunity to learn about and influence the policies and actions of a significant range of agencies. This helps in broadening the democratic scope of Councillors and their capacity to deliver what local communities require.

The structure of the CDB allows for decisions to be taken at as local a level as possible. Galway is a very large county with six different electoral areas. Councillors from these areas are represented on the CDB and the sub-groups of the CDB. As described above, there are also six community forums organised to broadly mirror electoral divisions and the Gaeltacht area. These provide a mechanism for specific “local” issues to be fed into the policy-making process. Sub-structures of the CDB include forums/groups that are comprised of representatives from agencies and groups from public, private and voluntary sectors with a specific remit and resources for that area. The sub-groups included: Galway Tourism Forum; County Committee of Agriculture and Rural Development; Enterprise and Broadband forum; Integrated Transport Co-ordinating group; Gaeltacht and Islands Implementation group; RAPID Area Implementation Teams and the Social Inclusion Measures Committee.

However it is recognised that there is a need for a much more localised focus with the development of sub-strategies for local areas and that what is happening at CDB level needs to be “mirrored” at local level. The structure of Galway local authorities includes five area committees representing each town. They comprise of elected members who discuss service provision in their areas. It is hoped that in the future the area committees will be expanded to include members of the community forum.

Co-terminosity

Galway County Council is co-terminous with the County Development Board and this was highlighted as “essential” for partnership working.

Galway is also a county member of some wider regional area jurisdictions including health, employment and enterprise:

- Údarás na Gaeltachta is the main development authority for the Gaeltacht region; IDA Ireland (Industrial Development Agency) West Region is comprised of Counties Mayo and Galway while Enterprise Ireland's Western Region comprises Counties Mayo, Roscommon and Galway.
- The Western Regional Authority, Ireland West Tourism and the Western Health Board are comprised of Counties Mayo, Roscommon and Galway.
- FÁS (Irish National Training and Employment Authority) Region covers Counties Galway and Mayo and the Western Development Commission's remit covers all of Connaught, Clare and Donegal.
- County Galway is also a member of the NASC group of counties, which is composed of local authorities along the western seaboard that have a Gaeltacht area within their remit. Donegal, Mayo, Kerry and Cork County Councils and Galway Corporation are members of NASC.

A number of CDB partners are affiliated to national bodies with headquarters in Dublin and problems highlighted by this included the commitment by Partners to allocate resources and funds to Galway County alone as it was felt by others that it would need to be replicated in other counties. These bodies also have to take account of regional strategies and policies and as one private sector representative stated, their own organisation's priorities came first rather than those of the CDB.

However, Partners also stated that they could not work in isolation and working across borders brought advantages for the County, especially in the area of transport. For example, the four local authorities of Galway County Council, Galway City Council, Mayo County Council and Roscommon County Council together form the West Regional Authority area. There is recognition between the City and County Development Boards that there are certain issues relevant to the future sustainable development of the Region, which can only be tackled in a meaningful way on the basis of a regional focus and regional co-operation.

Regional Perspective

CDBs across Ireland have identified a number issues that may be regional rather than county or city issues including Transport; Telecommunications and other utilities; Employment Creation; Education and Training; Sport and Leisure Facilities; Culture; Health; Social Inclusion; Environment; Tourism; Gaeltacht and Islands; and Agriculture.

For these reasons, one interviewee warned against a *'too-rigid co-terminosity.'*

Galway CDB led the setting up of an inter-agency Broadband Forum which in partnership with west Regional Authority and Galway County Council oversaw the investment of €10 million in the Galway Metropolitan Area Network.

The CDB addressed the lack of co-ordination in Transport Planning and critical Regional Infrastructure Needs in the Western Rail Corridor and collaborated with other regional organisations on this issue. The CDB has played a leading role in the initiative to re-open the western Rail Corridor which is a former railway network linking Limerick, Galway, Mayo and Sligo. The CDB report on this issue is currently being considered by Government.

Monitoring and Evaluation

All stakeholders are required to proof their existing plans against the CDB Strategy, and to modify their plans in future reviews to address the objectives set out in the Strategy.

Rural, Equality, Poverty and Environmental Sustainability Proofing have been an important dimension of the Strategy's preparation. All public service bodies operating in the County will "proof" their operational plans against the Strategy. The Board has also "proofed" the Strategy against National and Regional policies. The County Development Board makes every effort to provide information in both Irish and English, and in formats suitable for people with disabilities and other marginalised people.

The CDB meets every three months and reviews four of the eight themes on a rolling basis at each meeting. The respective 'lead partner' for that particular action prepares a report for the attention of the Board in respect of each Key Action.

Monitoring Reports, focussing on outcomes, are presented quarterly to the Board and, following acceptance, to the Task Force Secretariat.

An Annual Report is prepared each spring by the Board, which:

- provides an overall assessment of progress on implementation of the Strategy; and
- enables revision of the Strategy in response to changing/emerging national/regional policies in 2006 - 2010.

An independent evaluation is carried out at least every three years.

The impact of the CDB Strategy on economic, social and cultural development depends on the extent to which the constituent members "*buy into*" the Strategy and subsequently implement it. Examples of the effectiveness of the Strategy are measured by:

- evidence of defined "actions" having been carried out;
- evidence of a measurable improvement made to the sustainable quality of life in County Galway towns, villages and rural communities;
- evidence of a measurable increase in levels of social inclusion, and equality of access to public services;
- evidence of increased co-operation between CDB organisations, e.g. joint ventures;
- evidence of individual bodies' objectives reflecting the wider "shared vision", e.g. alterations in the objectives of their own plans;
- evidence of new thinking and different choices being made e.g. innovative approaches to traditional issues. Galway County Development Board members assemble the relevant data to measure the impact of the Strategy's implementation.

It is clear that the setting up of the County Development Board has resulted in higher-level integration, co-ordination and co-operation between the partner organisations than would have been possible previously. All interviewees recognised this as a positive outcome. The benefits of coming together and sharing resources to tackle a problem was highlighted and the realisation that duplication can be avoided by being aware of what organisations deliver and addressing problems with an inter-agency approach. It was felt that projects and services are more targeted and relevant due to research and consultation that the CDB carries out. The CDB and its various sub-committees have provided mechanisms for addressing gaps in information and statistics, which inform policy decisions. Examples include: Galway County Atlas; Social Inclusion Audit; Galway County Rural Transport Audit and Galway County Local Poverty Profile to name a few.

Research and consultation were highlighted as “vital” in this process as they support evidence-based decisions and establish what needs to be done. The CDB mechanism provides the framework for organisations to work together and share resources. An example of this was the recent “Galway County Rural Resource Study” undertaken by Teagasc and Galway Rural Development in partnership with Galway County Council, Cumas Teo and Udaras na Gaeltachta. Launched in April 2005 the study was the most comprehensive review of rural families ever undertaken in the West of Galway involving 484 families in five areas. The partners in the study are working with each area in progressing specific actions.

This kind of collaboration and joint working is commonplace thanks to the CDB which has provided these valuable opportunities for joint working. Although not all actions are delivered and there are services that still need improved the feeling from the CDB Partners was that activities would have been impossible without the CDB. One partner described the CDB as an “educational network” informing partners of what the needs of the community are and “facilitating” the 34 views on how to address those needs. The Strategy is the key vehicle through which improved local service co-ordination is to be achieved.

Partners cited that the value of the Strategy is that it highlights the issues that need to be addressed and it is up to the identified partners to work together to address those issues. Frank Dawson, Director of Community and Enterprise, said: “*It is always easier to reach your destination when you know where you are going*” The CDB and the Strategy have put in place foundations for the partners to reach their destination.

All Partners agreed that integration has brought a better quality of service to citizens in areas such as childcare, transport, community enterprise, training and support for marginalised groups. The focus on social inclusion and the work of the social inclusion measures group, a sub structure of the CDB, reflects its commitment to the National Anti-Poverty Strategy and goes a long way to addressing poverty and access to services.

The CDB established a *Social Inclusion Measures Committee (SIM)*, which provides a co-ordinated approach to the delivery of actions to address social inclusion in the County. The SIM has produced an audit of levels and type of investment and targets specific to excluded groups in the County. The SIM has overseen the development of an Integrated Targeted Plan for Young People including Children in 2004, and Galway County Council in partnership with the SIM, has produced a Local Poverty Profile of the area, which will inform the development of a specific Social Inclusion Policy of Galway County Council.

The CDB also comes together to make joint policy submissions effectively lobbying government for the benefit of Galway. Galway County Council worked with CDB partners in 2002 to gain RAPID status for Tuam and Ballinasloe and established multi-agency RAPID Area Implementation teams. The RAPID programme is a focused Government initiative to target disadvantaged areas. Each target area has an Area Implementation Team that will create an integrated area plan and put forward project proposals to address the needs of that area. Significant funding for projects has also resulted in a number of measures, including the Equal Opportunities Childcare Programme. The benefit of co-terminosity was highlighted as important in this area in terms of Partners solely representing the interests of Galway.

The Future

The CDB has been working on a Review of the current Strategy in accordance with the national guidelines issued by the Minister of Environment, Heritage and Local Government. The Review will result in the identification of a limited number of key priorities and actions on which the CDB will concentrate over the next three years. This is an opportunity for statutory agencies to determine what they can deliver and what they can't and to focus on priority needs of Galway. This exercise aims to achieve a greater degree of prioritisation amongst the proposed actions.

Each member of the Board and related sub-committees was asked to identify priority issues that they consider need to be addressed. This includes issues identified by the Chairs of each Strategic Committee (SPC) and the County Manager. It is envisaged that the shared themes, vision and objectives of the current strategy will remain as the guiding framework.

Central co-ordination and support was identified as a problem by some of the Partners who insisted that co-ordination between departments at the centre is also essential. All bodies still report to separate government departments nationally and it is important that those central departments get together to discuss what is happening locally. Central co-ordination is important for policy-makers who must be sensitive to local needs. This lack of central co-ordination was viewed as a weakness and had an effect upon quality of service.

The Fitzpatrick review of CDB Strategies (March 2003) also recognised this as essential to the success of CDB and their strategies:

“A key determinant of the ultimate success of the CDB model is commitment, support and flexibility at central government department and agency level. The county/city level cannot go very far past where the central level wishes or allows it to go. So for the central level the key message of the strategies is that the local service integration mission will ultimately be as successful or unsuccessful as central government wants it to be.”

One of the interviewees expressed concern that central government does not see the CDB model as important as it used to be, and warned that this could result in agencies operating locally starting to go their own way or following their own national priorities.

A community/voluntary sector representative believed that one of the main problems of the community/voluntary sector is that many communities do not have a developed vision for their own community. Local community groups acted in a territorial way and focused only on their own area. What is happening at County Development Board level needs to be “mirrored” at local level. This participant also believed that capacity-building investment in the community sector with regards to training, management, consultation and even study tours to examine models of best practice, were areas where productive investment might be directed.

3.3 Scotland: The Fife Community Planning Case Study

Introduction

Background

The Kingdom of Fife in Scotland forms a peninsula that separates the estuaries of the Tay to the north and the Forth to the south. Fife is surrounded on three sides by water and has a coastline of about 115 miles.

The present structure of local government was established in 1996 from the former Regional and District Councils. Fife Council is now a unitary authority that provides all local government services for the Kingdom. The Council consists of 78 councillors elected every four years. There is presently a minority Labour administration in the Council.

The population of Fife is around 350,000 and the area is a mix of urban and rural. The main urban conurbations are located in the southwest, in Glenrothes, Kirkcaldy and Dunfermline with a number of smaller settlements strung along the coastline, comprising the East Neuk of Fife.

Traditional industries and Fife's manufacturing base have suffered a sharp decline over the past decade. Electronics and financial services are key service sectors, whilst other important industries include optoelectronics, oil and gas, biotechnology, chemicals, textiles and marine engineering. Unemployment is slightly above the Scottish average. Over a third of households in Fife live on less than £10,000 a year and one third of Fife's population between 16 and 74 years old has no formal qualifications.

A significant percentage of the population commutes across the Forth to Edinburgh and the Lothians to work and improving strategic transport links is becoming an increasing priority for Fife. The region is already home to Scotland's first direct ferry service to Europe – the Rosyth to Zeebrugge service.

Community Planning Strategy

The Fife Community Plan was published in June 2000 and the Fife Community Planning Partnership is therefore relatively mature. The 10-year vision for Fife is of an area that is:

"ambitious, highly skilled, creative, caring and able to make and take advantage of opportunities: ambitious not just to help each individual achieve what is best for him or her, but ambitious to improve our environment, health, services, products and infrastructure. Above all, our vision is of a Fife where quality of life is improving for everyone, and where inequalities between individuals and communities are narrowing."

In 2004 the Partnership published a new edition of the Community Plan "A Stronger Future for Fife", which is an in-depth review of what the Partnership has achieved since 2000 and sets out action planned up until 2010.

The Community Plan is seen by the Council as "the most important Plan for Fife" and the impact of any new initiatives coming out from Partners or from central government is tested against the Plan.

The strategic body, the Fife Partnership, brings together Fife Council, NHS Fife, Fife Constabulary, CVS Fife (Council for Voluntary Service), Scottish Enterprise Fife, Fife's Further and Higher

Education establishments, and Communities Scotland. The Partners are represented at Chief Executive or Director level.

Possibly the single most important success factor mentioned by Partners is the personal involvement, understanding, commitment, and relationships of key members of the Partnership.

Across these and other public agencies, over £1.6 billion per annum is spent in delivering services throughout Fife.

There are six main themes of the Partnership - the economy, health and well-being, education and learning, the environment, stronger communities, and community safety.

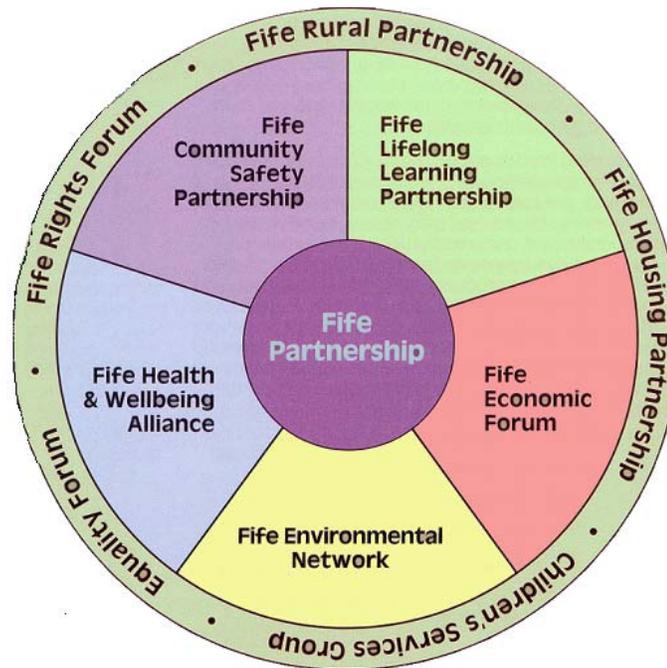
Although the tourism sector is a major contributor to the Fife economy, with St Andrews in particular being regarded as a world class tourist venue, within Scotland

tourism activity is centred in VisitScotland. There is no direct representation on the Fife Partnership, however the tourist board is a key partner on the Fife Economic Forum.

In addition to the overall Fife Partnership there are five Strategic Partnerships: Fife Economic Forum, Fife Environmental Network, Fife Health and Well-being Alliance, Fife Community Safety Partnership and Fife Lifelong Learning Partnership which have responsibility for coordinating the work of a wide range of partners to take forward the main themes of the Community Plan. These Partnerships report directly to the Fife Partnership.

Fife Partnership carried out a “Fit for Purpose” review of the five Strategic Partnerships (which were not originally set up as part of the Community Planning structure) and found that there was a need to strengthen the vertical relationship between Fife Partnership and the Strategic Partnerships partly by means of a “more dynamic dialogue”. There was also a suggestion to strengthen the horizontal relationships between individual Strategic Partnerships, in order to avoid “themes becoming the new silos”. The changes required were seen as “as much cultural as they are structural”.

In addition to the Strategic Partnerships, there is a range of cross-cutting partnerships, forums and groups which contribute to achieving the goals outlined in the Community Plan.



Partnership Working

There is strong partnership working in Fife. The Fife Partnership is chaired by the Leader of the Council and, because it is a minority administration, the leader of the opposition also sits on the Partnership.

The Partnership sees its role as providing the overall strategic direction and support for Community Planning, with service delivery being implemented through the Community Planning Implementation Group (a group of officers from the partner bodies), and through the five Strategic Partnerships. The Implementation Group rotates the Chair's position. Scottish Enterprise Fife, and the Police have chaired the group, and currently NHS Fife is taking that role.

Factors which are seen as leading to successful joint working include:

- high level commitment to the process from all Partners;
- taking time to build trust and confidence across the Partners;
- building understanding of the different lines of accountability, different cultures, different decision making processes, and different priorities of each Partner.

Possibly the single most important success factor mentioned by Partners is the personal involvement, understanding, commitment, and relationships of key members of the Partnership.

The Partners have come together to work to build the Partnership. They have taken part in scenario planning exercises, to anticipate change and be ready to adapt. For example, the introduction of a proportional representation voting system for local government in 2007 means that the number of wards in Fife is likely to reduce from 78 single member wards to 23 multi-member wards. This is almost certain to further change the current political balance in the Council.

The Partners review the Partnership and partnership working on an ongoing basis and in some instances Partners have begun to share ideas about their own organisational strategy and priorities in advance of fully developing their individual plans.

The symbolic evidencing of joint working is important and what were the Fife Council Excellence Awards are now the Fife Partnership Excellence Awards. There is also a joint community newspaper called FifeLife to which all the Partners contribute articles. It goes out to every household in Fife four times a year. This is recognised as good practice nationally. Fife is the only Partnership area in Scotland which has a shared community newspaper.

At a very practical level, there is an excellent example of joint working between the Post Office and the police. In four rural areas there is a police sign in the window of the Post Office which indicates that individuals can make a query, complaint, or seek the type of help they would normally ask of the Police. If no immediate answer is possible the query will be passed to the nearest local police.

At a very practical level, there is an excellent example of joint working between the Post Office and the police. In four rural areas there is a police sign in the window of the Post Office which indicates that individuals can make a query, complaint, or seek the type of help they would normally ask of the Police. If no immediate answer is possible the query will be passed to the nearest local police.

Appendix 7 contains further examples of partnership working in Fife, and the impact that this has had.

Despite efforts towards joint working, there is however a general view that Fife Council may still be seen as the predominant partner “when in fact all Partners should be leading Partners”. Building a clear and distinct identity for the Partnership is regarded as an important area of on-going work.

A view was expressed that because the Partnership works relatively well there may be “*a danger of complacency*” and that it might benefit the Partnership to move out of its comfort zone a little if it is to move forward.

One issue which does challenge any notion of a comfort zone, and which links to the idea of a separate identity, is that of incorporation. Although incorporation is allowed for in Community Planning legislation in Scotland, no Partnership has yet gone down that route.

Fife Council has a vision of incorporation as enabling benefits of a:

- Single employer – of Partnership staff
- Single banker – of Partnership funds
- Single advocate – for Fife
- Single safeguarder – for vulnerable adults and children

Incorporation could also enable exploration of common shared support services (for example finance, legal, staff development and so on).

There would be structural and possibly legal difficulties for some Partners in following this vision. Scottish Enterprise Fife and NHS Fife in particular would have barriers to becoming incorporated because they sit within national structures that are centrally controlled, and in which common services are in many cases already provided at the centre.

Clearly any move towards incorporation would involve the relinquishing of a degree of power on behalf of all Partners and there is a general feeling that most Partners are not yet at that stage. Indeed some, because of national level structures and strictures, may never reach that stage.

There is also a view however that in terms of building the Partnership much can be progressed whilst still falling short of incorporation.

Partners know each other well and it was stated that the Fife Partnership has helped some organisations move out their “laager mentality” through sharing discussions and working with others.

The Partnership developed an initiative in 2001 called “Kingdom Graduates” whereby new graduates spend time working in each of the Partner organisations to understand the different organisational activities, cultures and processes. Fife is currently on the second intake of graduates.

A view was expressed that because the Partnership works relatively well there may be “a danger of complacency” and that it might benefit the Partnership to move out of its comfort zone a little if it is to move forward.

It was also suggested that further in-depth understanding of each organisation’s culture could be developed, perhaps by having the most senior staff spend a very short secondment in each other’s organisations.

It seems that strengthening and deepening understanding and trust is seen as the route through which the Partners can further challenge each other on the difficult issues and the different visions which some Partners are laying on the table.

Accountability

Fife Partnership is technically accountable to the people of Fife for the delivery of the Community Plan. In reality however, were the Partnership to fail to delivery, it is only the elected members of the Council whom the people of Fife could directly sanction.

Within the Partnership itself, different Partners have differing levels and channels of accountability. Fife Council, in addition to being accountable to the electorate, is accountable to the Scottish Executive for the delivery of policy priorities, objectives, and targets set by Ministers.

Scottish Enterprise Fife is accountable to its own local Board but also to Scottish Enterprise National, at which level the policy agenda and priorities are increasingly being set, and through them to Scottish Ministers.

NHS Fife is in a similar situation in relation to NHS Scotland, although through the Community Planning Partnership system it is also responsive to local communities.

Fife Constabulary is accountable for its performance to Scottish Ministers and to the local Police Authority but is operationally independent, and in that sense relatively autonomous at local level.

Given this situation it is recognised by the Partnership that there may be national level priorities for individual Partners which do not fit neatly with locally developed priorities. The key is for the Partnership to be able to interpret and contextualise national level priorities and targets in such a way that they fit with the reality of need and priority identified by the Partnership as a whole.

The CVS has established a Children's Forum which has 80 voluntary organisations in membership. They are introducing ways of identifying and electing representatives onto all relevant Groups operated by or through the Community Planning Partners. This includes the Children's Services Group.

The Partnership has overall responsibility for informing the community of progress through regular publication of reports, newsletters, the internet, and most recently a CD-Rom, giving a visual presentation of their community plan – showing the aims.

It is seen as the role of the Strategic Partnerships and the cross-cutting partnerships and forums to engage and consult with members of local communities with regard to their input to and assessment of the priorities for action identified in Community Plan.

Although local Community Planning structures vary across Fife, there is strong evidence of local Community Planning in Glenrothes and Inverkeithing and the aim of the Community Plan is to allow for flexibility at local level.

There is a wealth of community engagement and consultation activity in Fife although much of it is ad hoc and rather patchy. It is recognised that there is a need for the wide range of activity to be mapped and rationalised in order to make it more effective. Plans are underway to establish a citizens' panel for Fife

The necessity for three Community Health Partnerships (CHPs) in Fife was questioned by some Partners, given that there is already a Community Planning Partnership on which NHS Fife plays an

active role, and a Health and Well-being Strategic Partnership. Since the CHPs also have a duty to engage with the community this was seen as potentially confusing and a duplication of activity.

This is an instance where, although Community Planning is declared by the Scottish Executive to be the “flagship policy” for joint planning and working at local level, the Executive has nevertheless introduced another structure which apparently ignores or at least contradicts its own dictum.

The CVS has established a Children’s Forum which has 80 voluntary organisations in membership. They are introducing ways of identifying and electing representatives onto all relevant Groups operated by or through the Community Planning Partners. This includes the Children’s Services Group.

The Council for Voluntary Service (CVS) in Fife represents the interests of the voluntary sector on the Partnership and is satisfied that although CVS is not a major funding partner, they are viewed as an equal partner and can exert influence. An example was given of an instance when the CVS, supported by SE Fife and NHS Fife refused to sign off the Regeneration Outcome Agreement for Fife because they were unhappy about significant elements of the Agreement. Their views were taken into account and the Agreement re-drafted.

Co-terminosity

Fife is fortunate in that almost all the Partners have co-terminous boundaries. The exception is Communities Scotland which is the Executive Agency in Scotland responsible for regeneration and social inclusion. However, since Communities Scotland is not a direct deliverer of services to the public this is less problematic than might otherwise be the case.

There are clear advantages to co-terminosity for planning and resource sharing purposes and this was recognised by all Partners.

Most partners also raised a word of caution in relation to seeing co-terminosity as “the be all and end all”. There are local issues which impact directly on Fife which go beyond co-terminosity. The most pressing of these currently is the identified need for a third bridge across the Forth to address some of the transport difficulties facing Fife’s commuters. This is an issue shared with Edinburgh and the Lothians.

One Partner thought that there were advantages and disadvantages to the Community Planning Partnership being “the only game in town”. The advantages of easier planning and shared provision were clear but one disadvantage is that it is not possible to use the “leverage” of involvement in another Partnership to persuade partners to a different view.

Partners did share the view that if they were establishing a Community Planning Partnership with a blank slate then a flexible structure which benefited from co-terminosity but did not absolutely depend on it would certainly be advantageous.

Monitoring and Evaluation

Fife Partnership takes the processes of monitoring and evaluation very seriously and is looking to develop shared monitoring frameworks across the Partners.

The Partnership has developed baseline data and a sophisticated system of measures and indicators to assess progress, using a range of targets or milestones.

The Partnership has used multiple deprivation indices and key domains to build up a “State of Fife” profile which enables the Partnership to identify and target the areas most in need of improvement.

There is now a shared view that there are perhaps too many targets being set and that fewer targets may make the assessment of impact and of added value more straightforward.

Joint working to improve services is happening in a number of Strategic Partnerships but this is an area in which it is recognised there is still much work to be done.

With regard to this issue, several Partners repeated the refrain that better understanding of how different partner organisations worked would enable them to more clearly see the opportunities for joint working. The will for co-operation and for a sharing of priorities is there, but as one Partner said, “there is still a need to shine the same torch beam on shared issues”.

A number of Partners have used the ‘Balanced Scorecard’ system to clarify and communicate their vision and strategic approach, using the four perspectives of financial, customer, learning and growth, and internal business processes.

Although the Fife Community Planning Partnership has been in existence since 2000 it is clear that much of its development has been around processes, partnership development, and establishing systems and methods for joint working. The actual impact and added value of the activity of the Community Planning Partnership, rather than of each of the individual Partners, is as yet too early to fully assess.

The Future

Key priorities for the Partnership for the future include:

- further developing joint understanding and joint working in order to deliver improved services;
- the need for a clear relationship and basis for a joint performance review between the individual partners, the Fife Partnership and the specific Strategic Partnerships;
- the need to develop the Partnership as a body to act as a national and international advocate for Fife and exercise leadership to ensure effective programme management across the Community Plan;
- the need to promote participation in Community Planning processes by both the voluntary and the private sector and to support the voluntary sector to participate across all elements of the Plan;
- the value of developing explicit joint working arrangements in areas such as customer contact, skills development and workforce



planning, research and development, and public information and consultations;

- the challenge of balancing local and national priorities through Community Planning in terms of responding to Scottish Executive initiatives and funding streams, and in creating service delivery arrangements between organisations which often have different cultures, employment conditions and lines of accountability.

3.4 Wales: Newport Community Strategy

Introduction

Background

Newport City Council is a unitary authority in south-east Wales with a population of around 140,000. It is the third largest urban area in Wales covering 84 square miles.

Newport was granted city status in 2002. This has raised the profile of the city considerably in recent years, and the city plans further action to promote its image in the future.

Economic activity rates in Newport are above average for both Wales and the UK but there are some significant variations in wealth across the city, with some areas/wards being amongst the most deprived in Wales but others being amongst the wealthiest.

Ethnic minorities make up around 4.8% of the population of Newport, although black and minority ethnic (BME) communities are often concentrated in particular areas of the city.

The Strategy

Newport's Community Strategy was launched in July 2005 to give a clear focus and purpose to the ongoing regeneration of the city and to give a new vision for residents of the city to aspire to. The city is at a turning point in its history and is presently 'reinventing itself' following the demise of the steel and other traditional industries across South Wales. Community Planning presents itself as a radical new way of working for the city which has helped to build a city-wide consensus about the future direction of the city. Strong relations between and within partnerships in the city provide a firm foundation upon which to work towards Newport's future. The Strategy should be seen as a plan to help provide better quality services and economic regeneration to Newport's residents and therefore improve the quality of life in Newport.

The Strategy's vision for Newport in 2015 is that it should be:

"A prosperous city known for the skills of its people. A city where health, quality of life and opportunity is not determined by where you live or the colour of your skin. A place where communities are at ease with each other and enjoy a good environment and some of the best public services in Wales. A city that knows where it is going and will take the right steps to get there. A dynamic city that celebrates progress and where decisions of today will benefit the generations of tomorrow."

The strategy has eight themes, through which it aims to make Newport a city that is: accessible; attractive; enterprising; greener; healthy; inclusive; learning; and safer.

The development of the Newport Community Strategy has been overseen by the Local Strategic Partnership (LSP). The LSP comprises Newport Council, Gwent Police, Newport Local Health Board, the University of Wales (Newport), Newport Unlimited, Newport and Gwent Business to Business, Communities First, South East Wales Race Equality Council and Newport Voluntary Sector Liaison Committee. Some partners commented that perhaps there could have been some additional organisations involved in the LSP but they also recognised that the make-up of the LSP generally provides a good balance between a wide representation of organisations and a focused, tightly-run group that is able to come to clear decisions.

The Community Strategy is now the overarching strategy document for Newport, encompassing all other local strategies. In addition, all other local 'core' partnerships are now structured beneath the LSP. The Community Strategy and LSP were put in place above a series of already existing strategies and partnerships, e.g. the Community Safety Partnership and the Health and Social Care and Well-Being Partnership. This posed some difficulties in ensuring that the new Community Strategy lined up with those strategies already in existence, but now that the Community Strategy and LSP are in place there is a clear hierarchy of local strategies and partnerships in Newport.

Partnership Working

The Local Strategic Partnership in Newport provides a joint strategic position on a number of issues; it helps to co-ordinate existing partnerships; and it is beginning to deliver joint services and access to services.

Partnerships between different organisations have been long established in Newport. This has helped to build up trust, understanding and personal contacts between different organisations, and key players are experienced in this style of working. Partners now realise that they can influence agendas without having full control over them. Although the LSP is a relatively new partnership it has benefited from the trust and understanding that have developed through other partnerships.

Despite considerable past experience of partnership working prior to the development of the Community Strategy, each of the members of the LSP gave a presentation to the rest of the group upon the establishment of the Partnership, outlining the activities and objectives of their organisation and the future challenges that they faced. This furthered Partners' knowledge of each other, and the time that members of the LSP spent working together to develop the Community Strategy has been important in further deepening and extending ties between the organisations. Consequently, members of the LSP are committed to working together and recognise the benefits that partnership working can bring to delivering services and improving the quality of life in Newport.

Upon the establishment of the Local Strategic Partnership all the partners in Newport gave a presentation to the rest of the group outlining the activities and objectives of their organisation and the future challenges that they faced.

Newport Council established the LSP to draft and then take forward the Newport Community Strategy. The Leader of the Council chairs the LSP, the Council organises the LSP meetings and provides the administrative support for these and the Managing Director of the Council is heavily involved in the LSP and was a key player in the drafting of the Strategy. The other Partners in the LSP recognise that it is appropriate for the Council to provide the lead on the Community Strategy, although some partners feel more involved than others in the running of the LSP and in the implementation of the Strategy. This can be partially explained by some organisations not having the resources to participate in the Partnership as fully as they would wish.

The majority of Partners agreed that the process of putting together the Community Strategy was generally inclusive. Meetings of the LSP were frequent, all Partners had the opportunity to have an input to the Strategy, decisions were taken on a consensual basis, Partners were kept informed of developments and the process was conducted with transparency. The Strategy was presented as a collective document and clearly differed in style from Newport Council publications.

Now that the Community Strategy has been published, meetings of the LSP are far less frequent, but most Partners agree that the partnership works together effectively and efficiently.

Beneath the LSP there are seven 'core' partnerships in Newport: Health, Social Care and Well-being; Community Safety; Children and Young Persons; Communities First Overarching; Newport Unlimited

2020; Environmental; and Marketing. A variety of organisations lead these different partnerships, for example the community safety partnership is co-chaired by Newport Council and Gwent Police.

These core partnerships are responsible for taking forward specific actions within their particular area and then feeding this into the overarching Community Strategy. The seven sub-partnerships are at different levels of maturity and some have undertaken far more activity than others. For example, Newport Unlimited 2020 is the area's urban regeneration company and has a Board, funding, a full-time secretariat and a clear vision. In contrast, the Environmental partnership is only now being established following the initial draft of the Community Strategy. Consequently, the Newport Community Strategy has a very specific set of economic targets but contains less detail on its environmental aims. However, as some of the newer partnerships become more established they will develop detailed action plans and targets that will then feed into the Community Strategy.

Meanwhile, the LSP is currently considering and establishing links between the various core partnerships. There are already some significant links between different organisations but structures are being put in place to extend these and ensure that they are sustainable.

Party politics have not played a role in the development of the Community Strategy in Newport. The Strategy was approved unanimously by the Council, it is supported by Councillors of all political parties and it has been endorsed by all of its core Partners.

Local and central government have a close relationship in Wales with many ventures planned jointly. The Newport Community Strategy fits with the Welsh Assembly's views on local governance, with the Welsh Assembly Government currently looking at reducing the number of statutory plans required of local government.

Accountability

It is not yet clear how accountability between Partners will operate within the Newport LSP. The Partnership is currently considering how it will monitor the targets set out in the Community Strategy and which Partners will take ownership of these targets.

There are some limitations in how accountable partners can be to each other. For example, the local health board is directly answerable to the Welsh Assembly government and the local authority is accountable to its electorate.

The LSP faced a number of competing priorities in the development of the Community Strategy. For example, the transport and building objectives required for the regeneration of Newport may not always fit with the environmental aims for the city. Additionally, both these areas can be affected by issues that are outside the LSP's control, such as developments by external investors or European environmental regulations. The LSP has been upfront about any tensions within the Community Strategy and tried not to promise anything that is not deliverable.

The community and voluntary sector is well represented in the Newport LSP, with Communities First and Newport Voluntary Sector Liaison Committee both members of the Partnership. The Communities First Overarching Partnership is one of the seven core partnerships beneath the LSP.

Community consultation also played an important role in the development of the Newport Community Strategy. The LSP collectively undertook a number of activities to allow members of the local community to have an input to the strategy:

- two community conferences were held with speeches and workshops to gather views from local residents. Delegates were invited through local voluntary organisations. Following on from these conferences, both environmental and marketing objectives were added to the Community Strategy and environment and marketing sub-groups are being established;

- a survey was held with the citizen panel that is run by the local Council;
- Partners all consulted with their service users and reported their views back to the LSP. For example, Gwent Police have a statutory requirement to conduct a crime and order audit in their area and as part of this, and in conjunction with the Newport Community Safety Partnership, each household in Newport was given a pro-forma asking them to identify their key priorities in relation to crime and disorder;
- the civic newspaper informed local people about the development of the Community Strategy and invited comments on it;
- the local Newport newspaper carried a number of stories and articles about the Strategy;
- a series of breakfasts were held with local businesses and the Community Strategy was discussed at these;
- the local youth partnership had a consultation event with young people in Newport;
- the Strategy has been taken on a “roadshow” around community groups;
- an internet site was set up and hosted by the university to provide information and invite comments on the Community Strategy.

The community will continue to have an opportunity to hold the LSP to account on the Newport Community Strategy. The LSP plans to hold an annual conference with the local community to report on the progress towards the targets set out in the Community Strategy and invite comments on how the Strategy could be updated.

The Newport Local Strategic Partnership plans to hold an annual conference with the local community to report on the progress towards the targets set out in the Community Strategy and invite comments on how the Strategy could be updated.

The primary equality issue that the Newport Community Strategy seeks to address is the divide between rich and poor in the city. In terms of addressing race or religious equality, the South East Wales Race Equality Council is a member of LSP, the Community Strategy was produced in Urdu, Arabic, Bengali and Chinese as well as bilingually in English and Welsh, and the Strategy contains targets for BME business start-ups and educational attainment. One of the community consultation conferences on the Strategy was held at a venue close to areas where there is a large BME population but there was not a high level of BME attendance at the event.

Co-terminosity

Newport Council, the Newport Division of Gwent Police and the local health board are all co-terminous. This co-terminosity has been useful in helping the organisations work together as they each are dealing with the same population and the same impacting factors and each has the same span of influence.

However, the local health trust, Gwent Trust, covers five local health board and council areas. Newport accounts for around 40% of the health trust's operations but the remaining 60% are within the other four areas. This has caused some friction, particularly if the health trust seeks to deal with all five areas collectively rather than individually. These difficulties have been partially overcome by a partnership board to discuss sensitive issues that includes Newport Council, Newport Health Board and Gwent Trust.

A number of other partners in the LSP operate in areas beyond the Newport unitary authority area, for example the University of Wales (Newport) and the South East Wales Race Equality Council. Few problems are reported with this set up, and partners indicated that any possible sources of tension can be overcome with transparency, honesty and with the trust and understanding that has been built up through partnership working.

Monitoring and Evaluation

The Newport Community Strategy was only launched in July 2005 and it is still too early to judge the impact that it has had on life in Newport.

The LSP is currently developing the monitoring criteria for the Strategy. Each priority in the Strategy currently has a set of aspirations for "what success will look like" and the LSP is putting together a set of quantitative and qualitative performance measures for each of these. There will be around 52 measures in total.

The measures will mainly be developed from the headline measures in the sub-partnerships and strategies but it is likely that there will be some new measures that will require surveys of the local community.

The LSP plans to hold an annual conference with the local community to report on the progress towards the targets set out in the Community Strategy and invite comments on how the Strategy could be updated.

There are many examples of joint working in Newport. For example, the Newport Community Safety Partnership, which is co-chaired by Newport Council and Gwent Police, has introduced CCTV coverage into every school, enhanced services for drug treatment and conducted operations to reduce the number of assaults and injuries in pubs and clubs

Although it is too early to make an overall assessment of the impact of the Community Strategy in Newport, it is already clear the development of the Strategy has extended the role of the public sector in the city. The community consultation events on the Strategy indicated that there should be more emphasis on the environmental development of the city, and on marketing Newport's image. Consequently two new core partnerships are being established to take these issues forward.

There are also a number of examples of joint working already taking place in Newport. These include:

- the Newport Community Safety Partnership, which is co-chaired by Newport Council and Gwent Police, has undertaken a plethora of joint activity such as increasing CCTV coverage in the city including in every school, enhancing services for drug treatment and conducting operations to reduce the number of assaults and injuries in pubs and clubs;
- Newport and Gwent Business to Business have worked with Newport Council and the University of Wales (Newport) to devise a programme to promote the development of SMEs in Newport;
- Newport Council and the local health board are co-operating to set up intermediary care for people leaving hospital;
- through the Newport LSP the University of Wales (Newport) is working with Gwent Health Trust to develop courses for health trust employees;
- Newport Unlimited is working with the University of Wales (Newport) on the opening of a new campus in the city;
- Newport CAB is to have an office within the new premises of the local health board;
- Newport Unlimited has worked with Newport Council on a regeneration action plan for the eastern part of the city;
- the University of Wales (Newport) has worked with Newport Council to offer free courses in community centres in Newport.

Further information on partnership working in Newport is contained in Appendix 7.

The Future

The Community Strategy in Newport is still at an early stage. A key development will be the completion of the monitoring criteria for the Strategy and the subsequent use of these criteria to inform the public of the progress that is being made towards the Strategy's objectives. The public will also have the opportunity to help adapt the Strategy and suggest new priorities and areas for activities. The Strategy currently has a strong regeneration focus and some partners have suggested that they would be keen to see an enhanced role for community development activity in the future.

In order to take forward the Community Strategy and ensure that it meets its objectives Partners in Newport hope to:

- continue the strong strategic commitment that the local council has to partnership working;
- further deepen the links and personal contacts between organisations;
- be able to devote more time to partnership working;
- build capacity amongst communities in order to allow them to help deliver the Strategy and to share in its results;
- ensure that all other local plans reflect and advance the priorities set out in the Community Strategy; and
- ensure that the Community Strategy remains a dynamic document that takes into account any changes and emerging trends.

3.5 Northern Ireland: Armagh Local Strategy Partnership

Introduction

Background

Armagh District Council was established in 1973 with the re-organisation of local government across Northern Ireland. The area covers Armagh City and a number of district towns and villages. There is a rural hinterland, which is primarily an agricultural community. The population of the Armagh City and District in the 1990 census was 51,817. Armagh was officially conferred city status in 1995 and the current population is approximately 55,445, indicating that Armagh has experienced below average population growth over the past decade.

Armagh City and District Council is rated thirteenth in deprivation terms overall in Northern Ireland according to the Northern Ireland Deprivation Measure 2005. Average earnings are ranked the sixth lowest in Northern Ireland.

There has been a decline in the manufacturing sector in recent years, but this has partially been offset by an increase in the service industry. The size and structure of the manufacturing sector in the area is heavily skewed towards the very small enterprise. This has created a healthy interdependent local enterprise culture.

Community Plan

Armagh Local Strategy Partnership (LSP) was formally established in September 2001, under the requirements of the EU Programme for Peace and Reconciliation (PEACE II). Unlike the previous Peace I Partnership (Armagh City and District Partnership) the LSP has a dual role for funding and for 'Community Planning'.

The Community Plan was developed by Armagh City and District Council on behalf of the Local Strategy Partnership to "*promote the economic, environmental and social well-being of our area, with the fundamental aim of improving quality of life for local people*". The long-term vision of the plan is for:

"A peaceful, inclusive and prosperous Armagh City and District that delivers change through principles of equality, partnership and mutual respect"

In preparing the strategy the LSP has drawn upon the consultation exercises undertaken by the Armagh City and District Partnership, the Armagh City and District Vision Board and by Armagh City and District Council. In all there have been more than two dozen such consultation events, conferences, seminars and workshops, spanning the last two years. It is from these events that the LSP has identified its strategic vision on which it intends to build.

Meaningful consultation is key to the success of the Community Plan.

Core strategic priorities to be addressed by the Plan are:

- An Inclusive Place
- Well-Being
- Sustainable Environment
- Vibrant Economy
- An Area of Significance

Partnership Working

There is no statutory duty upon the local authority to bring partners together and no other organisations are obliged to participate in the Local Strategic Partnership.

However, partnership working has long been established in Northern Ireland and the Armagh LSP has its origins in the District Partnerships established as a result of the PEACE Programme (The European Union Special Support Programme for Peace and Reconciliation (PEACE I: 1995-1999), which promoted partnership working at a new local level. PEACE II then extended the scope of these partnerships to include an element of Community Planning.

The PEACE II guidance on the establishment of LSPs was that they should be an equal partnership between two strands:

- local government and the main statutory agencies at local level;
- four pillars of the social partners: private sector, trade unions, community and voluntary organisations, and the agriculture and rural development sector.

The PEACE II guidance indicates that primacy within each LSP is to be agreed locally, although no group should have overall dominance or control, to ensure full inclusion and participation of all the representatives.

The key recommendations and guidelines for the transition of District Partnerships from PEACE I to the LSP model was that district councillors should become involved in the operation of the LSP and that the PEACE II partnership should not be isolated from the mainstream of policy development and strategic planning for the local area. Armagh District Council saw the introduction of LSPs as a “*proxy for proper Community Planning*”.

“We saw the potential to be the primary driver and focus for identifying the aspirations and needs of the local community”.

In preparing the Armagh Local Integrated Strategy (or ‘Community Plan’) extensive consultation took place, attempting to reach as many key stakeholders as possible, by using a variety of dialogue methods, including a three-day *Future Search* Conference (70 participants); round table discussions; workshops and a road show (six venues) which managed to reach a wider section of people. A statutory sector stakeholder workshop was also held.

Development Partnerships AEDG, Armagh District LEADER, Armagh City and District Peace and Reconciliation Partnership and Armagh 2020 undertook and facilitated the consultations.

Involvement of these partnerships has ensured that representatives from statutory agencies, the local Council, the voluntary sector and representatives from the community have been involved in developing the process, and ultimately the Plan. The identification of *themes* and *what needs to be done* were the result of actively identifying, analysing and responding to the needs of the community.

Local processes were put in place to determine how members of the LSP could be identified. District councils and relevant statutory bodies were asked to nominate their representatives. Concordia (a social partnership comprising NCVA, ICTU, UFU, NIAPA CBI(NI)) agreed each LSP nomination selection procedure and the Special European Union Programmes Body (SEUPB) and Concordia approved the 26 structures and nomination procedures.

Armagh LSP currently comprises over 25 key organisations representing local community groups, business interests, rural interests, trade unions, government agencies and the local council. The Partnership has operated now for a number of years and has a high level of maturity, with considerable trust and understanding built up between the different partner organisations.

The Partners work together to develop the shared vision for Armagh, identify the main priorities and targets to achieve that vision; co-ordinate actions around these priorities and review their effectiveness; and influence government and European Union policies and resource allocation. Information on how the partnership addresses the key themes of urban/rural regeneration, community development and children and young people is contained in Appendix 6.

However, the primary focus for Armagh LSP has been to fulfil its funding role. It has been recognised that there has been a pressing need for the Local Strategy Partnership to ensure all funding is committed and spend is high to meet targets and ultimately ensure that all funding remains in the district. For this reason it has been with regret that Armagh Local Strategy Partnership has been unable to progress at the pace it would have liked to in the delivery of the Community Planning agenda, which many interviewees admitted has stagnated.

Decisions within the Armagh LSP are reached by consensus, with Partners finding it difficult to recall a time when decisions had to be decided by a vote. While stressing that it is not always easy given the variety of organisations represented on the LSP, each with different backgrounds, ideologies and constituencies, most Partners stated that partnership working was about reaching consensus and ultimately all share a common vision to enhance the quality of life for the people of Armagh.

However, some members of the LSP are concerned as to how effective the decision-making process is in reality. All interviewees agreed that Armagh District Council was in reality the main driver behind the Community Plan. There were different perceptions as to how well this worked:

- while the council is content and wishes to be the main mover in Community Plan arrangements and the LSP, council representatives and staff felt that the concept of partnership and shared responsibility did not apply in some instances as *‘when something went wrong - it was left to the Council to sort it out’*. There were different levels of commitment from each of the Partners;

- on the other hand, although the business and the voluntary and community sectors acknowledged the good work of the Council they did convey the strong message that the Council-led approach soon became characterised by Council dominance; they had ceased to be Partners as such, and a trend to *“rubber stamping”* had emerged;
- some social Partners felt that the dynamics of the partnership had been lost and their role most of the time was to approve work that had been prepared by the Council - they were consulted *after* and not *during* the preparation of plans and could rarely disagree with proposals;
- the Council role as the main driver of the Community Plan, the lack of resources and the absence of a legislative mandate for Armagh LSP (and across Northern Ireland) were cited as contributing to limiting the potential and significance of the Community Plan and the planning process;
- participation levels and attendance at the LSP were inconsistent according to some partners. Attendance was less regular from particular sectors such as business. It was reported by a voluntary and community sector representative that in respect of assessment panels and training or information sessions, *‘the people that were supposed to turn up did not, leaving work to be done by the usual people’*.
- the *“buy-in”* from statutory agencies has been described as *“disappointing”* by the majority of interviewees. The main reason given for this was that statutory agencies *‘are under no legal obligation to do anything suggested by a Partnership’*; there is no compulsion on them to think about joining up services more or working together; their priorities and plans emanate from a higher level and their accountability lines travel in a different direction;
- having the *“right people”* at the table was identified as critical to the success of the Community Plan. This issue in particular referred to the statutory agency representatives. Interviewees indicated that senior people were not put forward and commitment to moving things forward therefore *‘just did not happen, because the delegate had to report back for a decision, and by then momentum could have been lost.’*;
- it also depended on the individual and how committed they were to the process. In order to co-ordinate effectively, Partners strongly felt that *all* members of the LSP must genuinely and fully buy into the significance of the partnership itself - but in particular statutory agencies and Councils, whose *“clout”* was so essential to create real change; and

- interviewees felt that unless the partnership principle was championed more robustly then it would continue to be difficult for partnerships to influence how statutory agencies and councils delivered services in the local area.

All interviewees highlighted the ‘*non-political*’ nature of LSPs as a unique aspect. Elected representatives worked co-operatively beyond political constraints that were normally faced in the Council Chamber. It was felt that the elected representatives from the Council also represented the Council as a whole rather than just their own constituencies or political parties. It was also felt that elected members fulfilled a significant role as a cornerstone of elected democracy.

Action teams have been established in relation to the key themes identified in the Community Plan.

The purpose of action teams is to co-ordinate and form links with other agencies, bodies and organisations.

LSPs have built up considerable experience in terms of peace and reconciliation work. The numerous projects the LSP has funded have been especially successful in engaging hard-to-reach groups and all projects must fulfil the peace and reconciliation criteria to access funding.

‘*An Inclusive Place*’ is one of the core themes in the Community Plan.

Although there are no official figures, partners all felt that Armagh’s demography is changing especially in terms of a growing immigrant community and this has been recognised by LSP members; new actions in the Community Plan will have to be incorporated. The Community Safety Partnership, for example, is in the process of producing a *Welcome Pack* for Immigrants in five different languages.

Accountability

Armagh LSP is a company limited by guarantee, which means that there is a legal structure and process of accountability for the governance of the organisation. Participants in this exercise were generally content that the democratic accountability of the partnership was adequately serviced through locally elected members.

Participants felt that Councillors did feed back and report to the Council and their respective party groupings, thereby keeping them up to date and regularly informed of the activities of the LSP. Councillors all receive LSP reports along with their minutes.

The Armagh LSP website provides information for the public, offering information and reports; there are monthly meetings of the LSP. Presentations are given and attempts are made to ensure ‘*that everything is evidence-based*’.

The *Community Safety Partnership* is accountable to the LSP and is represented on it. All projects the Community Safety partnership wishes to embark on must be approved by the LSP.

There were concerns about how other LSP members feed back to their respective constituencies:

- feedback from the social partners to their constituencies of interest was perceived by non-social partners as ineffective;
- social partners face challenges regarding their mandate and accountability mechanisms; this appears to have had a negative effect on the relationship between social partners and other members;
- participants did not feel that accountability of the LSP was adequately serviced by Ministerial control of statutory agencies. Participants in this exercise were unsure how statutory representatives feed back to top management and take back opinions and views from the Community Plan. One participant commented that *it depends who is at the table, how committed they are, and their position and ability to influence policy...*;
- tension exists regarding the role of the voluntary/community sector in terms of who they represent. It was expressed by many of the non-social partner interviewees that they harboured concerns and doubts about claims to represent the grassroots view; their ability to relay what the real local needs are to the Partnership was questionable;
- questions that arose in these discussions included:
 - How do community/voluntary groups consult with their members?
 - How is their representative nature tested and maintained?
 - Community/voluntary representatives on the LSP do not represent a range of or body of community groups – so how do they represent the whole community, and more than a single interest, however valid?

It was suggested by an elected representative that it would be better if a community/voluntary representative came from an umbrella organization such as Regeneration of South Armagh (ROSA) that represents a number of groups and interests, although it was accepted that issues of secondary representation would then arise.

Co-terminosity

In Armagh regional services operate on a variety of different bases. For example, the Armagh and Dungannon Health and Social Services Trust; the Southern Education and Library Board (SELB), the Police Service (Northern Ireland – PSNI), the Northern Ireland Housing Executive (NIHE), the Rural Development Council (RDC), the Probation Board Northern Ireland (PBNI), the Arts Council (ACNI), Sports Council (SCNI), Youth Council (YCNI) etc. all have different geographical boundaries, local office arrangements, responsibilities and accountability mechanisms.

All interviewees expressed great concern about the absence of co-terminosity and suggested that co-terminosity is the critically important factor that will facilitate joint working.

“Co-terminosity is an absolutely essential component if you want integration and joined-up working...I think 1:1 is the only way”.

Difficulties identified by the lack of co-terminosity include:

- it leads to competition for resources, which goes against the spirit of partnership, integration and co-operation;
- many of the statutory bodies have representatives on a number of other LSPs in different public sector jurisdictions, stretching their commitment;
- statutory bodies cannot commit to resources for Armagh alone because they have other areas to think about too;
- militates against effective partnership working as some key players are necessarily absent.

“It would be much easier if all the agencies sitting at the table all have an equal input into the Armagh area and their budgets were shaped that way. It would make it so much easier”.

Monitoring and Evaluation

Monitoring and evaluating the Armagh Community Plan was deemed very difficult. Local government, it was felt, was not adequately resourced to do this, in the absence of statisticians, geographers, social scientists, planning specialists, social researchers etc. On individual projects there were monitoring measures and evaluations in place, but beyond the delivery of the Peace measures there is a perceived lack of resources to measure impact on the ground.

The impact of greater policy co-ordination is also difficult to quantify. Armagh LSP hopes to improve evaluation and monitoring mechanisms and has planned a ‘Citizen Survey’ that will cover topics from health to employment and thereby deliver some form of baseline study.

Overall there is a mood that the Community Plan concept was attractive and effective in that it had managed to bring together local decision-makers in a way that had never been achieved before and this was at least the beginning.

Partners all believed that the consultation process, however imperfect, was extremely useful in identifying what local needs were. The value of proper consultation, leading to serious community engagement, based on hard evidence gathering was seen as crucial.

Securing resources to progress the Community Plan was key; many feel that without resources and further commitment being invested, the Community Plan risks becoming stagnant. Indeed, some regretted that it had already fallen into that category. The lack of strategic monitoring of the Community Planning process and the preoccupation of LSPs in meeting financial and other paper targets has severely limited the extent of self-evaluation according to many on the Armagh LSP. The predominant role of allocating funding has been “*to the detriment of the community plan.*”

The Future

To take forward the Community Plan and realise its objectives, Partners feel that in the future there should be:

- buy-in from all Partners (in particular from the statutory Partners);
- more resources to carry out participative research, consultation, engagement, and local empowerment to progress the Community Plan;
- where the Partnership identified service gaps which no partner organisation could assist with, then it would be important for the partnership to have access to resources to intervene directly;
- central co-ordination to ensure partnerships were plugged in to the very highest level of central policy-making and to ensure better and more coordinated partnerships and relationships with central government;
- the need for greater co-terminosity was a main desire Partners expressed they would like to see in the future. The lack of co-terminosity was seen as severely hindering the effective and efficient delivery of services to the citizens of Armagh;
- training and support for partnership members. It was felt that training could be provided for members in chairing meetings, writing reports, etiquette for committees etc;
- one Partner questioned the use of the concept of the “partnership approach” for “*every time we want to do something*” and cited the success of a cross-border programme Armagh Council had been involved in with Dungannon and Monaghan. *Blackwater Partnership* comprised all the Councils’ chief executives from the three areas with four councillors. There were no statutory representatives or community representatives on the committee. The members of this partnership worked together, decided what needed to be done and after identifying particular needs and priorities, the statutory agencies and voluntary and community organisations were then brought into the projects. It was felt by this interviewee that this worked extremely well.



- the issue of accountability and representation was raised during these interviews and the feeling was that it should be addressed seriously in any future Community Plan process. This was particularly an issue for the social partners whose constituencies were unclear to some of the other partners.

4 Emerging Issues

4.1 We have summarised below, across all the case study areas, the issues to emerge that we believe may be of most relevance and interest to the RPA.

4.2 They are set out under the following headings:

- Lead Time
- Partners – Level, Values, Roles, Commitment, and Engagement
- Organisational Understanding
- Personal Relationships
- Central government commitment and strategic support
- Structures and Resources
- Community Engagement and Involvement

Lead Time

“If I had eight hours to chop down a tree I would take six hours to sharpen my axe”.

Abraham Lincoln

4.3 All five case study areas believed it essential to take time at the beginning to develop sound structures and good partnership working. It was considered worth investing time and resources early on to avoid difficulties at a later stage in the process.

4.4 It was suggested that allowing for lead time is an important factor for central government to recognise and allow for, both in terms of resourcing any new community planning structure, and in terms of central government’s expectations of the speed at which effective community planning partnerships can be developed.

4.5 There was a view that that the lead-in period to be allowed before going live with any new structure should be significant – probably up to twelve months. It was recognised that it would not be possible to allow a vacuum to exist and that the lead-in period should therefore be a shadow period to allow the new structure to develop alongside the existing structure.

4.6 It was suggested that the early development of a shared identity/logo/branding might help avoid the concentration of focus on the Council, which was a factor in all the case study areas.

Partners – Level, Values, Roles, Commitment, and Engagement

4.7 Case study areas where key partners are at elected member and chief executive or director level are seen to be the most effective in planning and achieving action.

- 4.8 The level of the partners is seen to be an indicator of the value which the participating agency, or those who are putting the structures in place at legislative level, put on the partnership.
- 4.9 Successful partnerships have explicit values about co-operation and joint working against which they can be measured. These values are developed and signed up to by the individual partners and they are accountable for them to each other.
- 4.10 Commitment in terms of attendance at meetings and a willingness to take on responsibility for developing key areas of work appears important in enabling partnerships to move away from dependence on the Council as the lead partner.
- 4.11 Engagement is seen in instances where partners enthusiastically bring ideas from their own organisations and share plans of their own organisations with other partners in order to arrive at a coherent community plan for the area.
- 4.12 Where partnership working is made more difficult is where one partner either goes at a markedly different pace of development from the others, or where one partner, (for example in Scotland the NHS), develops its own community planning structures which are additional to the existing partnership structure.
- 4.13 In successful partnerships there is a sense of shared responsibility for and shared commitment to the success of the partnership overall. This can help with developing a shared identity for and ownership of the partnership rather than a view that it is a Council led and owned organisation.
- 4.14 In Scotland, England and Wales there is limited trade union or private sector involvement directly on the Community Planning or Strategy Partnerships. This partly reflects historic relations between central government and the trade unions over the past twenty or so years and partly the fact that in these jurisdictions private sector employers are not viewed, by themselves or by the public sector, as major contributors to strategic level planning of community services.
- 4.15 In both parts of Ireland, however, the two differing social partnership models have led to employer and trade union involvement to positive effect; in particular, the risk of perceived (or real) Council dominance is felt to be mitigated by broader engagement of other active partners. In regeneration work especially, the active business and union role is seen to complement the voluntary sector role effectively.

Organisational Understanding

“There are two ways of being creative. One can sing and dance. Or one can create an environment in which singers and dancers can flourish”.

Warren G. Bennis

- 4.16 The importance of partners understanding each other’s organisations cannot be overestimated.
- 4.17 There is often an assumption amongst public sector partner organisations that because they know what each other’s organisations are responsible for, they understand each other.
- 4.18 However, this masks a lack of true understanding of different cultures, decision-making processes, lines of accountability, management styles, and power relationships within different organisations. These are all factors which can either support or hinder progress in partnership development

- 4.19 Scenario planning has been used as a relatively safe way to open up awareness amongst all partners about how different organisations will address certain situations, and why.

Personal Relationships

- 4.20 At both a personal and professional level partner representatives may need support to help overcome barriers and baggage in relation to working with some of their partners. Some of this work may be best done on a 1:1 basis but there will also, in all likelihood, be a need for structured training or development events. This is especially important where there are perceived power imbalances between the partners.
- 4.21 Where partners have clear roles and are clear about their expected contribution they can more easily participate in a positive and productive manner. The differentiation in roles between elected members and officers is important. Everyone should see themselves as a “leading partner”.
- 4.22 Building personal relationships will be an on-going process but if misunderstanding and the potential for conflict can be addressed early on then it will be easier to build working relationships in the longer term.
- 4.23 Issues of gender, race, disability and different community background all arose in the case study areas as significant, but not dominant; most of the areas accommodated such challenges within robust equality policies and strategies.
- 4.24 There may well be instances where individuals cannot work well together and the Partnership will need to address ways of dealing with this possible scenario. Succession planning does not appear to have been factored into the case study areas but, given that the case study interviewees frequently mentioned the importance of individual personalities, such planning is important.
- 4.25 The medium to long-term aim is to build trust to such an extent that partners are willing to challenge each other over difficult issues in the knowledge that this will not destroy the partnership relationship.
- 4.26 In one case study area it was stated that trust enabled partners to bring ideas to the table, without the fear of looking foolish in front of other partners. Similarly partners need to feel sufficient trust and confidence in their colleagues to address potential tension between their organisational priorities and the community plan/strategy priorities in a constructive way.

Central Government Commitment and Strategic Support

- 4.27 Where central government gives a strong steer and introduces statutory duties for Community Planning, partner organisations are more likely to come to the table and to actively participate. The Irish model stands out in this respect.
- 4.28 In addition to having strong central government support, case study interviewees pointed out that central government should be aware that when individual government departments introduce discrete initiatives which cut across the Community Planning process this can impact negatively on the process.
- 4.29 Successful joined-up working at local level requires joined-up policy development at regional and national level, and joined-up strategic planning at regional and national level. This challenge requires significant thought and a robust framework for implementation.

Structures and Resources

- 4.30 Co-terminosity is widely regarded as the building block for the efficient planning, funding and delivery of services. It is considered by all the case study areas to be an essential precondition for coherent planning at local strategic level.
- 4.31 Case study areas were clear that co-terminosity does not lead inevitably to a shared identity, or the sharing of resources or “back office” services. Nor does it lead inevitably to joint or shared provision of services.
- 4.32 Incorporation is seen as useful to build in from the start but only if it can be meaningful in practice.
- 4.33 Incorporation can provide the basis for pushing through a greater degree of shared funding and service provision, but would in all likelihood require existing organisational tensions to be addressed. These tensions arise principally in the case where a national level organisation or department does not wish to relinquish power, decision-making, or autonomy, to the local level of their organisation or department.
- 4.34 At least one case study area, Fife, has questioned whether there are benefits in forcefully addressing the tensions of incorporation or whether a more evolutionary approach is more appropriate and likely to be more successful.
- 4.35 The case study in Northern Ireland demonstrates however, that even with an incorporated structure, there still needs to be a will to use the benefits and opportunities of such a structure.
- 4.36 Where there are themed partnerships taking forward broad issues, one case study area has identified the need to avoid the themes themselves becoming “silos”, which would contradict the ethos and approach of Community Planning.
- 4.37 Below strategic level, partnerships are still struggling to find models and structures for local Community Planning. Given that the Community Planning Partnership model is itself relatively new, any local models or forums which have been put in place are unlikely to have had time to have their effectiveness evaluated. Issues of effective consultation (countering the widespread ‘*consultation fatigue*’ encountered) were also raised.

Community Engagement and Involvement

- 4.38 In terms of partnership involvement, the roles of the elected members, statutory bodies, business representatives and trade unions (where they are involved) are all relatively clear. They have accountability mechanisms and obvious functions and responsibilities. Much discussion however, takes place over the exact role and style of the voluntary and community sector in partnerships.
- 4.39 First, the sector is often described in terms of what it is not: non-governmental, non-profit, non-statutory. This causes challenges for understanding its positive and pro-active role. At its most negative it equates in some minds as ‘non-professional, amateur, non-important’; and since its defining feature is its choice of organisational structure (non-profit-distributing, and governed by non-remunerated trustees) its purpose can be obscured. An individual group might be clear (representing a group of tenants, or campaigning on the environment) however, the role of a grouping of such disparate entities may be less clear to those unfamiliar with the sector.

- 4.40 Second, the question arises as to whether it is one single sector or two: the voluntary sector (larger, more professional, more focussed on service delivery) and the community sector (smaller, more locally-based, usually more focussed on advocacy). There are sometimes tensions between the two components and these can be exploited by others.
- 4.41 Third, whom does it represent? What are its accountability mechanisms? To whom is it really responsible? These issues dog the debate, and can be corrosive in terms of relationships, especially between elected members (with a somewhat clearer mandate), statutory bodies (with a very clear function) and the sector itself. Sometimes the sector will try, especially where they are organised into umbrella groups or Community Forums to emulate the democratic principle by organising elections amongst member groups. This produces variable results (who can vote, on whose behalf for whom with what real mandate?) and sometimes can be accused of being manipulated or, in the end, produce no clearer answers.
- 4.42 Nevertheless, in all the case study areas the contribution of the voluntary and community sector has obviously been a positive one; comments include:
- They tend to be highly committed, very knowledgeable about their issue(s) and in touch with local communities
 - They bring a passion, an energy and an urgency that stimulates us all
 - They often have a much greater sense of strategic input – ‘from case to cause’ striving to go upstream to solve the root cause of a problem
 - This partnership would not have worked without the community representatives
- 4.43 Case study areas are clear that community engagement and involvement, in addition to being important and of value, requires resources for research and development.
- 4.44 The case studies show that some areas have developed the idea of a Community Forum or a Voluntary Sector Forum as the basis for enabling a representative structure for these sectors on the partnerships, but there are many potential models for such involvement. Varying levels of community infrastructure require different responses.
- 4.45 Guidelines, tools and resources for effective community (and partner) consultation will be essential to enable prospective partners to maximise their credibility and impact.

Monitoring and Evaluation

- 4.46 Overall, monitoring and evaluation processes appear to have evolved over a period to meet identified needs.
- 4.47 Some case study areas are developing shared monitoring and evaluation systems and tools.
- 4.48 All case study areas could point to local projects or activities which were examples of successful partnership working and which evidenced the added value and impact that partnership working at local level had achieved.
- 4.49 At Community Planning Partnerships or Local Strategic Partnership level, case study areas are finding it more difficult to demonstrate hard outcomes in terms of both added value and impact. Whilst most were confident that positive results were being achieved, to date these positive outcomes are being described in terms of processes, such as closer partnership understanding and improved community engagement, rather than in harder outcomes such as efficiency savings through shared budgets.

- 4.50 There is a general view that assessing impact and added value is extremely difficult in the short-term and that Community Planning is at too early a stage for robust evaluation to take place.

5. Community Planning Structures and Processes at the Local Level

Introduction

- 5.1 As well as having structures and processes which enable them to operate effectively at overall strategic level, Community Planning Partnerships need to have local structures and processes which ensure that the diverse needs and priorities of different localities within their Community Planning area are taken into account.
- 5.2 It is particularly important that local people are given the opportunity to influence service provision in their own area.
- 5.3 In many Community Planning Partnerships local level Community Planning is at an early stage. However there are a number of examples of models across the UK that have been developed to give local people a key role in Community Planning structures. This chapter provides an overview of some of these models and highlights some early trends emerging from these.
- 5.4 We have selected models from Scotland, England, and Wales to give a variety of different approaches. The areas we have chosen are:

Scotland

- Stirling
- East Renfrewshire
- Falkirk
- Glasgow

England

- Liverpool
- Manchester
- Tower Hamlets

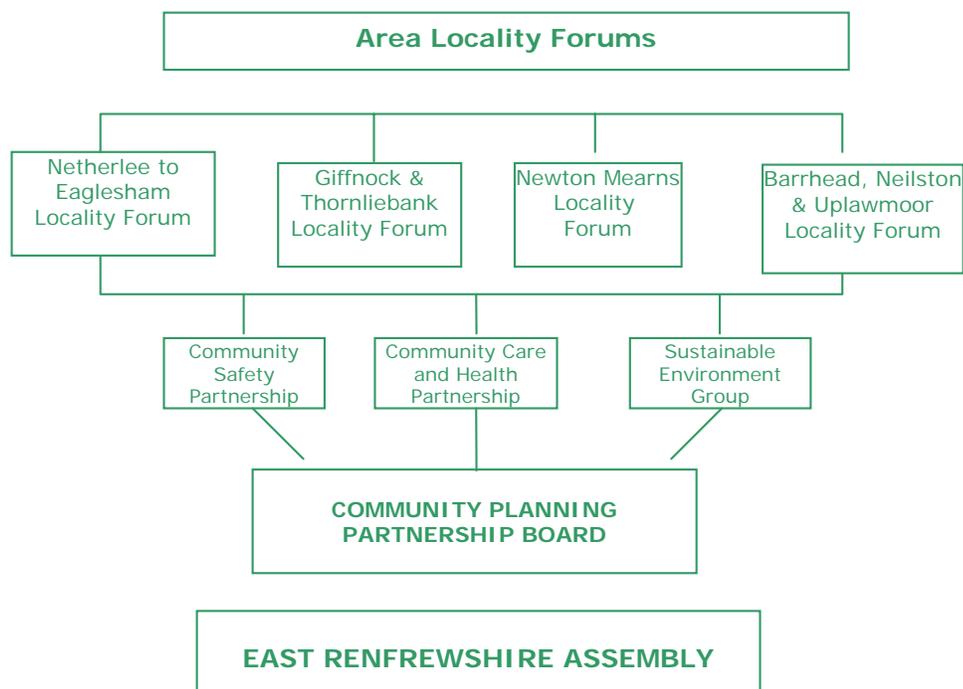
Wales

- Caerphilly

5.5 Factors that we looked for in examining each model were:

- links to the overall Community Planning structure;
- the role of elected members;
- the role of the community; and
- accountability arrangements.

East Renfrewshire Partnership

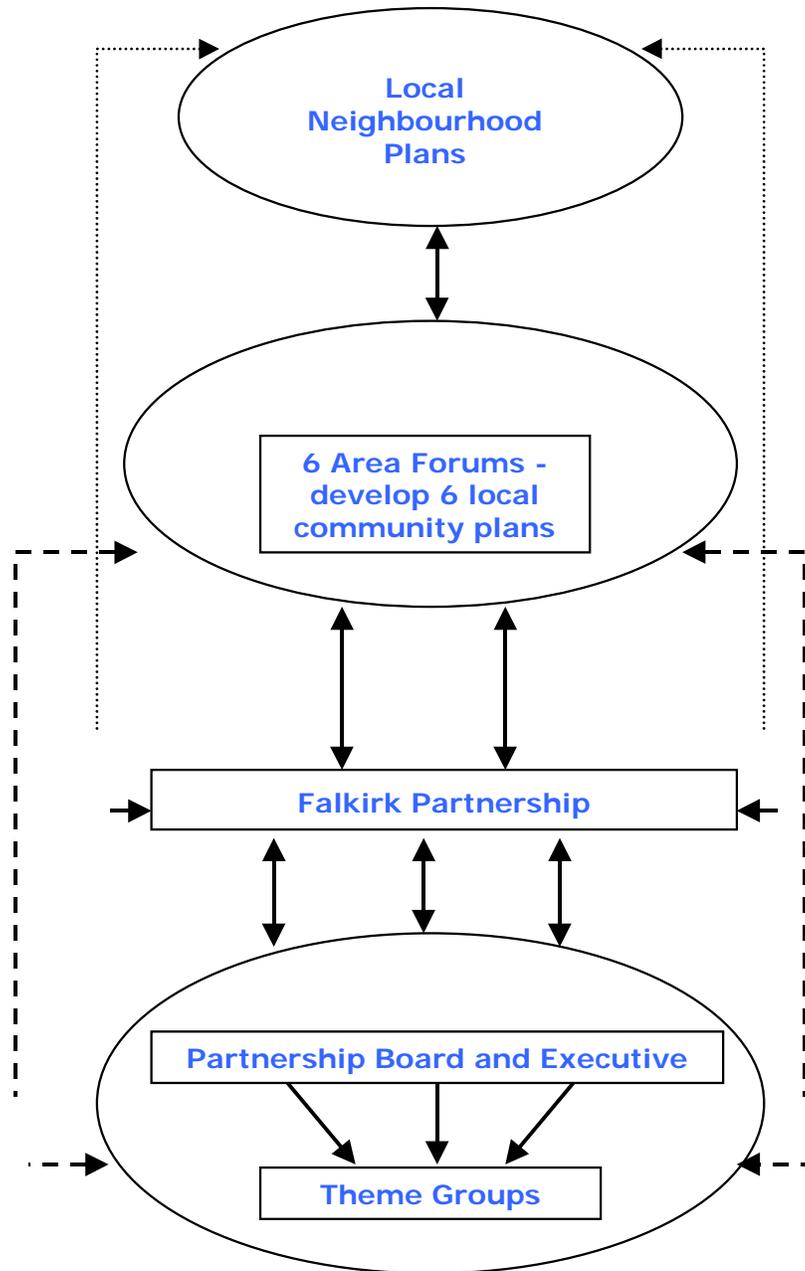


5.6 The structure of Community Planning in East Renfrewshire is intended to allow different areas to determine their specific priorities and needs. Three Thematic Partnerships and four Area Locality Forums feed into the work of the Community Planning Partnership Board.

5.7 The Area Locality Forums are a key part of the Community Planning structure. They are the local representative body for their Area; they are the Community Planning Partners' principal forum for consultation on strategic and policy issues; they influence Partners' policies and service provision; they ensure that action happens and that local services are delivered in line with the expressed priorities of local people; and they use a limited devolved budget to directly provide a range of local service improvements.

- 5.8 The membership of the Forums consists of all local Councillors with wards in the Forum area, representatives from each Community Council in the Forum area, and elected representatives from the voluntary and community sector.
- 5.9 Different members have different roles on the Forums. Councillors are the elected representatives of the people, with a statutory duty to ensure the provision of local services. The elected members therefore have a leadership role in initiating and monitoring policy and in developing a vision for their local area, in consultation with others. A key role for elected members is to hold to account all those Community Planning Partners tasked with providing services to local residents. The Area Locality Forums are a channel for strengthening and supporting this process.
- 5.10 Community Councillors have a key role in informing local people within their community of developments in their area, and in gathering and reflecting the views of individual citizens on service needs. Community Councillors then help to inform and monitor policy and hold Partners to account.
- 5.11 Community and voluntary representatives are elected or nominated from key local organisations. These representatives inform their organisations of developments in their area of interest, and gather the views of individuals in their organisations on service needs. They then help to inform and monitor policy initiatives.
- 5.12 The Area Locality Forums are ultimately accountable to the citizens in their area. Councillors, Community Councillors and Community and Voluntary Sector Representatives can all be voted off by their respective constituencies.

Falkirk Partnership



5.13 The Falkirk Community Planning structure contains six Area Forums based on the geographical service delivery area of Falkirk Council. The six areas are Bo'ness; Braes; Denny, Bonnybridge and Banknock; Falkirk; Grangemouth; and Larbert and Stenhousemuir. As the diagram shows, there is a dynamic relationship between these six Area Forums and the overarching Falkirk Partnership.

5.14 The Forums give local people the opportunity to work with the Community Planning Partners in their particular geographical areas. The Forums each draft a Local Community Plan to

encourage local communities to identify local issues relating to the themes of Falkirk's overarching Community Plan, consider how these themes are being delivered in local communities and ensure that the Community Planning Partners make the overarching Plan work at a local level.

- 5.15 The Area Forums are operated by a Core Group, with input from Council officials, officers from Community Planning Partners and representatives from the Voluntary and Community Sector Group, Residents Associations, Neighbourhood Associations and Community Councils.
- 5.16 Area Forum meetings are open to anyone living in that particular area, including local Councillors. People can participate in the discussions as individuals, or through a local community group or Community Council.

Glasgow Partnership

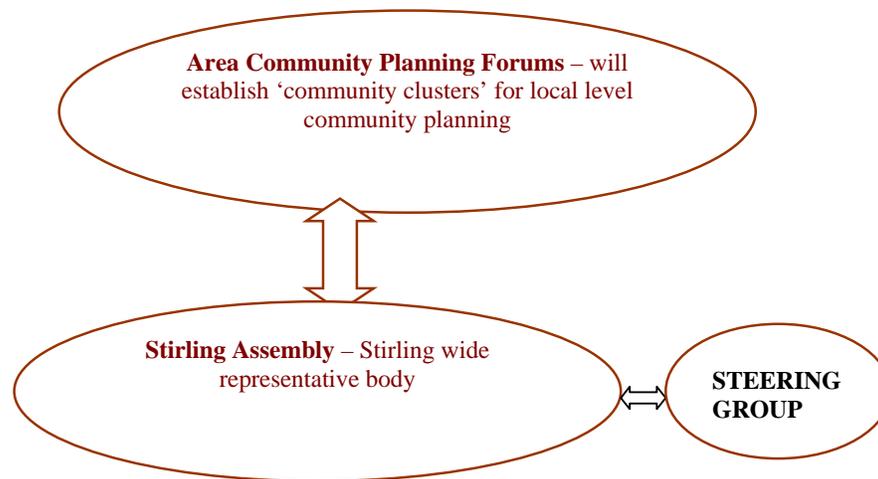
- 5.17 Glasgow Community Planning Partnership is currently putting in place its local Community Planning structures. It is likely that there will be nine or ten local Community Planning partnerships in the city, and each partnership area will have a population of between 60,000 and 75,000.
- 5.18 There is no diagram of Glasgow's structure as yet.
- 5.19 There will be core partners who are represented on every local Community Planning partnership and other partners who will vary according to local priorities and issues.
- 5.20 Core partners will be the City Council, community residents, Communities Scotland, Greater Glasgow NHS Board, Scottish Enterprise Glasgow, Strathclyde Police and the Voluntary Sector. Other partners may include local MPs and MSPs, Jobcentre Plus, Glasgow Colleges, Strathclyde Fire Brigade and Strathclyde Passenger Transport.
- 5.21 There are proposals for the local Community Planning structures in Glasgow to be closely linked to the implementation of the city's Community Learning and Development Strategy in order to provide support to the individuals and communities participating in these structures.
- 5.22 It is not yet clear how the local Community Planning partnerships will fit in to the overall Community Planning structure in Glasgow, or what the role of local Councillors will be in these local structures.

Stirling Partnership

- 5.23 The Stirling Partnership was one of the five 'Pathfinder' Community Planning Partnerships that were set up to assist the development of community planning in Scotland in 1998. It is a well-established partnership with a highly localised community planning process.

Local Community Plans – 27 Community Councils have established local community plans





- 5.24 Stirling has pursued an agenda of developing its democratic base since the Council’s formation that has taken the form of investing in and developing its community infrastructure. This is comprised of a hierarchy of participatory structures at various levels within the community of Stirling: the network of local Community Councils; wider, Area-based community forums; and the authority wide Stirling Assembly.
- 5.25 An early decision was made to make the Partnership as accountable and participatory as possible. The Chief Executive and Leader of the Council are closely identified with the initiative lending it credibility and ensuring the active participation of other senior managers within partner agencies.
- 5.26 The Stirling Assembly was included at a very early stage in the partnership building process, and was used as a sounding board for the Steering Group’s strategy making.
- 5.27 The Stirling Assembly is central to greater community involvement and was established in 1997 as an authority-wide forum that enables Community Council representatives, the local voluntary sector, community groups, private sector interests and individuals to consider issues of strategic importance to the area.
- 5.28 The Assembly holds open meetings every 6 weeks and generally attracts between 40-80 participants. It is the critical vehicle for the integral involvement of citizens in the Community Planning process and the mechanism through which a wider involvement of local communities can be achieved. A key part of the process involved the Assembly discussing, revising, agreeing, and ratifying the key strategic priorities and the approach taken by the Steering Group.
- 5.29 The Stirling Community Planning Partnership has identified Local Community Planning as a key way of delivering community engagement, and has taken further steps to ensure local level community planning. The Partnership has established a network of local Community Councils, which currently have 27 local community plans, with the potential for up to 40. Most local community plans in the Stirling area have been developed using a method known as ‘community futures’, however in areas of disadvantage they have also been developed by Stirling Partnership for Urban Regeneration.

- 5.30 The Partnership has developed a framework to guide the Local Community Planning process. It encourages linking up to enable decisions and priorities agreed strategically to be actioned in local communities. To ensure dialogue and joined up working between the overall partnership and the area partnerships, new Area Community Planning Forums are to be introduced. These forums will form community clusters made up of a number of neighbouring community councils. The forums will seek to engage regeneration groups and Local Community Planning partnerships and trusts that have been involved in the development and implementation of the area's 27 local community plans.
- 5.31 The Stirling Community Planning Partnership is a mature partnership that has taken a radical localised approach to community planning. The decentralised nature of the community planning process in Stirling has the potential to create issues of complication and deviation across the area.
- 5.32 However, the localised approach and participative nature of the Local Community Planning networks, the new Area Community Planning Forums at the area level and the Stirling Assembly at the Stirling-wide level will provide the opportunity for individual engagement that is not practicable elsewhere.

Liverpool Partnership



- 5.33 The Community Planning structure in Liverpool is made up a 'family of partnerships'. This includes partnerships that work on thematic issues, partnerships that work on particular funding streams and partnerships that cover particular areas of the city. All of these partnerships are accountable to the overarching Community Planning partnership - Liverpool Partnership Group and Liverpool First Board.
- 5.34 There are a number of different types of partnership within this 'partnership family' that operate at a local level in particular areas in the city. The diagram above shows the five Strategic Investment Areas (SIAs) in Liverpool, which deliver infrastructure investment to facilitate economic growth in particular areas in the city. The SIAs comprise the City Council, regeneration partnerships and community representatives.
- 5.35 Liverpool also has five 'cluster' partnerships that work in excluded communities in the city. There are also seven Neighbourhood Management Areas that deliver the city's Community Strategy and Neighbourhood Renewal priorities at a local level, co-ordinating services providers to develop joined-up services. Each of these areas has a Delivery Plan with targets to be met



Manchester Partnership

- 5.36 The Manchester Partnership has built successful pre-existing local partnerships into its Local Strategic Partnership (LSP) structure in order to facilitate accountability and communication at the local organisational level. The diagram below outlines the structure of the Manchester Local Strategic Partnership:



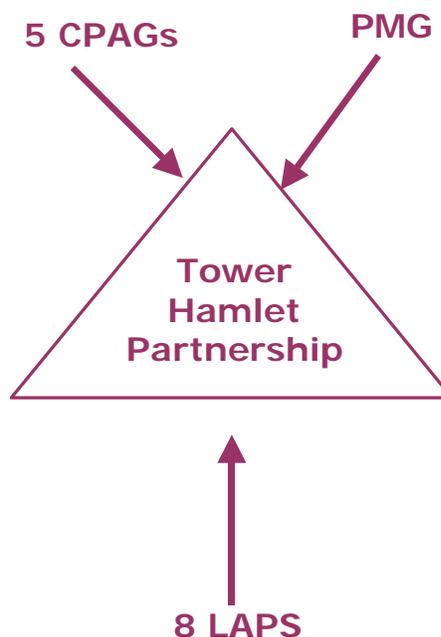
- 5.37 The Manchester Partnership places a strong emphasis on local partnerships to identify and deliver local priorities. The local partnerships are the main delivery mechanism for a large part of the community strategy, and are instrumental in providing a two-way communication process between the LSP and local communities.
- 5.38 The local partnerships were established before the LSP and have been incorporated into the structure of the community partnership. There are three types of local partnerships: Local Action Partnerships, Area Regeneration Partnerships and Ward Co-ordination Partnerships.
- 5.39 The Local Action Partnerships, such as the Local Action Partnership for Crime and Disorder, were active prior to the establishment of the LSP. They are active across the city, developing

and carrying out action plans that are strongly focused on the needs and priorities of local communities.

- 5.40 Area Regeneration Partnerships have also been incorporated into the Local Strategic Partnership. A number of partnerships have been established across the city to deliver a variety of regeneration programmes instigated by both central Government and the European Commission. These are mainly based in specific regeneration areas, for example those receiving investment from the Single Regeneration Budget, like East Manchester. In some cases separate partnership arrangements operate within specific geographical areas.
- 5.41 The Manchester Partnership has integrated the regeneration partnerships that operate within the same geographical area, and has encouraged existing partnerships to deliver new initiatives where possible. The inclusion of the regeneration partnerships under the LSP has allowed a higher degree of overall planning, linked up service delivery, and partnership working in local areas.
- 5.42 Ward Co-ordination Groups bring together the local Councillors, Council service managers, local representatives and other agencies, from the local ward area. The groups meet on a quarterly basis to oversee the way council services are delivered and to monitor their success against the targets set by the City Council's annual Ward Performance Plan. A range of consultation methods ensure that residents' views are taken into account.
- 5.43 The Local Action Partnerships and Ward Coordination Groups are active across the city, and are closely involved with the regeneration programmes. The important role that the local partnerships hold in the Manchester LSP allows residents greater opportunity to provide feedback on the community plan, and ensures that issues arising in local areas are fed directly back to the LSP to ensure that action can be taken.

Tower Hamlets Partnership

- 5.44 The Tower Hamlets Partnership has an innovative structure in relation to community involvement at the local level. The structure is designed to set out the importance of local community involvement to strategic action. The structure is triangular, with the three sides as follows:
- four themed Community Plan Action Groups (CPAGs);
 - eight Local Area Partnerships (LAPs) – consisting of two to three wards per area; and
 - Partnership Management Group (PMG)
- 5.45 The Partnership Management Group is not defined as the ‘centre’ or the ‘executive’ but rather as of equal importance in partnership working as the other two sides of the triangle:

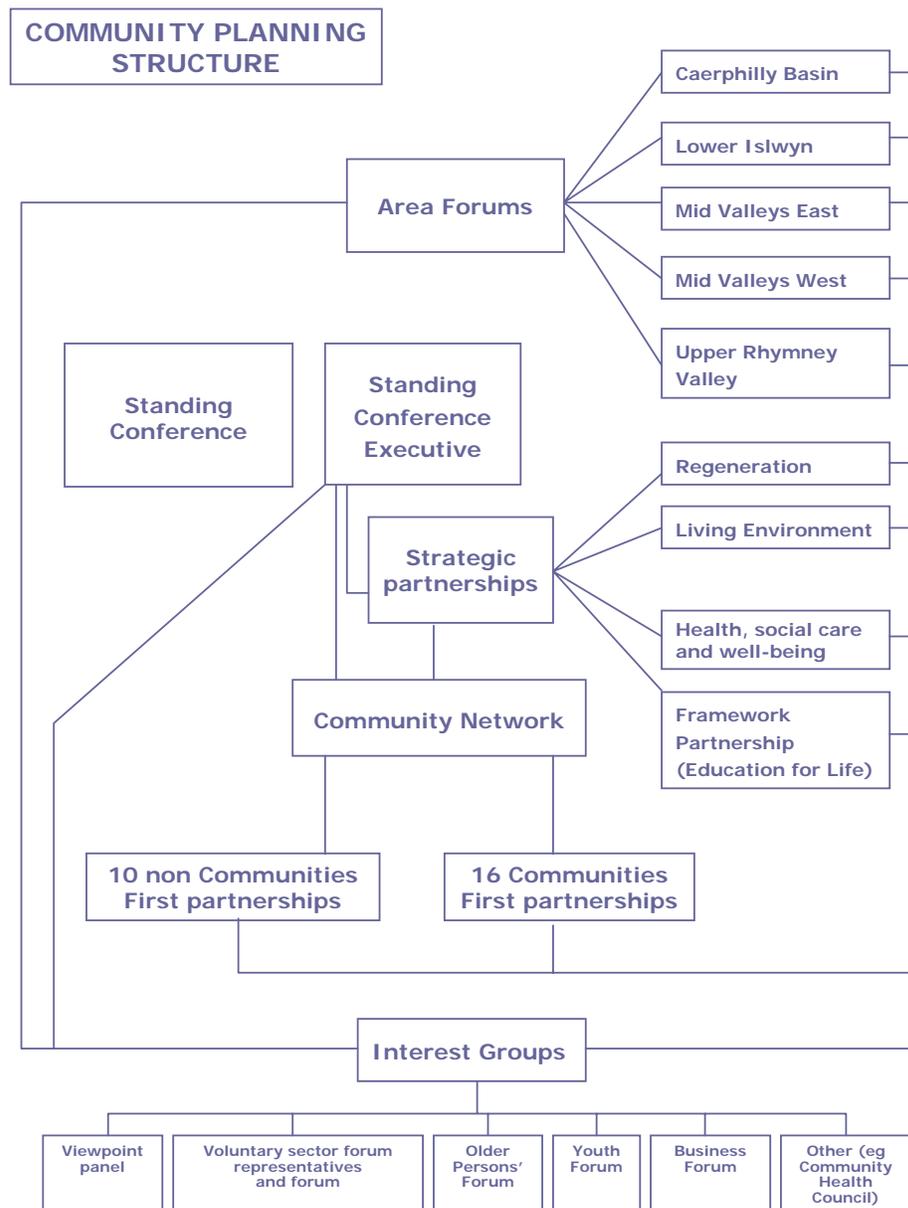


- 5.46 There are eight LAPs, each covering two or three ward areas, through which residents are involved. These involve local people considering ideas on how things can be improved and the way in which they can influence and scrutinise the delivery of services.
- 5.47 Local representation through the LAPs is organised via partnership steering groups, with a profile advised by the centre to include politicians, faith representation, young people and local residents. Each LAP and Community Plan Action Group (CPAG) has dedicated support from an officer based in this team, as well as secretariat support from the Partnership Management Group.

- 5.48 There is a CPAG for each of the five key themes agreed with local people as well as priorities through the community planning process. The five groups listen to the Local Area Partnerships, using their views to inform action to speed up the improvement of mainstream services.
- 5.49 The innovative structure of the Tower Hamlet structure allows a high level of input from local residents across the area. The eight Local Area Partnerships ensure that residents can have a say about the how things can be improved in their own local area, as opposed to being limited to providing input into the overall plan. The Local Area Partnerships are also designed to be representative of each area, with a profile of membership to include elected representatives, faith representatives, young people and local residents.
- 5.50 An innovative structure such as this does, however, pose challenges in making it work. Although such a structure may facilitate community engagement it does not in itself resolve the potential tension between strategic co-ordination and local involvement, nor negate the necessity of clarifying the roles and responsibilities of the various sub-structures.

Caerphilly Partnership

- 5.51 The Caerphilly Local Strategic Partnership is a relatively mature partnership within the Welsh context, with its Standing Conference having been established in 1999. In the initial assessment of the Welsh Community Planning process undertaken by the Welsh Assembly, the Caerphilly Community Plan was rated in the top bracket with regard to addressing all the issues involved in community planning.



5.52 The Caerphilly community planning structure includes a high level of localisation. Area forums, community partnerships, and ‘communities of interest’ (referred to in the diagram as interest groups) have all been established to encourage input into the community planning process at a localised level.

5.53 There are five area forums in the community planning structure. They cover the whole of the Caerphilly area, and aim to bring partnerships together and give local representatives from all sectors an opportunity to discuss and influence the strategic plans of partner agencies and to co-ordinate more localised action plans within their area. The area forums allow the overall community strategy to be better informed by local views and priorities, and for the community strategy to be more usefully applied to local circumstances.

- 5.54 Community Partnerships, of which 26 have been established in Caerphilly since 2000, give individual communities the opportunity to feed into strategic plans, discuss localised issues, and to draw up local action plans. They generally operate on a more local level than the five area forums.
- 5.55 The Partnership has also established ‘communities of interest’, which relate to specific groups of people that are in every community. The Caerphilly Partnership concentrates on these groups specifically, rather than through a community by community basis. These groups include older and younger people, Welsh speakers, people with disabilities, people in minority ethnic groups, carers, residents with mental health problems, substance misusers, juvenile offenders, and so on.

Summary

- 5.56 It is clear that each of the Partnerships described has sought to create local structures which best reflect its own local circumstances, and that there does not, or at least not yet, appear to be one model which will suit the needs of all communities in all parts of the country.
- 5.57 Community Planning is a process which is as at an early stage of development and it is therefore to be accepted and welcomed that a range of different ways of working are being tested against the fundamental principles of involvement, accountability, and improved service delivery.
- 5.58 What these models do show is that it is possible to put in place structures which enable people at a local level to be active participants in a local, democratic, community planning process.

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The Scottish Parliament

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Appendix 2

Case Study Analyses for RPA on Community Planning in operation within the UK and Ireland

Interview Schedule for Case Study Areas

(These are initial questions to lead into further discussion. The schedule will be used flexibly depending on the interviewee)

Background

Please describe your organisation's role in the local Community Planning arrangements.

Aims and objectives of Community Planning in your area

What is your understanding of Community Planning in your area and what it is aiming to do?

How would you describe its key aims and objectives?

How useful/appropriate do you think these aims and objectives are?

Partnership arrangements

When was the partnership established?

How does the partnership operate?

Does the partnership work together effectively and efficiently?

How are decisions reached within the partnership?

What impact does the political make-up of the area have on partnership working?

What is the involvement/role of social partners (business, trade unions, voluntary sector) in the Community Planning process?

How has the partnership evolved since you became involved?

Has the partnership undertaken activities and achieved outcomes that would not have occurred otherwise?

How has the partnership led to a greater co-ordination and integration of services?

What is the relationship between the partnership and central government?

What are the strengths/weaknesses of this relationship?

Accountability

How do accountability arrangements operate within the Community Planning partnership?



As the democratically elected body are other partners accountable to the local authority?

How are members of the community engaged/involved in the Community Planning process?

Is there a strong sense of community participation/leadership in the Community Planning process?

Where in the Community Planning structure are decisions taken? Does decision-making occur at as local a level as possible?

Are there any issues that are particularly divisive within communities, or are there any communities in your area that are particularly divided? How does Community Planning address these issues?

Are there competing priorities in your area that Community Planning must deal with?

How are equality issues dealt with in your Community Planning structure?

Co-terminosity

Is the Community Planning area co-terminus? (i.e. do all partners have the same geographical boundaries)

What difficulties are presented by lack of co-terminosity?

How can these be overcome?

Does the partnership engage in any cross-boundary co-operation or activities?



Monitoring and Evaluation

How is progress monitored within the Community Planning arrangements?

What impact has Community Planning had upon the quality of services?

What impact has Community Planning had upon the scope of the public sector?

Future

How would you like to see your Community Planning set up develop in the future? Are there specific issues you think it needs to address and/or specific ways in which it needs to develop?

Specific Examples

What impact has Community Planning had upon the delivery of services for children; community development; and urban/rural regeneration in your area?

Appendix 3

Glossary

England (Liverpool)

GO-NW – Government Office North-West

DETR – Department of the Environment, Transport and the Regions

LCN – Liverpool Community Network

LCVS – Liverpool Charity and Voluntary Services

LFB – Liverpool First Board

LGA – Local Government Association

LPG – Liverpool Partnership Group

LSP – Local Strategic Partnership

NRU – Neighbourhood Renewal Unit

ODPM – Office of the Deputy Prime Minister

PCT – Primary Care Trust

SIABs – Strategic Investment Area Boards

SIPs – Strategic Issue Partnerships

Republic of Ireland (Galway)

CDBs – County/City Development Board

FAS – Foras Aiseanna Saothair (Training and Employment Authority)

IDA Ireland – Industrial Development Agency

NASC – West Ireland European Liaison

SIM – Social Inclusion Measures Committee

SPCs – Strategic Policy Committees

VECs – Vocational Education Committees

Scotland (Fife)

CPP – Community Planning Partnership

CVS Fife – Council for Voluntary Service Fife

SE Fife – Scottish Enterprise Fife

SPTA – Strathclyde Passenger Transport

Wales (Newport)

Newport CAB – Newport Citizen’s Advice Bureau

LSPs – Local Strategic Partnerships

SEWREC – South East Wales Race Equality Council

Northern Ireland (Armagh)

ACNI – Arts Council Northern Ireland

AEDG – Armagh Economic Development Group

CBI (NI) – Confederation of British Industry (Northern Ireland)

ILS – Integrated Local Strategy

LSP – Local Strategy Partnership

NIAPA – Northern Ireland Agricultural Producers Association

NIC.ICTU – Northern Ireland Committee, Irish Congress of Trade Unions

NICVA – Northern Ireland Council for Voluntary Action

NIHE – Northern Ireland Housing Executive

PBNI – Probation Board Northern Ireland

PEACE – European Special Support Programme for Peace and Reconciliation

PSNI – The Police Service Northern Ireland

ROSA – Regeneration of South Armagh

SCNI – Sports Council Northern Ireland

SELB – Southern Education and Library Board

SEUPB – Special European Union Programmes Body

UFU – Ulster Farmers Union

YCNI – Youth Council Northern Ireland

General



BME – Black and Minority Ethnic

OFMDFM – Office of the First Minister and Deputy First Minister

RPA – Review of Public Administration

SMEs – Small Medium Enterprises

Mandatory Requirements for the Study

Case Study	Role of and relationships between key players	Accountability Arrangements	Co-terminosity	Monitoring and Evaluation
Liverpool	<p>The Local Strategic Partnership (LSP) in Liverpool consists of a 'family of partnerships', led by Liverpool First Board (LFB) and Liverpool Partnership Group (LPG). There are different partnerships to take forward different areas of activity, such as specific strategic issues, areas and funding streams. Over 30 key local organisations are represented on the LSP. Community representatives are elected through the Liverpool Community Network to sit on almost every partnership in the LSP.</p>	<p>Liverpool Partnership Group is accountable to the Neighbourhood Renewal Unit (NRU) in the Office of the Deputy Prime Minister (ODPM) for delivering the targets set out in their Neighbourhood Renewal Strategy Target Action Plan. This relationship is mediated through the local government office.</p> <p>Within the LSP, different partnerships take forward the objectives set out in the Community Strategy, and these partnerships are ultimately accountable to the LFB and LPG.</p> <p>The local community has the opportunity to hold the LSP to account through the Liverpool Community Network (a network of over 1,000 voluntary, community and faith groups), which elects representatives to almost every Partnership in the LSP 'family'.</p>	<p>Liverpool LSP is working to ensure that all Partners have the same boundaries within the LSP area. This includes the Primary Care Trusts, City Council Neighbourhood Management Services, the police, the fire services and Jobcentre Plus.</p>	<p>Monitoring and evaluation applies to three main areas: targets within the latest version of the Community Strategy; reviewing progress against the Neighbourhood Renewal Floor Targets; and review of partnership effectiveness. Under new arrangements currently being established monitoring of the Community Strategy will be undertaken by the lead agency in each partnership, which will report annually to the LFB on progress against these targets. Neighbourhood Renewal Floor Targets will be managed by Strategic Issue Partnerships, which will receive quarterly reports on each target and will then report on progress to the Neighbourhood Renewal Strategy Group. The LSP is required to conduct a full review of partnership effectiveness every three years.</p>

Case Study	Role of and relationships between key players	Accountability Arrangements	Co-terminosity	Monitoring and Evaluation
Galway	<p>The Partnership comprises 31 representatives from the local government sector, local development, statutory agencies and social partners and is responsible for the co-ordination and integration of all publicly funded services in the county. The Community Forum has succeeded in bringing together voluntary and community groups which would not normally have a voice in strategic policy making and works on developing the capacity of the sector in Galway. The community and voluntary sector are represented on the Council's strategic policy committees, County Development Board (CDB) and local development agencies. Officers of the Community and Enterprise Unit located within Galway County facilitate and support the six local area forums.</p>	<p>In 2002 Galway CDB completed the Integrated Social Economic and Cultural Strategy 2002-2012: "<i>Working Together: Shaping Our Future</i>" that was the result of a collaborative process of engagement and consultation with state agencies, social partners, and the voluntary and community sector. The CDB are accountable to all these stakeholders.</p>	<p>Galway County Council boundaries match those of the Development Board. The Community Forum's activities are organised according to 5 electoral area divisions within the county and the Gaeltacht area. There are 6 local area forums. The CDB is working with West Regional Authorities to address cross boundary issues and co-operates with other CDBs in formulating a joint regional strategy.</p>	<p>The CDB meets every three months and reviews four of the eight themes on a rolling basis at each meeting. Monitoring of the implementation of the strategy is done on a quarterly basis. Lead Partners will assess the extent to which their projects have succeeded in achieving stated goals and meeting objectives of the Strategy. An independent evaluation is carried out every three years.</p>
Fife	<p>The key players in the Community Planning Partnership (CPP) are Fife Council, Fife Constabulary, NHS Fife, Scottish Enterprise, Council for Voluntary Service CVS Fife, Communities Scotland and Fife's Further and Higher Education sectors. There are five thematic Strategic Partnerships which take forward the work of the CPP and report to it.</p> <p>The relationships are very good overall but a need to strengthen vertical links between the CPP and the strategic partnerships and horizontal links across the strategic partnerships has been identified.</p>	<p>Membership of the CPP is comprised of key organisations in Fife. Partners each have their own lines of accountability upwards and to the community. The voluntary sector is a strong and active member of the Partnership but it is recognised that more work needs to be done to systematise the range of community engagement and involvement in Fife.</p> <p>Local Community Planning Forums are being piloted in two areas of Fife.</p>	<p>Almost all the Partners share co-terminous boundaries. The exception is Communities Scotland which is not a direct service provider.</p> <p>Partners have pointed out that whilst co-terminosity is advantageous, there are issues external to these boundaries which can have a strategic impact on Fife, for example transport links for travel to work areas outside Fife.</p>	<p>'Milestones' have been established for each of the themes so that progress can be measured. The State of Fife System and Indicators has established a comprehensive basket of measures and indices of deprivation which have been identified as an example of good practice by Communities Scotland. Some Partners now believe that a reassessment of the number of targets may enable a better assessment of the impact and added value of the Partnership.</p>

Case Study	Role of and relationships between key players	Accountability Arrangements	Co-terminosity	Monitoring and Evaluation
Newport	Newport Local Strategic Partnership (LSP), representing 9 key local agencies including Newport Council, Gwent Police, the local health board and the voluntary sector, has developed and co-ordinated the Community Strategy. Beneath the LSP there are seven core partnerships covering issues such as community safety and health and well-being.	Newport LSP plans to hold a conference every year to report back to members of the community on the progress that has been made on the Community Strategy. The community will also have the chance to suggest any changes to the strategy they think are appropriate. The community and voluntary sector is represented on the LSP and the Communities First Overarching Partnership is one of the core partnerships beneath the LSP.	Newport LSP is largely co-terminus and this has been useful in co-ordinating activities. However, it is thought that any problems posed by a lack of co-terminosity can be overcome by trust and understanding between Partners.	Newport is still putting in place its monitoring and evaluation systems.
Armagh	The Legal Strategy Partnership (LSP) is a broad based organisation representing local community groups, business interests, rural interests, trade unions, government agencies and the local council. The operational tier comprises the Community Safety Partnership Southern Investing for Health Partnership and the Neighbourhood For All Partnership.	The LSP has the responsibility of administering EU PEACE and is therefore accountable to funders. Local partnerships feed local views into the implementation of strategies, and the LSP takes decisions after consultation with community and partner agencies. Partnership working arrangements are team-based and underpinned by consensus decision-making.	Armagh City and District Council is the sole local council for the area. Service providers such as the Southern Health Board are not co-terminous with the Partnership. The partnerships involved also undertake cross-boundary working for areas outside Armagh.	Quality of Life and Performance Indicators to be identified and planned for the future. There is also a Citizen Survey planned for 2006.
*Manchester	There is a role for groups from each sector in the	The Manchester Partnership has	The Manchester Partnership is a	Highly developed monitoring

Case Study	Role of and relationships between key players	Accountability Arrangements	Co-terminosity	Monitoring and Evaluation
	<p>Legal Strategic Partnership (LSP). The Manchester Conference, which formulates priorities, involves any interested local groups. The steering group and the thematic partnerships are also comprised of individuals from each sector. Local partnerships play a key role in identifying and delivering local priorities. The Community Network for Manchester has succeeded in bringing together voluntary groups which would not normally have a voice in strategic policy-making.</p>	<p>informal accountability processes at both formulation and implementation stage. The Manchester Conference, which formulates policy, is open to any local group. Local Partnerships feed local views into the implementation of strategies.</p>	<p>one-tier community partnership. Manchester City Council is the sole local council for the area. Service providers generally serve a broader area than Manchester although this may not affect co-terminosity due to the size of Manchester. The Partnership is working with North-West regional authorities to address cross boundary issues.</p>	<p>guidelines - the performance management group and the thematic partnerships assess progress across a range of established indicators.</p>
*Cardiff	<p>The Community Planning Implementation Group (CPIG) which oversees and co-ordinates the community plan is made up of various public sector organisations including Cardiff Council, BBC Wales, and the Local Health Board, as well as voluntary organisations such as Voluntary Action Cardiff.</p>	<p>The Capital Congress, which ratifies the partnership strategy, is attended by any interested local groups.</p>	<p>The Cardiff Partnership is a one-tier community partnership as Cardiff City and County Council is responsible for the area. Service providers, such as the Cardiff Local Health Board, also share the same boundaries as the Partnership</p>	<p>The Cardiff Partnership is evaluated using a set of 59 indicators under the categories of Economic, Social and Environmental. A Welsh Assembly - commissioned evaluation of community strategies, including Cardiff as a case study, is due to be completed in Autumn 2005.</p>

* Initial desk research was carried out on Community Planning in Cardiff and Manchester but full Case Studies on these areas do not form part of this study, and the information provided on them here is included as an additional extra.

Case Study	Community Responsiveness and Partnership Building	Democratic Accountability
Liverpool	<p>The Local Strategic Partnership (LSP) in Liverpool consists of a 'family of partnerships', led by Liverpool First Board (LFB) and Liverpool Partnership Group (LPG). There are different partnerships to take forward different areas of activity, such as specific strategic issues, areas and funding streams. Community representatives are elected through the Liverpool Community Network to sit on almost every partnership in the LSP.</p>	<p>Liverpool City Council, which leads the Local Strategic Partnership (LSP), is democratically accountable. The LSP also comprises an element of participative democracy as community groups are engaged through the Liverpool Community Network. This is a network of 1,300 community organisations which elects representatives to almost all the partnerships in the Community Planning structure.</p>
Galway	<p>The County Development Board (CDB) has a considerable involvement from local partnerships and multi-sectoral agencies that play a key part in the construction and implementation of the Strategy, ensuring that it is grounded in community needs.</p>	<p>A good example of a link between representative and participative democracy. The Board holds a statutory responsibility under Local Government Act 2001 for? Community Planning</p>
Fife	<p>The Fife Partnership has a group of partner agencies that work in partnership to develop the Community Plan strategy. All partners are responsive to the local community to varying degrees. The development of community involvement in the strategic direction of the overall Community Planning Partnership is less strong than involvement in each of the thematic Strategic Partnerships.</p>	<p>The only agency in the Fife Partnership which is directly democratically accountable is Fife Council. Other agencies are accountable to Scottish Ministers and through them to the public.</p>
Newport	<p>The Newport LSP has seven 'core' partnerships, a number of which were in existence prior to the establishment of the LSP. Effort has been made to ensure that the LSP and Community Strategy align with existing strategies and partnerships.</p>	<p>Newport Council, which leads the Local Strategic Partnership (LSP), is democratically accountable. The community and voluntary sector is represented on the LSP and there is to be a community consultation event every year to report on the progress of the Community Strategy and allow local people to have an input.</p>
Armagh	<p>The LSP involves a considerable number of local partnerships which play a key part in implementing the Local Integrated Strategy, ensuring that strategies are grounded in community needs and aspirations. The local partnerships also provide structures for communication to and from communities and the LSP Steering Group. LSP members are represented on all partnerships.</p>	<p>Partnership working arrangements are team-based and underpinned by consensus decision-making. The Legal Strategy Partnership (LSP) is keen to include local partnerships and community groups in the debate.</p>
*Manchester	<p>The Partnership involves a considerable number of local partnerships which play a key part in implementing strategy and ensuring that strategies are grounded in community needs and aspirations. The local partnerships also provide structures for communication between communities and the LSP Steering Group.</p>	<p>Similarly Cardiff Partnership is keen to include local partnerships in the debate.</p>
*Cardiff	<p>The Cardiff Partnership attributes high priority to partnership building, and is currently completing a partnership audit.</p>	<p>A good example of a link between representative democracy and participatory democracy in that it creates working relationships between community activists and elected representatives</p>

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Case Study	Equality and Human Rights	Cross-community Concerns
Liverpool	<p>Around 70% of Liverpool is in receipt of Neighbourhood Renewal funding therefore social inclusion is at heart of the Community Strategy. There is also a Community Cohesion Steering Group and a Community Cohesion Coordinator.</p>	<p>Deprivation is an issue that affects people across Liverpool, with 70% of the city eligible for Neighbourhood Renewal funding.</p>
Galway	<p>All actions must be tested to ensure that they do not adversely affect particular groups or areas. A proofing panel will assist the officers of the CDB and the relevant implementing bodies to assess the impact of actions in relation to: poverty, gender, language bias, rural reach, sustainability and equality.</p>	<p>A Social Inclusion Monitoring Committee (SIMC) examines the scope of programmes offered by all the state agencies and voluntary bodies and the degree to which they reach people who are socially excluded. The CDB applies a social inclusion lens or filter in reviewing the effectiveness of actions to target groups on an annual basis.</p>
Fife	<p>A stated goal of the Partnership is to pursue an 'inclusive Fife', tackling the barriers of poverty and discrimination. There is a dedicated organisation "Frae Fife" which works to improve the social inclusion of individuals from black and minority ethnic backgrounds.</p>	<p>Communities in Fife are divided geographically and on rural/urban lines. There are economic differences which are being addressed through the identification and targeting of areas of disadvantage but there is very little tension within or across communities.</p>
Newport	<p>The main equality issue in Newport is that there are areas of significant wealth and also areas of severe deprivation. The need to address this issue is one of the key drivers of the Community Strategy.</p>	<p>The image of Newport as a whole is an issue that residents of the city have highlighted as something that needs to be addressed.</p>
Armagh	<p>The LSP has made efforts to replicate best practice of Section 75 actions and provisions in the delivery of projects. Preference is given to projects/initiatives that demonstrate a positive effect on the promotion of equality between groups. Capacity building programmes and skills development support have been delivered to key target groups such as women, long-term unemployed young people, and disabled groups have been delivered.</p>	<p>The LSP has responsibility for administering PEACE II money aimed at reinforcing progress towards a peaceful and stable society, promoting peace and reconciliation. The aim of the programme is to encourage cross-community and community relations-based activities.</p>
*Manchester	<p>The thematic partnerships have responsibility for ensuring that their strategies address the cross-cutting issue of social inclusion.</p>	<p>The Partnership pursues strategies through a thematic approach which is applied on a local level by local partnerships. The LSP also intends to pursue strategies that address concerns that extend beyond the borders of the partnership area</p>
*Cardiff	<p>Equality is one of the five key themes running through the strategy.</p>	<p>The Council and service providers concentrate on putting services in place to pursue cross-community concerns.</p>

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Case Study	Quality of Service	Subsidiarity
Liverpool	The success of Liverpool's LSP has been widely recognised over the years, including recognition from the Audit Commission for its robust, strategic leadership and performance management.	Liverpool has five 'cluster' partnerships and seven Neighbourhood Management Areas that deliver the priorities of Neighbourhood Renewal at a local level. The Neighbourhood Management Areas each have a Delivery Plan with set targets for delivery.
Galway	A Conference has been hosted by the CDB on community development best practice with other CDB areas. The CDB is committed to achieving best practice and continuously monitors and evaluates activities and programmes.	The Strategy is implemented by constituent members of the CDB, State Agencies, local interests and the Local Authority each delivering different elements through their own operational plans and services for Galway.
Fife	Four initiatives of the Fife Partnership have been used as examples of good practice by Communities Scotland.	There are no local area committees or forums but there is work with local partnerships, and forums such as the Lochgelly Regeneration Initiative. A Community Planning Forum is being piloted in Glenrothes.
Newport	The researchers from the University of Wales (Swansea) undertaking a review of Community Planning across Wales have indicated that the Newport Community Strategy is a robust and inclusive strategy.	Area partnerships are not part of the Strategic Partnership structure but the core partnerships deliver services at a local level.
Armagh	The consultation process leading up to the development of the community plan and the community plan itself has been hailed as an example of good practice for other NI councils. Armagh has also been identified as a Council that made significant progress towards integrated planning before PEACE II.	Decisions are taken by the LSP which has members from all sectors based upon knowledge of local needs. Local partnerships implement their strategy and deliver at local level.
*Manchester	The Manchester Partnership has been used as an example of good practice by both the Office of Public Management and the Local Government Association.	Decisions are taken by the Steering Group which has members from all sectors. Local Neighbourhood Partnerships implement strategy based on knowledge of local needs.
*Cardiff	Cardiff was selected by the Audit Commission as a case study for a project to establish quality of life indicators.	Cardiff does not have area committees but relies on local partnerships to deliver at local level.

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Case Study	Scope of the Public Sector	Co-ordination and Integration of Services
Liverpool	Liverpool City Council leads the LSP and a wide range of other public sector agencies are also involved.	The LSP has led to the significant co-ordination and integration of services in Liverpool. Liverpool LSP is currently working towards all Partners having co-terminus boundaries within the Community Planning area. This will help to further improve the co-ordination and integration of services between partners.
Galway	Public sector organisations were involved in the construction and implementation of the strategy. Galway County Council takes a lead role in Community Planning. The other partner agencies are also public sector agencies.	The CDB ensures a multi-agency approach and high-level integration and co-ordination of services.
Fife	Fife Council is one of the Partner Agencies in the Partnership and has the most individual members. With the exception of the Council for Voluntary Service, the other Partner Agencies are all public sector organisations, with varying degrees of autonomy.	The Fife Partnership is largely co-terminous with a unitary council, a health board, the local enterprise company and the police all sharing the same boundaries - this should ensure a high level of coordination and integration of services. Most of the Community Planning Partners feel that deeper knowledge and understanding of each other's organisations would improve joint working.
Newport	The LSP is led by Newport Council and other public bodies are members of the LSP. Already the formulation of the Community Strategy has led to the public sector seeking to become more involved in environmental and marketing issues in Newport.	There has been a plethora of joint working between partners in Newport over a number of years, and the Strategic Partnership and Community Strategy will be important in helping to co-ordinate such activity.
Armagh	Armagh Council is involved in the planning process and leads the LSP. Public sector organisations are also members of the LSP and local partnerships.	Integrated planning considers the full range of resources present in Armagh and aims to co-ordinate strategies and their implementation. Rationalisation and joining up state agencies and partnerships with the LSP taking the lead role in Community Planning ensures a high level of co-ordination and integration of services.
*Manchester	Manchester City Council was the lead partner in setting up the LSP, and has continued to be heavily involved in the planning process both at city and local level.	Clear organisational structure which brings together Local Partnerships as part of the implementation process and local voluntary groups through the Community Network for Manchester.
*Cardiff	Cardiff Council take a lead role in Community Planning, while the Community Planning Implementation Group is dominated by public sector organisations.	The Cardiff Partnership is broadly co-terminous as it has a unitary council and service providers that concentrate primarily on the city.

* Initial desk research was carried out on Community Planning in Cardiff and Manchester but full Case Studies on these areas do not form part of this study

Case Study	Efficiency and Effectiveness
Liverpool	Monitoring and evaluation applies to three main areas: targets within the latest version of the Community Strategy; reviewing progress against the Neighbourhood Renewal Floor Targets; and review of partnership effectiveness.
Galway	Intensive consultations with over 600 stakeholder groups in the construction of the Strategy ensure the effectiveness of the Strategy. The CDB carries out continuous reviewing, monitoring and evaluation of the actions of the community plan.
Fife	The State of Fife System and Indicators which inform the annual State of Fife report are the measures which monitor the efficiency and effectiveness of the Partnership. It is judged too early to assess the true impact and added value of the Partnership.
Newport	Detailed monitoring measures are still being developed but the LSP will report back to the community every year on progress against these measures.
Armagh	Projects funded by the LSP must demonstrate how they will evaluate their programmes - their efficiency and effectiveness determine their eligibility for funding. Extensive consultations, workshops, seminars and conferences ensure effectiveness of the strategy.
*Manchester	The Partnership uses a clear set of evaluation guidelines and indicators which, together with the specifically targeted thematic partnerships, should ensure a good level of efficiency and effectiveness.
*Cardiff	The effectiveness of the Partnership will be confirmed by the forthcoming Welsh Assembly report on Community Planning.

* Initial desk research was carried out on Community Planning in Cardiff and Manchester but full Case Studies on these areas do not form part of this study

Organisation of Key Themes of Urban/Rural Regeneration, Community Development, and Children and Young People within Community Planning Partnerships

Case Study	Urban/Rural Regeneration	Community Development	Children and Young People
Liverpool	<p>Liverpool Vision is the urban regeneration company in Liverpool and the organisation is represented on Liverpool First Board and Liverpool Partnership Group. Liverpool Vision brings together private and public sector agencies to deliver the regeneration of Liverpool city centre.</p> <p>The 'cityfocus' sub-group of Liverpool Partnership Group also manages two major funding programmes focusing on the regeneration of the city centre.</p> <p>The regeneration of Liverpool is an on-going process. Latest developments include planning permission being granted for a new commercial district and construction work beginning on a new waterfront arena and convention centre.</p>	<p>Liverpool Charity and Voluntary Services (LCVS) is a partner in the LSP, and is represented on the LFB and LPG. LCVS manage the Liverpool Community Network (LCN), which is a network of over 1,000 community, voluntary and faith organisations. Representatives from different networks in the LCN are elected to partnerships in the LSP and these representatives receive training from the LCN and support from the LSP team.</p> <p>The LCVS helps build capacity amongst the community, voluntary and faith sector. This support can include help with starting up a new group, developing a constitution, opening a bank account, working with partners, networking, strategic or business planning, charity registration, developing policies, monitoring and evaluation, funding information, book-keeping and training.</p>	<p>The Children and Young People's Partnership is a Strategic Issue Partnership within Liverpool's 'family of partnerships'. The Partnership is led by Liverpool City Council Children's Services and also has representatives from a number of other organisations including Liverpool Youth Offending Service, the Schools Parliament, the Learning and Skills Council and Connexions. The Partnership has a number of sub-groups divided by age.</p> <p>Initiatives undertaken by the Children and Young Person's Partnership include: Primary Strategy consultants working with teachers to analyse data and plan programmes of teaching to enhance pupil performance; increasing primary teachers knowledge in mathematics; initiatives to help secondary pupils develop literacy, ICT and thinking skills; and initiatives to support vulnerable pupils such as those from BME communities, those with special needs and looked-after children.</p>

Case Study	Urban/Rural Regeneration	Community Development	Children and Young People
Galway	<p>One of the goals of the CDB is to ensure a balanced spread of industrial development across the county. Industrial development tends to cluster around the city: Strategies to achieve this objective include industry-focused research, training and technical support for new businesses and the development of community innovation centres to support indigenous business developments. The work of the CDB has been instrumental in achieving increased broadband across the county, better infrastructure and has made improvements in rural transport. The CDB led an inter-agency submission to achieve RAPID status for Tuam and Ballinasloe and established multi-agency Area Implementation Teams and has helped in the regeneration of both towns. Rural regeneration is a cross-cutting theme of the Strategy. Because of the nature of the county rural regeneration is a top priority. The difference between rural and urban regeneration is addressed by the strategy.</p>	<p>The establishment of the Community Forum has contributed to building social capital in Galway county. The six local forums ensure there is interaction and solidarity and that the Partnership is as responsive to community needs at a local level as possible. Groups have greater capacity to address social problems. Substantial progress has been made in tackling disadvantage and social exclusion through collaboration and sharing of resources. The forum gives community and voluntary groups a collective voice.</p>	<p>Many of the successes of the CDB to date affect youth for example childcare, play, Dáil na NÓg (Junior Parliament), Sports Partnership Plan and the setting up of youth cafés. Since the adoption of the Strategy much has been achieved in putting play on the agenda of various groups and agencies and has resulted in number of new play areas within the county. Arrangements have been made to encourage young people to participate in local issues e.g. the participation of young people in the Junior Parliament Dáil Na NÓg.</p> <p>All work is undertaken in conjunction with the National Children's Office and forms part of the implementation of the National Children's Strategy within Galway.</p>

Case Study	Urban/Rural Regeneration	Community Development	Children and Young People
Fife	<p>Urban and rural regeneration is placed within the economic development theme of the Partnership, work on which is taken forward by the strategic grouping Fife Economic Forum.</p> <p>However, in addition to this, Fife Rural Partnership is a cross-cutting partnership which seeks to ensure that rural concerns and impacts are taken into account across all the other four themes – environment, lifelong learning, community safety, and health and well-being</p>	<p>At strategic level, Fife Partnership has had limited involvement in community development, although community development is an on-going priority for many strategic partners and in particular the local authority.</p> <p>CVS Fife represents the interests of the voluntary sector on the Fife Partnership and has, for example, set up a Children’s Forum to elect representatives on to relevant areas of interest, such as the Children’s Services Group</p>	<p>The Children’s Services Group in Fife is a cross cutting group which is responsible for ensuring that children and young peoples issues and interests are considered actively across the five community planning themes of: community safety, lifelong learning, health and wellbeing, environment, and economic development. Each theme is taken forward by a strategic grouping working to the Partnership.</p> <p>Within each strategic grouping there is a demonstrable focus on children and young people in particular activities eg in encouraging breast feeding in the health and well-being theme, or in developing leisure activities under the community safety theme.</p>
Newport	<p>Newport Unlimited 2020 is the urban regeneration company in Newport. This agency has representatives from Newport Council, the Welsh Assembly Government, the Welsh Development Agency, the University of Wales (Newport) and the local private sector on its board. The agency is one of the ‘core’ sub-partnerships in Newport, beneath the Newport Local Strategic Partnership (LSP).</p> <p>Newport Unlimited has a ‘Master Plan’ for central Newport and plans for Eastern and Western Newport are currently being developed. The central Master Plan contains proposals to increase the number of cafes, restaurants and shops; refurbish buildings; develop new riverside walks and parks; remodel the train and bus stations; and hold new cultural events in the city.</p>	<p>Community development is represented in a number of ways in Newport LSP. The Chair of the Communities First Overarching Partnership is a member of the LSP, and the Communities First Overarching Partnership is one of the core partnerships beneath the LSP. Other community development work in the city is undertaken by the city council and voluntary sector, both of which also have representatives on the LSP.</p> <p>An example of the work of Communities First in Newport is the ‘Aspirations’ project, which is developing an outreach information service for disabled and disadvantaged people living within the area. The aim is to enhance existing services and signpost and support individuals to access local provisions.</p>	<p>The Children and Young Persons Partnership is one of the core sub-partnerships of Newport LSP. The Partnership is chaired by the Newport Council cabinet member for young people. The Partnership also includes senior officials from relevant Council departments and representatives from the local health board, the health trust, the police, Education Learning Wales, the voluntary sector, SEWREC, local employers, and primary and secondary schools.</p> <p>The partnership has undertaken considerable work with the people of Newport. For example, it provided funding for a training day to help Sunday School leaders attain first aid qualifications.</p>

Case Study	Urban/Rural Regeneration	Community Development	Children and Young People
Armagh	<p>Armagh LSP plays a key role in the delivery of Neighbourhood Renewal and has been working closely with the Department of Social Development, other statutory agencies and the local community to take this forward. The Neighbourhood Renewal areas include three deprived estates in Armagh. The needs of rural communities are also recognised by the Community Plan, and programmes funded by the LSP have reflected this eg Armagh rural transport has received funding for additional services.</p>	<p>Armagh LSP has made funding available for community development activity. Community and voluntary organisations have made use of the small grants programme, which specifically addresses and targets early community infrastructure and capacity-building needs. Projects such as the “Armagh Community Enterprise” programme offers local groups training sessions and cash grants to enable them to identify and develop income-generating activities and ultimately become self-sustaining projects. Actions in the Community Plan include developing community infrastructure and structured support to marginalised groups.</p>	<p>An identified action in the Community Plan is to provide support and increase opportunities for young people to participate in community life and development. Since the adoption of the strategy, initiatives such as Armagh Youth Forum and Armagh Youth Partnership have provided young people with skills and knowledge to influence decisions that affect their lives. The LSP has also funded the “Fair Play” Programme to help raise awareness in cultural differences between Catholics and Protestants and decrease levels of sectarianism through the medium of soccer.</p>

Matrix of Partnership Working and Impacts

Case Study	Examples of Partnership Working	Examples of Impacts Achieved
Liverpool	<p>The different partnerships in Liverpool have undertaken a wide range of activities to improve life for people in Liverpool. For example, in the latest version of the Community Strategy the following activities are outlined:</p> <p>The Citysafe Partnership (Liverpool's Crime and Disorder Reduction Partnership) has undertaken activities that include: identifying prolific and persistent offenders and reducing repeat offending; developing crime strategies for hotels; increasing bus escorts and surveillance on public transport routes; cameras in taxis; delivering over 1,000 'stoplocks' for older vehicles in target hotspot areas; school crime prevention schemes; race/hate crime initiatives; activities to create safer neighbourhoods; and providing alarms for vulnerable people; and truancy teams.</p> <p>Initiatives undertaken by the Children and Young Person's Partnership include: Primary Strategy consultants working with teachers to analyse data and plan programmes of teaching to enhance pupil performance; increasing primary teachers knowledge in mathematics; initiatives to help secondary pupils develop literacy, ICT and thinking skills; and initiatives to support vulnerable pupils such as those from BME communities, those with special needs and looked-after children.</p> <p>Liverpool Learning Partnership and Learning and Skills Council Greater Merseyside have undertaken activities such as:</p> <ul style="list-style-type: none"> ● the outreach employability programme 'Streets Ahead'. This programme engages with 'hard to help' client groups through door-to-door services, outreach guidance appointments and employability workshops, and helps to move them closer to the labour market; ● Engaging with employers, including awareness raising events in the leisure/tourism and health sectors; ● Working with schools to increase speech skills. <p>Liverpool First for Health (Healthy City Partnership) has been working on activities such as: 'Smoke Free Liverpool' Campaigns; a new citywide physical exercise campaign bringing together existing programmes and new developments; and extending a 'Fruit in School' scheme to offer all children aged five to 11 fruit in school.</p>	<p>Liverpool has undergone significant development and regeneration in recent years. Although the impact of partnership working cannot be directly quantified, it is believed that through working together agencies have better co-ordinated and integrated services to bring improvements to the lives of people in Liverpool.</p> <p>A few of Liverpool's recent achievements are set out below:</p> <ul style="list-style-type: none"> ● The mid-year population estimate for 2003 showed the first annual increase in the city's population for 70 years. There are signs that the population of the city is now stabilising rather than declining; ● Between 2002/03 and 2004/05 there was a 23% reduction in domestic burglary; a 22% reduction in robbery; and a 21% reduction in vehicle crime; ● Between November 2002 and November 2004 the number of young people Not in Education, Employment, or Training (NEET) fell by more than 10%; ● Liverpool is on track to reduce by 56% from 1995/97 to 2010 the number deaths per 100,000 of the population aged under 75 from circulatory diseases including coronary heart disease and strokes; ● Liverpool is on track to reduce by 34% from 1995/97 to 2010 the number deaths per 100,000 of the population aged under 75 from cancer; ● In recent years business start-up rates in Liverpool have been twice the national average; and ● Between 2003 and 2004 the proportion of social housing in Liverpool that was non-decent was reduced from 46% to 43%.

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Galway (contd).	<p>partner agency, the DSCFA, in relation to sourcing application forms for carers' benefits together discussing client queries and also in relation to training initiatives.</p> <p>Extensive partnerships have been established with local and national voluntary organisations. In-Home Respite Service for Informal Carers' has been established in partnership with the Irish Wheelchair Association. Training initiatives have been developed and delivery is ongoing in partnership with a range of voluntary organisations, such as, the Irish Red Cross Society, Galway Branch, the Carers Association and Caring for Carers Ireland.</p> <p>Theme 5: Access to Services A number of forums have been established including 8 local / area community forums; A Youth Forum is established on an area basis. A Heritage Forum is operational. Ecclesiastical Heritage panel established.</p> <p>RAPID Area Implementation Teams operate in Tuam and Ballinasloe with Community Forum representation.</p> <p>Theme 6: A Living Gaeltacht There are funding schemes available to support traditional cultural activities.</p> <p>Theme 7: Vibrant Island Communities Infrastructure, staffing and support services have been provided for Áras Rónan facility for the elderly on Inis Mór to secure access to a full range of primary health care services for islanders with affordable access to other non-primary care.</p> <p>Theme 8: Celebrating Cultural Diversity The Celebrating Cultural Diversity Programme, funded by Combat Poverty Agency, has been completed.</p> <p>Several new partnerships have been established to share resources and maximise funding opportunities providing additional "cultural infrastructure" through the use of shared space and shared funding.</p> <p>A number of outreach education programmes are now in place with a number of professional arts organisations throughout the county incorporating partnerships with professional arts groups and local communities.</p>	
Fife	The Community Planning Partnership has carried out a number of joint or partnership initiatives since 2000. For example, with the Working Together theme the Partnership has:	In the 2001 State of Fife Report, which was the first annual progress report of the Fife Community Plan, the Partnership set out the baseline statistics they were using against which they would measure progress. These statistics were either percentage or real figure

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Fife (contd).	<ul style="list-style-type: none"> ● Piloted joint commissioning of services for drugs and alcohol abuse; ● Worked together on information sharing to improve services to customers; ● Introduced the annual State of Fife report to show progress against the Community Plan milestones; and ● Piloted local forums and community budgeting in two areas of the Kingdom. <p>Under the Economic Development theme, the Partnership has:</p> <ul style="list-style-type: none"> ● Won £25 million from the Scottish Executive for 1,500 new park and ride spaces; ● Established the roll-on-roll-off ferry between Rosyth and Zeebrugge; ● Provided an export support service to business; and ● Developed a community and partnership to support regeneration in areas of Fife. <p>In Health and Wellbeing the Partnership has:</p> <ul style="list-style-type: none"> ● Established 3 healthy living centres; ● Set up a range of healthy eating initiatives, eg school breakfast clubs, free fruit in nurseries; ● Participated in the Scottish Health Choices Award Scheme; and ● Encouraged physical activity and active lifestyles. <p>Under Education and Skills the Partnership has:</p> <ul style="list-style-type: none"> ● Set up an Early Years Intervention Programme to improve literacy and numeracy skills in primary aged children; ● Provided summer schools for pupils from disadvantaged areas; and ● Improved labour market information to match training and skills development to the needs of employers. <p>Under Improving the Environment the Partnership has:</p> <ul style="list-style-type: none"> ● Increased the number of organisations implementing environmental management systems; ● Launched the Fife Environmental Network and publicity campaign; and ● Established a fast response team to deal with local environmental incidents. <p>Under Strengthening Communities the Partnership has:</p>	<p>changes.</p> <p>There were a range of actions under each of the main themes and each action had a baseline statistic and a target statistic. The target statistics were set to be reported on in 2005, and in 2010.</p> <p>The 2005 statistics are not yet available, although overall progress against each theme, examples of which are shown opposite, has been reported on in the 2004 revised Community Plan.</p>

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	<ul style="list-style-type: none"> ● Improved promotion and support for volunteering; ● Improved access and services to meet the needs of Fife’s black and ethnic minority communities; and ● Increased opportunities for young people including play areas, youth cafes and youth shelters. <p>Under Community Safety the Partnership has:</p> <ul style="list-style-type: none"> ● Invested in providing positives alternatives to offending for young people; ● Set up the Fife Cares project to provide older residents with home security advice and equipment ; and ● Raised awareness about child abuse through the Safe from Harm campaign. 	
Newport	<p>Although Community Planning is at an early stage in Newport there are a number of examples of joint working already taking place. For example:</p> <ul style="list-style-type: none"> ● the Newport Community Safety Partnership, which is co-chaired by Newport Council and Gwent Police, has undertaken a plethora of joint activity such as increasing CCTV coverage in the city including in every school, enhancing services for drug treatment and conducting operations to reduce the number of assaults and injuries in pubs and clubs; ● Newport and Gwent Business to Business has worked with Newport Council and the University of Wales (Newport) to devise a programme to promote the development of SMEs in Newport; ● Newport Council and the local health board are co-operating to set up intermediary care for people leaving hospital; ● through the Newport LSP the University of Wales (Newport) are working with Gwent Health Trust to develop courses for health trust employees; ● Newport Unlimited are working with the University of Wales (Newport) on the opening of a new campus in the city; 	<p>Newport is at a very early stage in Community Planning therefore no real impact can be measured yet. However, trust and understanding has been developed between organisations that will hopefully lead to more co-ordinated and improved service delivery in the future. Also, the community consultation process to develop the community planning strategy identified (i) the environment and (ii) marketing of Newport as two areas where local people wanted to see the public sector being more active. Consequently the Community Strategy now contains aims in relation to these two areas and partnerships are being established to take these forward.</p>

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	<ul style="list-style-type: none"> ● Newport CAB is to have an office within the new premises of the local health board; ● Newport Unlimited have worked with Newport Council on a regeneration action plan for the eastern part of the city; ● the University of Wales (Newport) has worked with Newport Council to offer free courses in community centres in Newport. 	
Armagh	<p>Although Community Planning is at an early stage in Armagh there are a number of examples of joint working already taking place due to the LSP mechanism, for example:</p> <p>Community safety was highlighted as one of the key themes of the Community Plan. In November 2002 a local community safety partnership was formed. An audit and a wide consultation process has been undertaken in collaboration with the District Policing Partnership, Rural Community Network and the Base Healthy Living Centre and also involved postal surveys, questionnaires and focus groups to discover issues of importance to Armagh citizens.</p> <p>Projects undertaken have included: Community Crime Alert, a programme aimed at providing security equipment and advice to persons over 65; a Domestic Violence Drop-in Centre; Rural Watch/Good Neighbour scheme covering 9 areas; Proof of Identity scheme; city centre radio link and Unattached Youth Work Project,-a scheme aimed to address sectarianism among young people in Armagh.</p> <p>In their role as an implementing body for the delivery of PEACE II and other EU Programmes, Armagh LSP has worked in partnership and reached decisions by consensus and funded projects. Successful initiatives include:</p> <p>Neighbourhood for All Partnership between Armagh and Dungannon Health Action Zone, Armagh City and District Council and Conservation Volunteers has given local groups in their area an opportunity to improve their area;</p> <p>Community Enterprise Armagh is helping communities create their own employment opportunities. The programme offers community groups training sessions, individual mentoring sessions and cash grants to encourage income-generating activities for self-</p>	<p>Armagh is at an early stage in Community Planning therefore no real impact can be measured yet. Local government felt it is not adequately resourced to evaluate the impact of the community plan in the absence of statisticians, social researchers, planning specialist etc. The impact thus is difficult to quantify.</p> <p>The key focus of Armagh LSP has been allocating funding and meeting financial targets. This coupled with the absence of a statutory duty to deliver recommendations of the community plan has meant that the plan itself has stagnated.</p> <p>However the impact of the consultation process engaging with a range of organisations and the local community has led to greater trust and understanding between the partners who are accurately informed of what the local needs are and what actions must be taken to improve the quality of life for Armagh citizens.</p> <p>Armagh LSP has built considerable experience in terms of peace and reconciliation work and all funded projects must fulfil the peace and reconciliation criteria.</p>

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	<p>sustaining projects. Initiatives have been aimed at different sections of society to promote the integration of people with disabilities into the community; to provide training and skills development to women's groups, youth, and the elderly; and funding has been allocated to help the victims of the troubles deal with the legacy of the past.</p>	