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Sent: 28 February 2003 13:18
Attach: [LSP Dialogue Day - pm Session Feedback.doc](#); [LSP Dialogue Day - final report version 2.doc](#); [LSP - Shropshire.ppt](#)
Subject: MSP Board, report to follow

Dear All,

Please find attached a follow up report for the agenda for the LSP meeting taking place on Tuesday 4th March 2003 at 3pm in Wells Town Hall!!

Many thanks

Collette Haynes

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LSP Dialogue Day – Feedback From PM Session

Q 1 Roles and Responsibilities

What are the relative roles of the district LSPs and the county SSP? What are the principles that can be used to decide where an item/issue should go? How should work be co-ordinated and cross-referenced?

Key Outcome: To suggest 3 key ways that would contribute to improving co-ordination

- Chair of LSP needs to report on progress of LSP to SSP.
- Each District and county to have 'common headings' of their key issues
- SSP to prepare an annual workplan which Districts would be well aware of.
- Structure – independent team of workers and possibly an independent development trust
- Communication – website available for partner orgs listing funding, events, training, contacts
- Securing resources – identifying resources, engaging with fund holders

(Table 7)

1. District LSP reps on SSP should be the Chairs of the district LSPs. The reasoning behind this was that the Leaders of the District councils are now always fully engaged in the LSP and attendance may not be good, therefore reporting to the SSP and bringing information back to the LSP should be improved by this suggestion.

It was also noted that a report from each LSP is not made at each SSP meeting and this should perhaps be considered.

2. Each district and the county to use 'common themes'. A number of the key themes from each LSP are the same but the terminology is different. The group felt that it would be useful if the same wording was used by all for what are effectively the same themes. This would be particularly useful for the SSP if an approach using 'pillars' similar to that referred to by Shropshire was used.

3. SSP to prepare an annual workplan

The district LSPs would have an opportunity to feed into this process and would be fully aware of the SSPs programme of work. The group felt that it was vital that certain projects from the districts featured in the SSP workplan if regional finance was sought or a partnership approach with the County was needed.

Q2 Relationships and communication

Should there be any connectivity between the LSPs and SSP? Are they autonomous bodies or should they work together? How should information and communications flow between the bodies?

Key Outcome: To come up with 2/3 ways to improve relationship and communications between us

- Review membership (LSP chairs on SSP)
- Protocol – on roles, responsibilities, accountability and reporting back
- Strengthening voluntary and equalities sector role and better use of networks
- Yes
- Clarity and direction needed through joint vision
- Connect through 2 way communication e.g. website
- Agendas to include communications of what is going on across the partnership – clear representation and dissemination expectations.

(Table 3)

- Chair of LSP or SSP
- Vision for Somerset
- Sharing good practice
- Improved communication
- Pooling consultation resources

(a) YES

Some common membership

No real dialogue – may come with plans being produced

Some things need county wide e.g. regeneration transport

County can't be just amalgam – must be linkages to follow through

Equalities needs some county input

Not everything has to apply all the way up to SSP

Some things come from above e.g. Building committees

Has to be top down and bottom up

Problems about competition between districts

Importance of getting protocol right

Unincorporated partnerships don't always work

- Use chair of local strategic partnership
- Protocol – on roles, caring responsibilities and accountabilities
- Agendas early
- Reports back from each to each other
- Voluntary sector network and equalities

Councils too much power?

(Table 6)

1. Yes for up – down communication
Yes for accessing extra funding from e.g. RDA
Race Equality Scheme e.g.

How

Web page – keep the channel open, sharing what is going on – see key issues, replication, don't need to

A statistical site

Learned today about the Faith Communities

The opportunities for the people we want to reach

Isolation

LSPs - of the SSPs <-> 2 way feedback

Themes?

SSP working with 'no

Issue of many hats

Offer a lot for 'what issues do not want to take forward to SSP or LSPs

- The LSP reps should be Chairs not the Leaders
- Get it into the minutes
- Continue extend to the up – down to Forums/Panels/Parishes etc
- Representation weekend – needs formalise
- Standing items
- More emphasis on achievement (would meet measurable outcomes)
- How could be written
- Opportunities for the agencies – e.g. near

What is the connectivity?

Which elements SSP and LSPs

Would support the outside agencies

Clarity on who does what Economic Strategy

Is it intended to be BV – mat cost effect? Planning Group

What are the differences

Information - Has to be top down

Same clear tasks already – HEI, Broadband

Autonomous bodies – teeth + having resources, not being SCC

Clear direction not top down

Be aware of the threats – democratic processes two tier government. Giving up power – danger of language

SSP level of independence + resources

2 levels of communication

Q3 Focus and Priorities

What should be the common elements and key difference between the LSPs and SSP in terms of focus and priorities?

Key Outcome: To identify and suggest a way that we can compliment and support each others plans and avoid too much overlapping or confusion setting in.

- Who tackles what issue?
- Regional agenda and SSP role in fair share of regional resources
- Resource allocation against LSP priorities (LSP, SSP, joint role)

(Table 4)

- Vision of SSP should be complementary to those of LSP
- Recognise and celebrate difference
- Recognise that priorities may be different and have difference weight attached
- Priority themes should be addressed at appropriate level geographically (e.g. crime and disorder – district)
- SSP should have key role as sub-regional partnership and ensure fair share of reg. Funding
- All partnerships must add value and be relevant to locality
- SSP should be a “partnership of partnerships”
- District strategies should be the building blocks for county strategies
- We need to agree which themes are addressed by LSPs or SSP
 - e.g. Crime = LSPs
 - Transport = SSP
 - Lifelong learning = SSP
 - Need clear criteria for deciding which theme goes where
- Chairs of LSPs should be on SSP!
- SSP should have a strategic steering role that address blockages and argues case for Somerset as a whole
- SSP should play a key role in looking at resource allocation against priorities across all strategies
- SSP should play role in levelling ext. funding
- Police) organisations
- Health)
- LSPs/SSP should have opportunity to be critical of each other
- Need Performance Management framework
- Organise flotilla!
- herding cats.

Key suggestions

1. Who tackles what issue?
2. Regional agenda and SSPs role in fair share of reg. resources
3. Resource allocation against LSP priorities (LSP/SSP joint role)

Q 4 Impact and Measuring outcomes

What are the indicators for success for the SSP and LSPs? How would we go about measuring these? How will we know?

Key Outcome: Provide some tangible example indicators worth measuring and suggest ways how this might be done

- Quality of life (adapted to local need)
- Measuring added value of partnership (e.g. attracting additional funding)
- Measuring image of area / district / county
- How has community plan been received by local people?
- Develop relationship between each level of LSP (District to county to region)
- More dialogue on cross boundary issues

(Table 5)

Indicators

- How much of one's plan one achieves
Check at end of year 1 and annually after
1. How has your plan been received by local people?
 - Consultative process
 - How we are covered in the media – need to interface with media
 - LSP should have higher profile for area than local council
 - People understand the LSP
 2. Develop the relationship between each level of LSP
 - For referring up 'bigger issues'
 - Districts can't do everything e.g. Affordable housing
District > County > Regional
Measure with success with which districts have come together with county to identify issues > measurement of success, working together to attract funding?/increased share e.g. housing resources
 - 'Joining up' - joint ownership – county and district LSPs including consistent data, measure by > how the public perceives 'one stop shop' aspect of LSPs
 3. More dialogue on cross boundary issues
 - Should link with cross border agencies LSP
 4. Measure
 - What can LSP deliver that local council can't?
 - Using public consultation
 - Local Performance indicators – not just drafted by councils - LSP
 - How good is communication about LSP?
Press/PR
Websites etc
Comms strategy
Multi-media
 - Link up existing programme indicators with LSP – e.g. Local Transport Plan
Fine tune existing local plans via public consultation
Many indicators will be qualitative

Q5 Methods of working and functioning

How should the SSP and LSPs be run?

- Should they rely on member organisations
- Should they have dedicated resources on their own budget?
- Should they initiate new ideas?
- Should the Chairs of the LSPs be on the SSP?

Key Outcomes: Please make specific suggestions to these issues raised where possible

- Chairs of LSP should be on SSP with leaders of DCs
- LSPs and SSP should have own budget and specialised working groups
- Need new ways of working – aligning the commonalities

(Table 8)

1. Chairs of LSPs should be on SSP
Should be Leader and chair
2. Useful for LSPs and SSP to have own dedicated budget
 - SSP needs budget that is independent from County Council for specific projects, skills ability
 - Its important that good will is given but money is needed to make practical things happen.
 - Specialised working groups for SSP e.g. economic development ... need alignment of priorities to enable cross district LSP/SSP activity
3. New ways of working – aligning the commonalities – need new solutions on pulling all these things together e.g. crime etc.

**Local Strategic Partnerships in Somerset County Council
Report and Suggested Action following the Dialogue Day – 20 February 2003**

1. Introduction

- 1.1. The establishment of Local Strategic Partnerships and Sub Regional Partnerships has been one of this Government's key policy developments. It is likely that the importance of these bodies will grow in terms of strategic planning, funding decisions and regional/national influence, therefore, it is important that we work together to make these structures work to the best advantage for the people of Somerset.
- 1.2. This report sets out a summary of the main discussions and findings of the LSP workshop and identifies a series of possible options and challenges for the short to medium term in Somerset.

2. Background

- 2.1. The LSP Dialogue Day arose out of the recognition of the fact that 6 LSPs in Somerset had emerged separately over the last 18 months without building a common understanding of roles, purpose, connectivity or priorities. In addition, significant issues are now arising regarding the focus of LSPs and the resourcing of partnership activity.

- 2.2. The stated aims of the Workshop were:

To bring together members of Somerset's 6 LSPs to:

- Build shared knowledge and understanding of the community planning process and the role/priorities of each LSP
- Build links and relationships between the LSPs in Somerset
- Build a shared commitment to on-going dialogue to ensure the best level of co-ordination and agreement between the different partnerships
- To agree on future key areas for discussion and actions/solutions to perceived issues
- To agree how the next stage of the dialogue process should be taken forward

3. Presentations from each LSP

- 3.1. The Workshop provided an opportunity for each partnership to give a brief presentation on its make up, working arrangements and key priorities. For many attendees this was their first opportunity to consider the differing approaches that have emerged in Somerset. Copies of the presentational material have been circulated to all attendees.
- 3.2. Many attendees were surprised by the range of differing approaches that had emerged. Mike Perreau, the facilitator, summarized the differing focus of the partnerships as:

Partnership	Focus of approach
The Taunton Deane Strategic Partnership	A clear focus on an effective community priority agenda
South Somerset Together	A locality approach – designed to meet the diverse nature of communities in South Somerset
Mendip Strategic Partnership	A process approach – with considerable thought and planning for development of the Partnership
Sedgemoor in Somerset	A focus on building a comprehensive partnership
Exmoor Coast and Countryside Partnership	A clear focus on making the partnership accessible to the community and partners
Somerset Strategic Partnership	Implementing a bottom up approach

4. The Shropshire Strategic Partnership

- 4.1. Anne Wolstenholme and Paul Shevlin gave a comprehensive presentation on the Shropshire Strategic Partnership, a copy of the presentation is attached at Appendix 1
- 4.2. Key defining moments for the County and 5 districts in Shropshire were:
 - The realisation that each of the key authorities or agencies were competing against each other for funding bids such as the National Lottery resulting in duplication of effort and a greatly reduced rate of funding successes in the county
 - An agreement to jointly fund a regeneration team to concentrate on bidding/gaining additional resources for Shropshire.
 - The production of the Shropshire Profile as a joint document for partners and the community to use for bidding purposes.
 - Agreement to work together as part of the Audit Commission's national pilot on Quality of Life Indicators – this has created an excellent range of very useable data about the quality of life in Shropshire. This data has been used to produce an annual report on the quality of life in Shropshire – again data that is very useful for bidding purposes
 - Development and adoption of a set of protocols relating to the Partnership Board; Partnership Executive; Local Partnerships; Accountabilities and the Partnership Support Team (copies of these have been circulated to each LSP lead officer)
 - Acceptance that if one partnership does not want to join, then the majority should progress without them. One partnership cannot be allowed to prevent good work and initiatives from developing

- In Year 2 – the joint funding of a community planning co-ordination post – to work with each of the community planning partnerships to establish a common approach regarding timetables, common themes/terminology etc.

Current Initiatives

- Current initiatives are to advertise for a joint ICT posts to take forward jointly the IEG (Investment in Electronic Government) work
- The recognition that the 5 district community strategies needed to be integrated into one single strategy for Shropshire

5. Feedback From Workshop

- 5.1. The main session in the afternoon was working in mixed groups tackling set questions. The key points from the feedback are set out below. Full details of each groups' responses are set out at Appendix 2

Question 1 – Roles and Responsibilities

- Chair of LSP needs to report on progress of LSP to SSP.
- Each District and county to have 'common headings' for their key issues which are agreed between all LSPs
- SSP to prepare an annual workplan [shared with district LSPs]
- Structure – independent team of workers [similar to the Shropshire model] and possibly an independent development trust
- Communication – website available for partner organisations, listing funding, events, training, contacts
- Securing resources – identifying resources, engaging with fund holders [such as RDA, Europe etc]

Question 2 – Relationships and Communication

- Review membership (LSP chairs on SSP)
- Protocol – on roles, responsibilities, accountability and reporting back
- Strengthening voluntary and equalities sector role and better use of networks
- Clarity and direction needed through joint vision
- Connect through 2 way communication e.g. website
- Agendas to include communications of what is going on across the partnership – clear representation and dissemination expectations.

Question 3 – Focus and Priorities

- Need to be clear about who tackles what issue
- Need to focus on the regional agenda and the SSP role in gaining a fair share of regional resources
- Clarification needed over resource allocation against LSP priorities (LSP, SSP or joint role)

Question 4 – Impact and Measuring Outcomes

- Use of Audit Commission Quality of life Indicators (adapted to local need)
- Measuring added value of partnership (e.g. attracting additional funding)
- Measuring image of area / district / county
- Gather information on how the community plan been received by local people?

- Develop relationship between each level of LSP (District to county to region)
- More dialogue is needed on cross boundary issues

Question 5 – Methods of Working & Functioning

- Chairs of LSP should be on SSP with leaders of DCs
- LSPs and SSP should have own budget and specialised working groups
- Need to identify new ways of working – aligning the commonalities

5.2 It is clear that attendees were keen for action to come out of the workshop and the responses above show some common themes such as:

- communication,
- shared staff and income generation
- membership,
- protocols,
- joint vision

5.3 There was clearly a lot of enthusiasm for improving the current model and exploring the full potential of such partnership working and we should seize the moment to ensure this is not lost. Therefore in the “next steps” section of this report a number of short and medium term issues have been identified as priorities for action. Each LSP is asked to agree to these as a way forward and to suggest other options for progress.

6. The Next Steps

6.1 Each LSP is asked to consider and AGREE to the actions set out below:

Short Term Actions

1. Membership – One consistent theme was that greater coherence would be gained if the Chair of each LSP and the Leader of each District Council were members of the Somerset Strategic Partnership.
Action - AGREE that the Chair of each LSP and the Leader of each district council should be members of the SSP
2. Common terminology – The presenters from Shropshire spoke of the big advantages in adopting a common approach to terminology in Community Plans and other documents, particularly in terms of making such documents less confusing to the public. A number of community strategies are currently at the draft stage/consultation stage. Whilst it would be inconvenient to modify terminology it is not impossible. The attached chart at Appendix 4 shows the current terminology adopted by each partnership and shows consistent overlap.
Action: AGREE that the Community Strategy Lead Officers Group should be charged with agreeing common terms and headings.
3. Joint Vision – The programme for developing a “Vision for Somerset” has been set out. It would be to our advantage if this could be shaped to be a meaningful document for each LSP and adopted as an overarching vision.
Action – AGREE to contribute to and adopt the SSP Vision as the overarching vision for each area.

4. Integrating the tiers of activity – The “Vision for Somerset” is to be developed with close participation from all the LSPs via the SSP but it is also important that there are close links with all the localised and district level community planning activity and the county-wide community strategy, although some difficulties might occur with timing.
Action – AGREE that the SSP community strategy should reflect, as far as possible, the district community strategies and that the Community Strategy Lead Officers Group ensure this integration.
5. Continue the dialogue – comments received both at the event and subsequently show that attendees thought that this should not be a one-off event.
Action – AGREE that a further event should be held in 4-6 months to review progress and develop further understanding. The theme for such a day could be “Moving Forward Together” and topics could include a presentation on one of the key themes such as Crime & Disorder, with presentations from one of the partners such as the Regional Development Agency or Government Office for South West on different approaches and opportunities.
6. Developing Protocols – the benefits of the Shropshire model protocols are that they give much greater clarity as to the relationship between the different partnerships. Protocols have not currently been developed within the Somerset LSP structure, but it is an approach which could usefully be developed.
Action – AGREE that the Community Strategy Lead Officers Group should develop a workshop for a multi-agency group of representatives from each LSP to work-up draft protocols for finalisation/adoption by each LSP.
7. Reflecting on the current structure and administrative arrangements of the SSP it would seem apparent that full advantage has not been taken of the Chief Executives in their “lead advisors” role and that this key group could give the whole structure much more coherence and connectivity. Indeed this group would appear crucial to the success of the whole LSP structure. in terms of communication, long-term vision and work-programme, trust and capacity building etc.
Action – AGREE to use some of the SSP working day on 28th March to consider the role of the “lead advisors” particularly in relation to medium/longer term activities such as:
 - work-programme
 - Pooled funding/resources or income generation activity as a means of strengthening partnership working
 - trust/capacity building
 - communication/joint web-site

7 Conclusion

- 7.1 The LSP Workshop on 20th February provided an excellent opportunity to share ideas and priorities and to learn from good practice in other areas. Attendees recognised the potential of working together in order to achieve some dynamic outcomes for people in Somerset and recognised that this will take vision, commitment, understanding and trust. This point was also emphasised by Mike Perreau, who summed up with the following points:
 1. It’s important to think about where you engage and how you engage with your individual partnerships

2. I would encourage you to think about how you go forwards from today
3. Significant common themes have emerged – there is a need to differentiate between those that are common and those that are not
4. There needs to be consistency of purpose but not necessarily conformity
5. Partnership protocols – what are the local partnership activities that are taking place within the county - these should be included with the protocol
6. Are your corporate plans, LSP Plans and community plans converging or different?
7. Transparency is going to be important – to play to the slowest pace is to our disadvantage

and finally

8. **An observation – “you are a nice bunch of people who pull together but you are not as effective as others. I want to put us on the map in matters ... not just the ham in the sandwich between Bristol, Exeter and Plymouth. We are below the line in partnership working. I would anticipate that we ought to have a forum like this that focuses on priorities in order to make an impact”**

Stephen Fletcher, Chief Executive, Taunton Deane Borough Council

Roger Kershaw, Corporate Director – Performance Development, Somerset County Council

Jane Tromans, Community Initiatives Manager, Somerset County Council

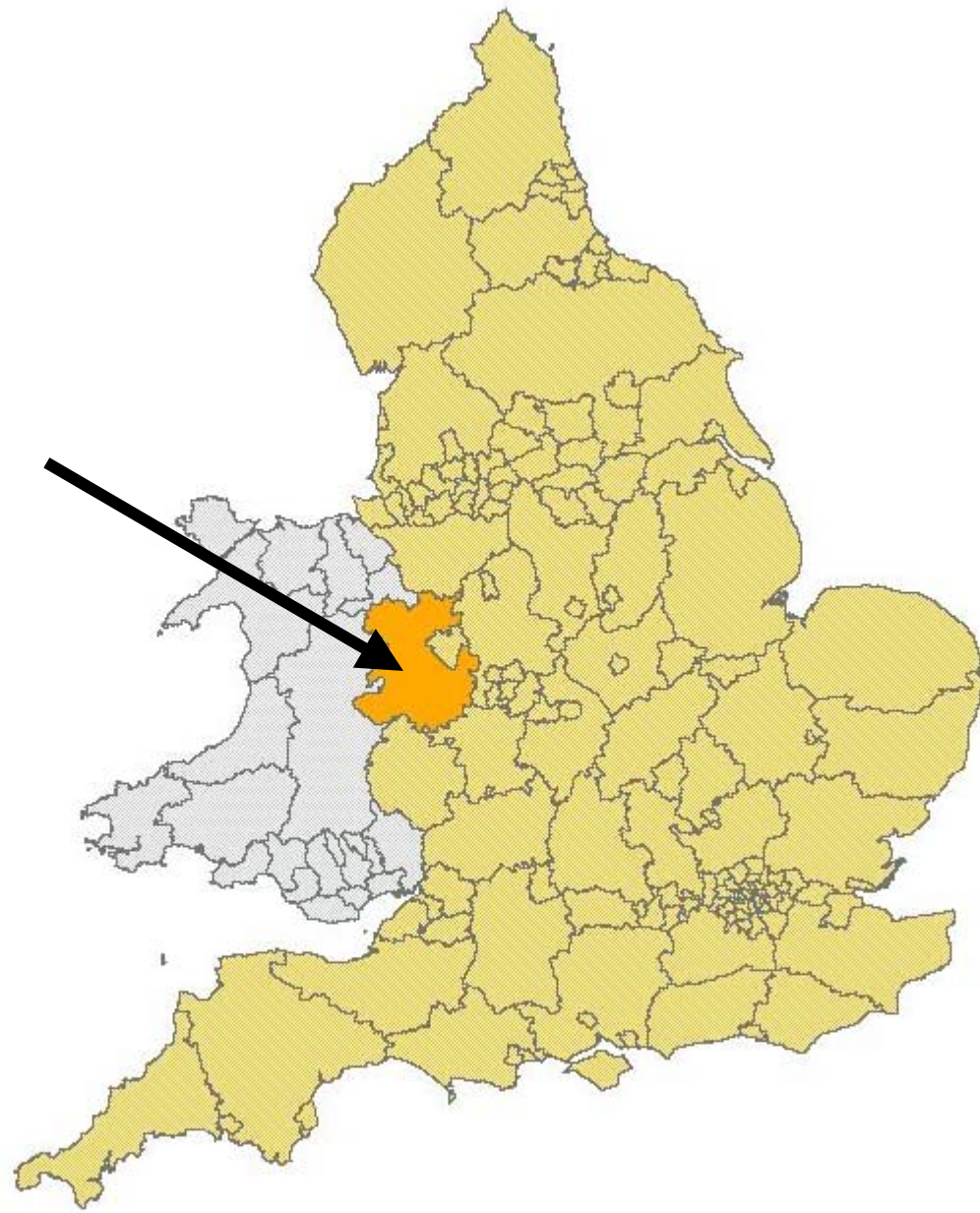
February 2003.

SHROPSHIRE LSP DEVELOPMENT

Paul Shevlin
Anne Wolstenholme

Thursday 20 February 2003





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YEARS 1, 2, 3, 4

Defra

Objective 3

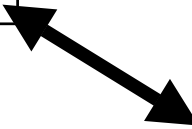
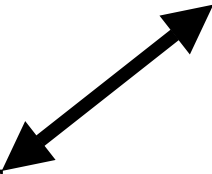
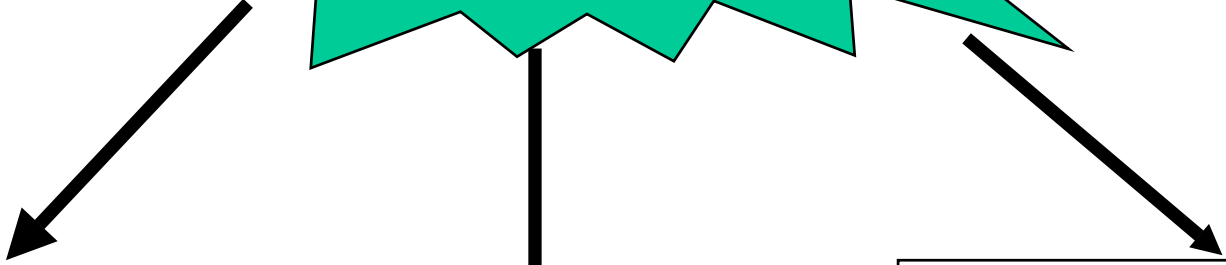
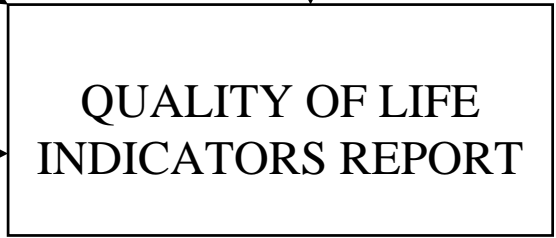
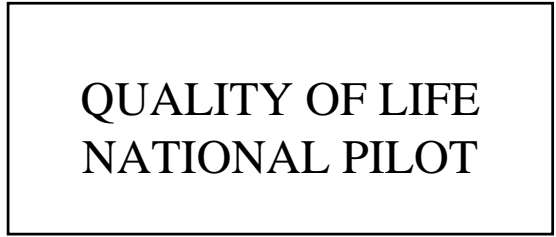
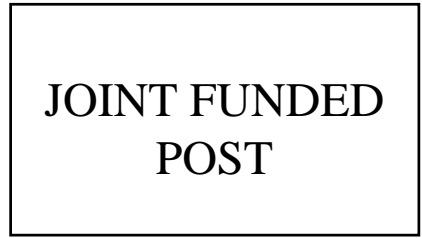
Countryside
Agency

Rural Regeneration
Zone

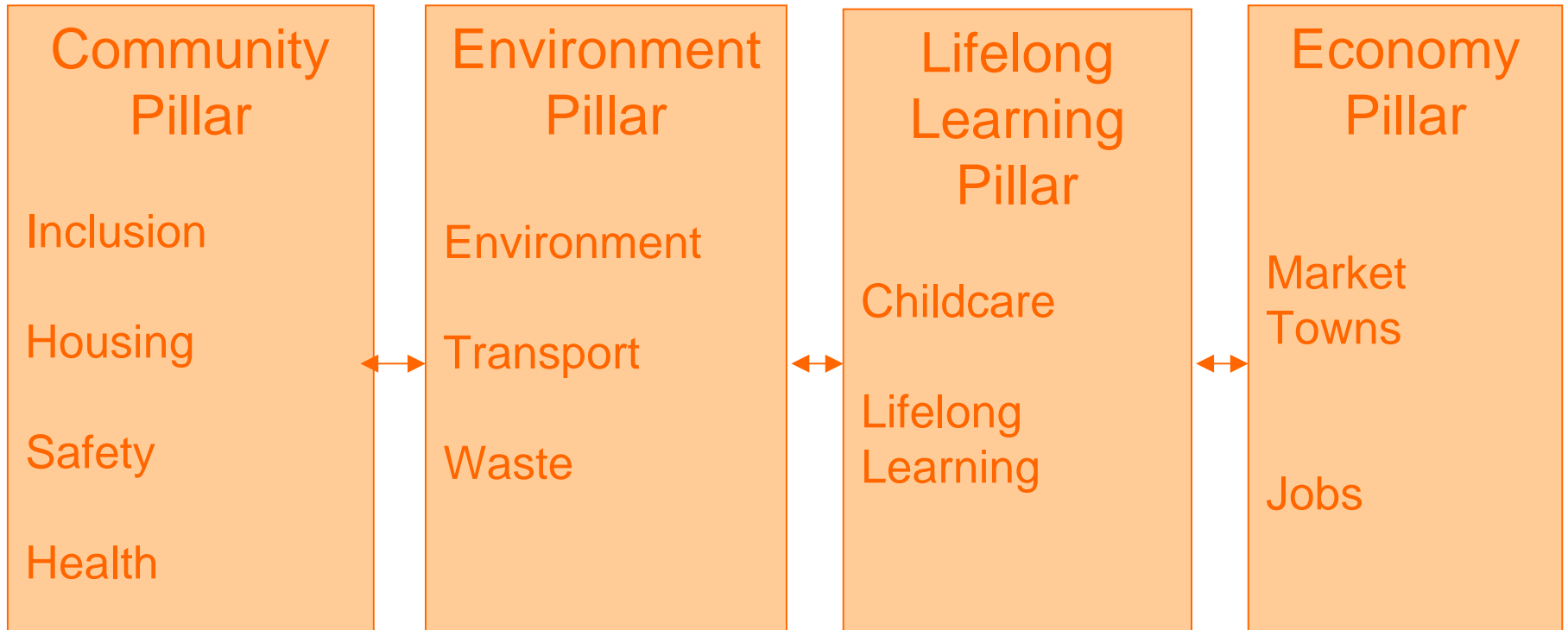
Objective 2



Year 2, 3, 4



Community Strategy Priorities



← ICT →

← EQUALITIES →

← SUSTAINABILITY →

LSP Value Added:-

- More Resources
- More Localism
- Higher Profile
- Engagement
- Making Connections!!



District View

Perception

Can't work with them

- Losing Control
- Big Brother
- Take Over

Reality

Can't live without you

- Personalities
- Cost Effective
- Synergy

... it's hard work BUT.....

it's the Council Tax Payer that Counts

Final Message

- Partnerships Score Goals
 - for the public sector
 - for your community
- BUT you need the people
 - skills
 - mind sets to win

