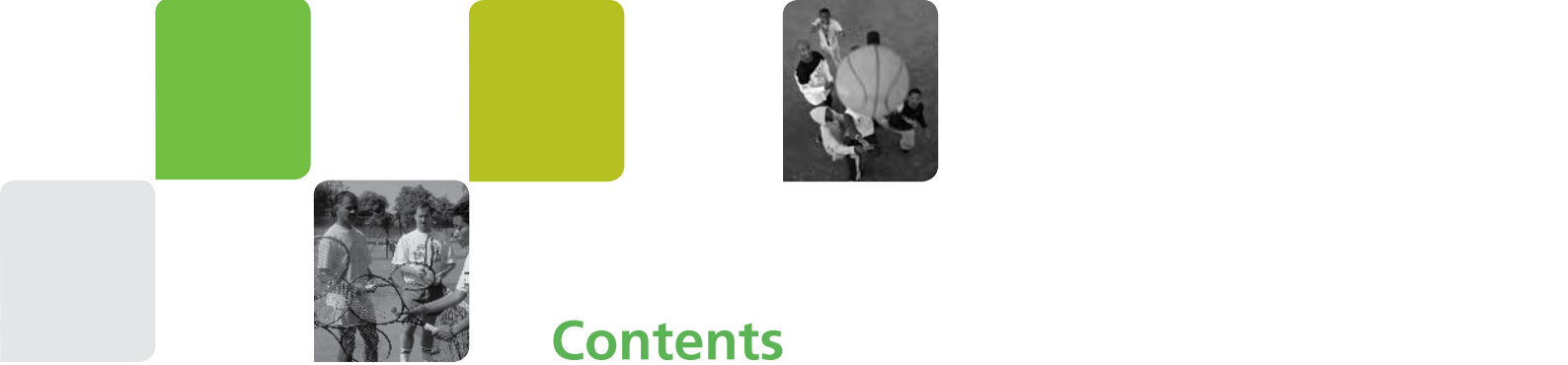




Making partnership work better in the Culture & Sport Sector

Understanding Strategic Partnerships – a simple guide to help culture and sport influence others and contribute to improving places and outcomes for communities and individuals.



Contents

04	Making partnership work better in the Culture & Sport Sector
05	1. Understanding the strategic partnerships
07	1.1 What is a local strategic partnership? 1.2 What is a sustainable community strategy & LAA
08	1.3 Roles and responsibilities of LSPs
09	1.4 LSPs in two-tier areas 1.5 Duty to co-operate 2. Culture and sport working with the 'family' of local partnerships
10	2.1 Crime and Disorder and Safer Communities
11	2.2 Health
14	2.3 Education and Lifelong Learning Partnerships
16	2.4 Adult Care and working with vulnerable people
17	2.5 Economic development & regeneration
21	3. Culture and sport specific partnerships 3.1 Arts and cultural partnerships
22	3.2 County Sports Partnerships (CSPs)
23	4. Agreeing roles and accountabilities between local partnerships 5. What is CAA?
24	6. Understanding the benefits and costs of partnership working
25	Useful links: where to find out more

Making partnership work better in the Culture & Sport Sector

This series of two short booklets is aimed at operational staff working in the culture and sport sector and offers some simple advice and guidance on getting the most out of multi-agency partnerships and how you can make them work better for the culture and sport sector.

Although partnership working is now very much becoming the norm for many operational staff working in the culture and sport sector there remains a lack of information and understanding about the more strategic partnerships operating in councils and this is hindering the sectors ability to contribute effectively.

This booklet gives you a simple breakdown of the key strategic partnerships operating in and around local government where culture and sport should be playing its part to improve places and outcomes

for communities and individuals. This booklet also provides a range of examples and short case studies describing some of the successful partnership working going on across a range of different strategic and operational partnerships. Given the numerous partnerships now forming and the constant pressure to commit more time and resources to partnership working the booklet also promotes the idea of reviewing partnerships to ensure you are using time and energy to the most effect.

A second booklet has been produced with the help of Greengage a consultancy company who have helped many partnerships work better. Despite the work now going on in partnerships there are many examples of partnerships not working successfully and causing frustration for those attending and trying to work together. Partnership working is not easy and success often appears

to depend on personality and the behaviour of those that attend and take part. The guidance is deliberately simple but experience shows us that we are not always good at doing the simple things well.

We hope you find these documents helpful and useful.





1. Understanding the strategic partnerships.

The big issues now being addressed by councils are only capable of being addressed by people working together. Different services such as health, police and local government, the business sector and the voluntary and community sector can by working together be more effective and more efficient.

Although culture and sport has a good record of working in partnership at the operational level, strategically the situation is less successful although getting better.

Recent research carried out by MLA and IDEa into the positioning of culture and sport in Local Strategic Partnerships (LSP's), in Sustainable Community Strategies and in Local Area Agreements (LAAs) shows that for a variety of reasons culture and sport or particular services remain marginalised and not yet fully contributing to helping councils and their partners address these major issues like health improvement, community cohesion, economic development and deliver better outcomes for children, young people and older people.

The research shows that this lack of engagement is often due to a need for greater leadership and a lack of hard evidence to support the case for culture and sport. However it is often also due in some cases to a basic lack of awareness and understanding about the context in which people are now required to work which results in a lack of engagement with key partnerships where the case for culture and sport can and should be made.

This impetus for greater partnership working has come from:

- the belief that separately defined and run services cannot adequately meet the needs and expectations of users and the public, especially the most vulnerable groups and individuals such as children, older people and those with health problems
- The belief that service planning and delivery needs to be holistic and cross cutting if the issues affecting whole communities are to be addressed and the outcomes for these communities and individuals are to be improved
- the belief that only councils can legitimately demonstrate the community leadership necessary to bring together organisations and agencies that collectively can make a difference to peoples lives and where they live.

The Local Government Act 2000 and the Health Act 1999, enabled public bodies to work together and to pool resources or purchasing power to increase efficiency and effectiveness. The Local Government and Public Involvement in Health Act 2007 extended these powers establishing a legislative framework for LSP's, Sustainable Community Strategies, LAA's and laid the foundations for replacing the CPA with the Comprehensive Area Assessment (CAA). These are now drawn together in the National performance framework shown on the following page.



The national performance framework

National Indicator Set

Local Strategic Partnerships

Sustainable Community Strategy

Local Area Agreement and
Improvement Targets

Value for Money and Efficiency Agenda

Comprehensive Area Assessment

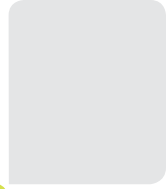
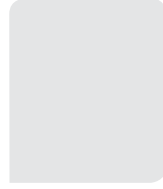
Better outcomes for people

Culture and sport has responded to these new arrangements by producing "A Passion For Excellence: an improvement strategy for culture & sport". The document sets out the policy context and the sectors overall approach to improving culture and sport service.

<http://www.idea.gov.uk/idk/core/page.do?pageId=8722751>



A Passion For Excellence: an improvement strategy for culture & sport.



1.1 What is a local strategic partnership?

A local strategic partnership (LSP) is a non-statutory body that brings together the different parts of the public, private, voluntary and community sectors, working at a local level. The lead player in the LSP is the local council. Other players will include the police and the primary care trust (PCT). The LSP ensures the different organisations work together to deliver services more effectively.

The LSP operates at a strategic level but remains close enough to local people to allow them to be involved in decisions that affect their communities.

1.2 What is a sustainable community strategy & LAA

The LSP creates a long-term vision for the area to tackle local needs. The vision is set out in the sustainable community strategy (SCS). The local area agreement (LAA) is the mechanism for making the vision a reality. All the outcomes and targets are designed to deliver the vision set out in the SCS.

In Hartlepool for the last seven years the Hartlepool Partnership has had a cultural and leisure theme. This means that there is a history of increasingly co-ordinated services with a focus on culture and leisure.

Hartlepool's community services department found itself in a strong position to make the case for inclusion in the LAA and Hartlepool is one of only two local authorities to include all four culture and sport indicators – national indicators 8, 9, 10 and 11 – as improvement targets within their local area agreement (LAA). They secured these by building relationships and trust among partners and creating an organisational structure that could deliver the outcomes that were required.

Hartlepool's willingness to embrace the four cultural indicators was a function of long-term commitment to the sport, culture and leisure services but also reflected the value of relationships and recognition among partner organisations and the public of these services

The local strategic partnership (LSP), composed of public and private sector interests as well as a growing voluntary sector, was one of the most important sources of support for culture, leisure and community learning. Its work

brought together organisations of all types, all with a common goal of improving the experiences and opportunities available to local people. Hartlepool's cultural services sit within the adult and community services department, a proximity that has enabled the development of excellent working relationships with many of the council's services. While this cross-departmental working might blur the line between a cultural service and a community service, it is an approach that has put cultural services at the heart of what Hartlepool is trying to achieve as a local council.

Read the full story of Hartlepool on IDeA Knowledge:

<http://www.idea.gov.uk/idk/core/page.do?pagelid=8862782>



While county and district LSPs need to respect each other's autonomy, they are expected to work together in leading local partner activity on developing SCSs, spatial and thematic plans and a county-wide LAA.

1.3 Roles and responsibilities of LSPs

As non-statutory partnerships, LSPs remain free to define their own constitutions and their own remit. However, an increasing weight of government expectation is placed on LSPs. Many of the individual partner bodies involved now have statutory duties to undertake as part of their partnership work.

Upper-tier local authorities have a specific set of duties to undertake, in relation to the preparation of LAAs. All councils are required to consult and to cooperate in LAA preparation and partnership working, as are many other public bodies.

LSPs are expected to represent the views and ambitions of the full range of service providers and the local community. Local councils, as the lead partner in the LSP, need to ensure that all partners are able to influence and shape local priorities, in developing the local SCS and LAA.

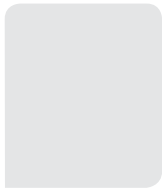
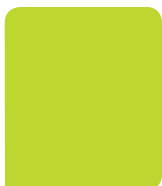
July 2008 guidance from Communities and Local Government defines the responsibilities of a LSP in clear terms. These reflect the strengthened community leadership role that these partnerships are now expected to undertake. In these roles, the council takes a lead role as the democratically-elected body for the area. Councils are expected to:

- exercise a leadership and governing role through identifying and articulating the needs and aspirations of local communities and reconciling or arbitrating between competing interests
- have oversight of and coordinate community consultation and engagement activities of individual partners and where appropriate combine them
- produce an SCS based on data and evidence from the local area and its population and establish a shared local vision and priorities for action
- produce a unitary and or county-wide LAA based on the priorities identified in the area's SCS.

Local authorities have no statutory powers to delegate the discharge of their functions to LSPs. Ultimately, the final decisions on LAAs and the allocation of public funds or other resources fall back on the local council, or other relevant public sector partner involved. These could include the PCT, police or Jobcentre Plus.

Although they may involve many partners and local organisations, LSPs generally:

- hold meetings involving all partners
- have a smaller 'executive' or core board that coordinates the preparation of the SCS and LAA
- hold sub-meetings looking at specific issues with relevant partners
- organise local neighbourhood forums and other consultation events.





In Derby ‘Cultural City’ is one of five themes in the LSP and the LAA. In this approach, museums, libraries and archives services are placed alongside wider cultural (i.e. arts) and leisure activities and indicators, typically NI8 and NI11, but also in some cases NI’s 6, 7 and 57. This means that services must influence and make the case for inclusion against wider culture & leisure interests.

In **Derbyshire** culture was perceived to have been overlooked as a cross cutting theme for LAA1, and this led to a desire in the cultural partnership for a higher degree of specificity in LAA2, which resulted in the creation of a cultural theme group as part of the LSP structure. The Derbyshire Culture Theme group began the LAA2 process by focussing on priorities as opposed to indicators.

In Herefordshire and West Berkshire delivering services in rural communities was a key priority for the partnership, which enabled the inclusion of NI9 covering remote rural areas.

Other areas where there is a formal cultural partnership/theme group within the LSP structures include: Barnsley (Cultural Consortium), Cheshire (Cultivate), York (York@Large) and Rutland (Rutland Culture Theme Group).

1.4 LSPs in two-tier areas

In two-tier authorities, there are normally LSPs at both county and district level. And in a few places the LSP is shared between more than one district council. Partnership working in two-tier areas is inevitably complex. Communities and Local Government guidance (July 2008) states:

“While county and district LSPs need to respect each other’s autonomy, they are expected to work together in leading local partner activity on developing SCSs, spatial and thematic plans and a county-wide LAA. Any priorities requiring the contribution of district councils or LSPs should be explicitly agreed to by the relevant district LSP or council.”

1.5 Duty to cooperate

The Local Government and Public Involvement in Health Act 2007 introduced a new ‘duty to cooperate’. This applies to many public bodies involved as partners on LSPs, and on the sub-partnerships or ‘thematic’ groups which feed into LSPs. Partners in the LSP need to agree targets in their LAA, and identify individual or shared responsibility for meeting them.

The following culture and sport bodies are ‘named partners’ under this new duty:

- Arts Council
- English Heritage

- The Museums, Libraries and Archives Council
- National Park authorities
- Natural England
- Sport England.

2. Culture and sport working with the ‘family’ of local partnerships

The local partnership bodies that make up the LSP ‘family’ have different origins. Some have been in place for almost a decade – for example, crime and disorder reduction partnerships (CDRPs) – while others may have formed more recently to address issues of health and social care, or worklessness and employment.

A common pattern is for there to be partnership bodies that work on the areas of activity listed below. This pattern has been shaped to some extent by the ‘themes’ or ‘blocks’ used in the first generation of local area agreements, from 2005 to 2008.

- Community safety and crime prevention (based round the Crime and Disorder Partnerships)
- Health, wellbeing and social care
- Children and young people, including Childrens Trusts
- Economic development, employment, and worklessness
- Environment and sustainability.



As the agenda around devolution and 'localism' has developed over the past decade, it has become the norm for the various 'thematic' partnerships to work together and support the Local Strategic Partnership on sustainable community strategies (SCSs) and more recently on LAAs. Culture and sport can work effectively with all these partnerships.

2.1 Crime and Disorder and Safer Communities

The 1998 Crime and Disorder Act established partnerships between the police, local authorities, probation service, health authorities, the voluntary sector, and local residents and businesses.

These **Crime & Disorder Partnerships** work to reduce crime and disorder in their area by:

- Establishing the levels of crime and disorder problems in their area, and consulting widely with the population of that area to make sure that the partnership's perception matches that of local people, especially minority groups
- Devising a strategy containing measures to tackle those priority problems. This is to include targets, and target owners for each of the priority areas. The strategies last for three years but must be kept under review by the partnership.

It is important for the culture and sport sector to articulate its value to

community safety, in particular, to young people by being involved in C&D partnerships and demonstrating the benefits of sport and the arts, to reducing anti social behaviour, and providing positive activities for young people.

The Audit Commission's report *Tired of Hanging Around* (January 2009) provides many examples of how partnerships between the cultural sector and formal and informal crime and disorder initiatives pay valuable dividends to young people and others living in their community.

Go to www.crimereduction.homeoffice.gov.uk/safercommunities.htm for more information on Crime & Disorder initiatives.

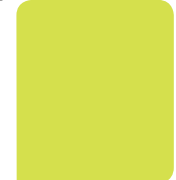
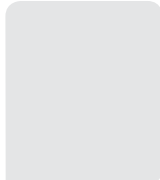
Babergh is a mainly rural district in Suffolk which, like many similar areas, experiences problems of youth offending and anti-social behaviour. In response to this Babergh District Council started the 'Be Active' Leisure Inclusion Project which aims to support vulnerable social groups, in particular young people at risk of offending and people with disabilities. It helps to deliver Babergh District Council's corporate priority of 'raising individual and community ambitions and encouraging active citizenship', as well as other community and health objectives.

Partners involved in funding and delivering the projects include **Babergh District Council; Babergh Crime and Disorder Reduction Partnership; Glemsford Parish Council; local police; and The West Suffolk Local Strategic Partnership.**

In 2005/06 over 844 youngsters attended the project's activities, with 161 young people taking part for the first time. Reports of anti-social behaviour were down by 98% over the period and relations between local young people, the community and the police all improved. In 2006/07 there were 564 attendances from 108 youngsters. Reports of youth nuisance throughout the summer holiday period were also down on the previous six-week period.

Further funding has enabled some of the Glemsford evening sporting sessions to be continued and young people themselves are also now being engaged as volunteers in the project.

Babergh's anti-social behavioral officer has reported that the anti-social behaviour reports during the period over the two identified areas had been hugely reduced (only three reported) and he cites the football project as having a lot to do with that reduction. The local police community support officers that attended the events were quoted as saying they were



pleased to see familiar faces at the sessions – faces that otherwise may be causing a nuisance.

Shaping places through sport
<http://www.sportengland.org/shapingplaces>

Adrenaline Alley provides opportunities for healthy lifestyles and engagement in physical activity for young people, as well as a choice of positive activities that may divert some young people from anti-social behaviour.

Funding for the project has come from a variety of sources including:

Corby Borough Council; Northamptonshire County Council; Social Enterprise East Midlands; The Community Foundation; Corby Safety Partnership; The Catalyst Fund; Lloyds TSB; Positive Activities for Young People; Grantscape; WREN; Awards for All; Corus; BeeBee Developments Ltd; Sport England. Rockingham Motor Speedway donated the land free of rent and underwrote all of the equipment costs at the development stage of the project. Ongoing running costs are covered through a combination of grants, fees and charges and fundraising activities.

Between July 2003 and July 2008 over 14,000 individual participants have used the facilities, equating to over 60,000 visits. Other statistics show:

- 5,838 young people regularly attend Adrenaline Alley – 1,027 are from Corby and 4,811 travel from further a field;
- 567 young people are currently registered as members; and 27 young people have been engaged as volunteers helping with sporting and fundraising events.
- Adrenaline Alley has become an outreach working facility for youth groups/schools.
- Schools have reported fewer instances of bullying and police have noted reductions in youth crime and antisocial behaviour.
- It also attracts visitors to the area and provides training, skills and employment opportunities.
- the Centre employs 12 local people and provides opportunities for work experience;
- a full programme of continuous professional development and training/learning opportunities are run on site, including Community Sports Leaders Awards, First Aid and sight/sound projects; many young people involved in the project have now decided to pursue

a career out of sport and are active at college and in other community learning areas where they might not have considered it before;

- Adrenaline Alley is also now helping other sports social enterprises in the area.

Shaping places through sport
<http://www.sportengland.org/shapingplaces>

2.2 Health

Community Health Partnerships (CHP) develop, creates investment in, and helps deliver innovative ways to improve health and local authority services. Its main activity has been to deliver the Local Improvement Finance Trust (LIFT) Initiative which provides clean, modern, purpose-built premises for health and local authority services in England.

CHP can provide an opportunity for LIFTCo's, PCTs and local authorities in the LIFT community to hear the benefits that exist within the partnership to maximise the link between health, well-being and culture and sport.

The link between health, well-being and increased participation in sport, physical activity and culture is now being recognised especially in areas of high deprivation. CHP and LIFT can help to tackle health improvement and health inequality through formal partnerships working with the culture



and sport sector. In addition to the theme groups or Boards in Local Strategic Partnerships, there are sometimes wider **Health & Wellbeing Partnerships**.

The purpose of the Sheffield First for Health Partnership is to work together to maximise partnership working between the public, independent, voluntary, community and faith sectors to ensure all of its communities have good health and well-being. The vision for 2010 is that "Sheffield will be leading the way in good health and well-being for all communities and neighbourhoods and will be amongst the healthiest cities in the country."

www.sheffieldfirstforhealth.net/

Wigan Leisure and Culture Trust has recently been commissioned by the local primary care trust (PCT), NHS Ashton Leigh and Wigan, to provide a community weight management service.

The project represents a continuation of a long-standing partnership between Wigan Leisure and the PCT. Under this arrangement Wigan Leisure has been commissioned over many years to run a wide range

of programmes and services on behalf of the PCT, with commissioning contracts now totalling over £2 million per annum.

In Blackburn with Darwen Borough Healthy Living and Sport has been working with the local NHS since 1995, establishing a strong and successful partnership to provide a wide range of commissioned services which includes a variety of clinical referral schemes and community physical activity projects.

The Healthy Communities Partnership, which had been running successfully for four years, has been expanded from four to seven teams to cover all five neighbourhood areas as well as a borough-wide youth team and another team focusing on diabetes. The Healthy Communities Partnership includes volunteers working with council and NHS staff at a neighbourhood level to promote the benefits of physical activity among local residents. Working on the basis of the 'four Es' – educate, enthuse, engage, enable – this partnership model has already been successful in reducing falls, improving diets, raising awareness of elder abuse and increasing uptake of diabetes services.

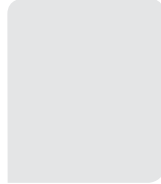
The recent Active People Survey results show that only 16.7% of people in Hastings are taking part in enough physical activity to benefit their health. This places Hastings amongst the areas with lowest physical activity levels in England. Hastings is also identified as having significant areas of disadvantage and a range of health problems and inequalities. The Active Hastings programme was developed in response to these issues, taking into account local needs.

The partners for Active Hastings are **Hastings Borough Council; and Hastings and Rother Primary Care Trust (PCT)**. The project is led by a team of community sports and physical activity workers. Funding comes from the Council and PCT, along with an Active England capital and revenue grant of £947,202 from Sport England and the Big Lottery.

The overall programme encourages people to 'Get Active' and offers a broad range of activities and interventions to meet the different needs of adults, families, young people, women and girls, post retirement and disabled users.

Since its inception 'Girls Gettin Active' has:

- engaged over 600 young



people. Just over 10% (62) had not participated in any physical activity in the last 12 months before taking part in 'Girls Gettin Active', and 223 were not doing the recommended 60 minutes of sport and physical activity on three or more days per week.

- proved so successful in engaging inactive girls that it has also been adopted by a number of other local authorities.

Between January 2007 and June 2008 the 'Ladies Gettin Active' team had 760 new participants aged 17 to 62 years, 319 of whom had not taken part in any form of physical activity in the last 12 months.

Shaping places through sport
<http://www.sportengland.org/shapingplaces>

Wellness on Wheels (WOW!) is a partnership project that promotes the benefits of physical activity and encourages key lifestyle changes within local communities by delivering innovative activity opportunities to isolated and socially deprived areas. The 44ft mobile unit is equipped with fitness equipment and can accommodate up to 16 people exercising at a time, as well

as providing other sports and wellness support. The WOW! trailer is an accredited Inclusive Fitness Initiative Site providing full access for disabled people.

Funding has been provided by **Wear Valley District Council, Durham Dales Primary Care Trust, Wear Valley Sport Action Zone, Technogym** and through an Active England grant from **Sport England/ Big Lottery Fund**, and a further Active England capital and revenue award of £132,125 in 2006 for legacy projects.

To get the project going and raise awareness of the WOW! project a number of one off events were held around the Wear Valley. Since then the trailer has moved around the district and stays in one place for 10 weeks at a time. This enables people to see the difference that active recreation can make to their lives. People attend the centre voluntarily although some are referred as part of an exercise referral scheme. Once "hooked" into activity people are signposted to other sport and active recreation opportunities.

Up to June 2008:

- there were a total of 7,154 participants;
- the majority of participants were aged between 30-70 years,

although it has also been very popular with schools.

- The initial project has also spawned WOW! legacy gyms. The mobile gym acts as a consultation tool to establish the demand and potential locations for permanent local facilities, which volunteers are trained to run themselves.
- The project provides £15,000 worth of equipment to the host community who have 12 months to pay the money back.
- One example of such a legacy is the Wolsingham Community Fitness Suite which was launched in May 2006. This centre is now managed by the community and has successfully recruited ten volunteers. To date it has attracted 150 members and £1,000 of income and introduced a weekly GP referral scheme.
- Five other legacy community fitness suites have also been established, one of them in a workplace setting, and two more are coming on board during 2008, with the aim to establish a total of 12 by the end of 2009.

Shaping places through sport
<http://www.sportengland.org/shapingplaces>



2.3 Education and Lifelong Learning Partnerships

Education and Lifelong Learning Partnerships bring together key partners in the education and lifelong learning field to promote the benefits of learning.

Children's Trusts bring together all services for children and young people in an area, underpinned by the Children Act 2004 duty to cooperate, to focus on improving outcomes for all children and young people. The terms Children's Trust and Children's Trust arrangements also include the concept of the totality of change needed to deliver better and more responsive integrated services a change process that is still ongoing.

When asked what they regard as their priorities, children and young people consistently reply that they would like more "things to do and places to go". Culture, sport and play organisations have a unique role to play in helping to deliver the "Every Child Matters: Change for Children" agenda, by:

- Delivering the five outcomes - particularly enjoying and achieving and making a positive contribution
- Being key partners in children's trusts and contributing to Children and Young People's Plans
- Supporting families and promoting diversity
- Reaching millions of children and young people through positive out-of-school activities.

The North Warwickshire Community Partnership has an Education and Lifelong Learning theme group which aims to:

- Aid access to learning
- Promote learning in an accessible way
- Promote the community and extended use of schools
- Promote community based provision
- Promote the development of family learning and early years provision
- Identify barriers to achievement and look for ways to remove them
- Partnerships such as these are important for the culture and sport sector, especially those in libraries and museums, and can help local people to improve personal and family learning, and make local services more relevant to them.

http://www.northwarwickshirecommunitypartnership.org.uk/theme_environment.htm

Nottinghamshire Children's Trust

The trust agreed to support mainstream providers of childcare, play and leisure services to understand what reasonable adjustments and changes their services can make for the services they provide to be accessible to older children and young people with special needs or disabilities.

Sutton Trust for Children and Young People

The trust delivered an integrated package of measures to develop good practice models and promote more inclusive services. This included a holiday activities scheme, out-of-school activities, childcare, and social and leisure activities for disabled young people aged 12+. The work aims to tackle the entrenched problems of providing adequate, suitable and well-supported services for disabled adolescents.

Telford & Wrekin Children's Trust

The trust undertook to ensure all services, particularly play and leisure services, offered after school are accessible to disabled children and their families, and ensure services support their contribution to everyday life.

Source: Every Child Matters website

In Sefton sport and leisure is viewed as an integrated aspect of meeting the needs of a wide range of young people, in particular those who are disadvantaged or hard to reach.

Sefton Council's Positive Futures Team is jointly funded by the Council's Leisure Services and the Children's Trust. The Sefton Positive Futures project is supported by a number of key partners including: Children's Services (Looked After Children's Team, Family Support Teams, Children with Disabilities Team, Sefton Youth Service and Attendance and Behavior Services); Sefton Drug Action Team; Sefton Community Safety Team; Rainer Crime Concern; and Sefton Primary Care Trust.

The Team ensures that looked after children, disabled children and children at risk of exclusion from school, substance misuse and anti-social behaviour are able to access and benefit from sport.

For looked after children this includes:

- sport and leisure being included within placement plans;
- a 'leisure surgery' scheme where young people can be referred by their carers or other professionals for a one to one session with a development officer to explore their sport and leisure needs;

- provision of a free leisure pass entitling them to use of the Council's
- leisure facilities
- access to a varied sports programme, including outdoor activities such as sailing; and access to an 'active lifestyle coach' who will work with them to develop personal programmes, improve their health and fitness and help them overcome any barriers to taking part in new or different activities.

Shaping places through sport
<http://www.sportengland.org/shapingplaces>

Lyric in Hammersmith and Fulham runs an extensive Creative Learning programme for children and young people, with extensive provision for young people aged 11-19. Activities and opportunities include youth theatre, work experience and accreditation.

Over the last four or five years, Lyric has built a strong relationship with senior officers in Children's Services in the London Borough of Hammersmith and Fulham.

The theatre needed to develop an understanding of the priorities of the LAA and the Children's Plan. They 'translated' the theatre's education activities into the

language of the local authority. The theatre's Co-Directors of Creative Learning worked to the targets that Children's Services had to deliver and showed how he could meet some of them through theatre-based work with children and young people.

An example was working with a young offender who had already committed 34 offences by the age of 16. At Lyric he wrote a play, which was produced to critical acclaim at the Studio theatre. This activity helped the local authority with NIs such as NI 45 (Young offenders engaged in suitable education, employment or training) and NI117 (16-18 year olds not in education, training, or employment).

Lyric has delivered 60 contracts over the last 3 years, covering areas such as extended services and targeting children with disabilities, NEETs, young carers and young offenders. Teachers and agency workers are able to refer young people to a range of innovative opportunities for young people facing disadvantage. Lyric also delivers accredited qualifications and is a core provider for the Creative and Media Diploma.



2.4 Adult Care and working with vulnerable people.

Increasingly culture and sport are seen to be valuable partners in working with vulnerable people and enabling older people to live independently for longer. Increasingly these new arrangements are emerging from strategic commissioning processes aimed at improving the quality of life for those in need.

The creative arts organisation Out of the Blue is a formal network of three creative arts organisations offering a range of choices for people as part of their mental health and wellbeing care planning. This network has been commissioned by Kirklees NHS and Kirklees Council's Adult Services to work with people experiencing mental health issues.

The Kirklees joint mental health commissioning strategy, published in 2008 by the council and the primary care trust, envisages helping local people with mental health issues to maintain and improve their wellbeing. The intention is to help those who experience mental health distress obtain the highest level of independence within their communities through the use of a range of support networks and services. A creative arts service,

featuring art, drama, dance and music, is part of this service. As Shaun McNiff, author of *Art Heals: How Creativity Cures the Soul*, notes, "Whenever illness is associated with loss of soul, the arts emerge spontaneously as remedies, soul medicine." Out of the Blue reflects this ethos and responds to the personal needs of the people involved with the project, finding ways of ensuring people are closely involved in agreeing the support they need.

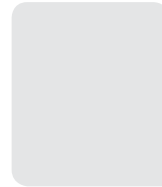
The project employs a process outlined in *The Outcome Star*, a tool that measures outcomes of work with people with mental health issues. Originally developed by Triangle Consulting to assist St Mungo's with its work with homeless people, *The Outcome Star* measures an individual's progress through a ten-step process which ranges from 'stuck', through 'accepting help' and 'believing', to 'learning' and 'self-reliance'. The collective outcomes from the process are mapped into the higher-level indicators required by the Department of Health document, *Our Health, Our Care, Our Say*, and these indicators are supported by evidence on referral pathways, attendance and personal testimony.

The Out of the Blue project was commissioned by Kirklees Council and NHS Kirklees in April 2008. The contract was valued at

£90,000 a year over three years. Between 100 and 120 people are typically accessing the Out of the Blue project at any one time.

Out of the Blue demonstrates that people who experience mental health issues value creative arts very highly. Such projects promote social networking and enable the use of direct payments to provide personal solutions via creative arts. The Outcome Star has a real meaning for participants and the project continues to show how much a non-medical approach can achieve.

Fishnets is overseen by a partnership board accountable to the Northumberland Care Trust Board and reporting to the Northumberland Strategic Partnership. Membership of the board consists of eight community older people's representatives, primarily local users of services, as well as representatives of a local housing agency, Northumberland Care Trust and the Mental Health Trust. A wide range of other partners are also involved including Northumberland County Council and the District Council's in the county, Age Concern and other community organisations, local leisure centres and residential homes. Funding has come from Northumberland Care Trust and through the Department



of Health Partnerships for Older People grants.

In terms of wider objectives early project evaluation indicates that:

- there has been a 12% reduction in hip fractures in year one;
- Care homes are reporting up to 30% reduction in falls;
- Emergency services have reported a significant reduction in call outs for fallers;
- local evaluations of quality of life amongst older people identify positive responses;
- initial indications are that there has been a positive impact on hospital admissions and emergency bed days, with a subsequent reduction in costs to PCTs.

Shaping places through sport
<http://www.sportengland.org/shapingplaces>

2.5 Economic development & regeneration.

Economic development and regeneration encompasses activities like support for enterprise and growth, skills training, action on worklessness and sustainable development. In terms of culture and sport tourism and the creative industries tend to have the strongest relationships with key local partnerships although not exclusively. Libraries can play a key role in the skills agenda and both Arts and Sport can contribute across a range of issues.

Working effectively on economic development and regeneration requires close partnership working with a range of other agencies. It is important to understand your partners.

Jobcentre Plus (JCP) is the UK's publicly-funded employment agency and the social security office for working-age people. Although driven centrally, JCP is becoming progressively more involved in local partnerships. Currently, it supports local government in delivering the Working Neighbourhoods Fund and City Strategies. It supports strategic economic development work with local authorities, RDAs, City Regions, and new sub-regional partnerships including Employment and Skills Boards.

The Learning and Skills Council (LSC) is a non-departmental public body reporting to both the Department for Innovation, Universities and Skills (DIUS) and the Department of Children, Schools and Families (DCSF). It is responsible for planning and funding all post-16 education and training other than higher education in England. Much of the LSC's attention is on raising educational participation and attainment levels among disadvantaged groups. It also devotes considerable effort and resources into publicising the benefits of skills and training to employers and individuals.

The RDAs co-ordinate regional economic development and regeneration, and assist the government's PSA target of improving the economic performance of all English regions and reducing the gap in performance between regions. Each agency focuses on economic development and regeneration, promoting business efficiency, investment and competitiveness, promoting employment and enhancing the development and application of skills relevant to employment.



RiO is an agency for children and young people responsible for delivering the Creative Partnerships programme in the South West. In September 2008 RiO tendered successfully to run a three year programme for young people not in education or training (NEETs) worth in the region of £550,000. It is part of a programme called Cornwall Works for Social Enterprise. Partners are: referral agencies, the Creative Consortium and Cornwall County Council's creative unit, Entry to Employment (E2E) and Freestyle. The programme aims to help individuals find work, build confidence and nurture their own creativity, while growing Cornwall's creative industry. Rio's intervention will help Cornwall County Council to deliver NI117, reducing the number of 16 to 18 year olds who are not in education, training or employment.

RiO identifies young peoples' interests and needs and then finds them creative placements, employment possibilities and training that will help to kick start their careers. The required outcomes are to stabilise the young people's attendance and to show how they can find a job or training related to their placement.

Examples to date include three young people working as a musician and performers with Rogue Theatre on a touring show, 'Pathway to the Red Sun'; a young woman working as an administrator at the theatre development agency, The Works; and a young woman working at Event Cornwall, a creative events management service.

"I have improved my communication, social and organisational skills too, and forged great contacts with youth theatres throughout the county which ties in with my personal interests." Young participant

Before bidding to the Cornwall Works for Social Enterprise programme, RiO completed a pilot project that showed their success at working with NEETS. This was called Project X. Over two years Project X took on 18 young people with a diverse set of backgrounds and circumstances, including criminal record situations, mental health issues including psychosis, anorexia, agoraphobia and social anxiety.

Through the intensive Project X process each young person was personally mentored, tackling barriers to their achievement head-on and building action plans that linked into a whole raft of support services as well as Cornwall's creative and cultural sector. Two courses of the programme had attendance rates of 77% and 89%. The national average attendance rate is 40%. Rio was able to use this hard evidence in their bid to the Social Enterprise programme, along with examples of how the young people had taken up work experience, training and education.



I have improved my communication, social and organisational skills too, and forged great contacts with youth theatres throughout the county which ties in with my personal interests.

Burnley Youth Theatre (BYT) was founded in 1973. Today the organisation is heralded as one of the most advanced youth theatres in the country and is at the forefront of community cohesion activities with young people in Burnley.

BYT works with an average of 450 young people a week aged 5 - 25 years. The year round programme encompasses all art forms through a range of training workshops, projects and partnership schemes.

BYT responded to an advertisement by **East Lancashire PCT** through the Council for Voluntary Services for local partners wanting to work with young people. The youth theatre has gradually developed a strong relationship with the PCT, on the basis of a strong track record of delivery. The Artistic Director has found no problems with collecting the necessary evidence of outcomes. BYT now has an agreement worth £36,000 to deliver 6 projects over three years. The projects will hone in on health issues that young people from all over Burnley consider to be

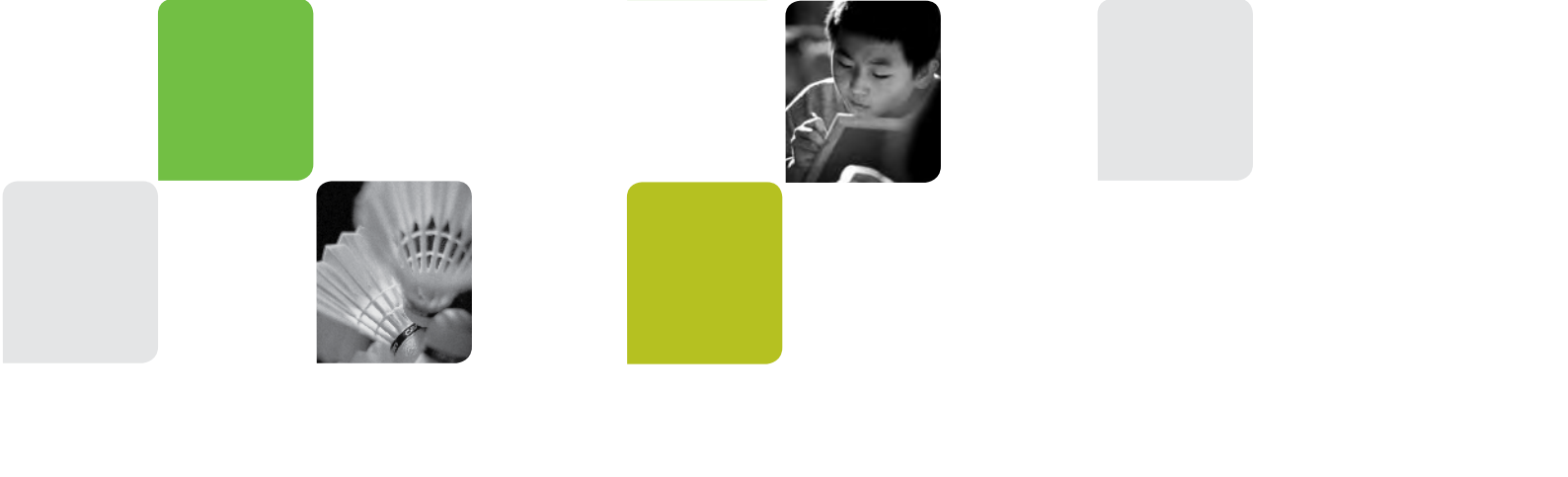
important and use dance, the visual arts, music and drama to create performances, exhibitions and workshops that allow young people to express views and take action towards healthier lifestyles.

BYT has also built relationships with Lancashire Police, who commissioned a film on the danger of fireworks. The police force then asked for a play about young people's view of extremism, and offered funding of £10,000. This turned into a film project and BYT were able to lever additional funding from Arts Council England and the Prince's Trust.

"We have found working in partnership constructive, but we always set out clearly the company's own aims and priorities, so that these are not

compromised. For BYT this means that young people are always able to take the lead." Andrew Raffle, Artistic Director

BYT is now working with Lancashire Education Business Partnership on delivery of the Creative and Media Diploma.



The cultural industries quarter in Sheffield has developed over the past twenty years in a once derelict area of the city centre. Sheffield City Council recognised the increasing contribution being made by this cluster to the local economy and established the Cultural Industries Quarter Agency, a dedicated agency to spearhead and coordinate future regeneration programmes.

Partners in the Cultural Industries Quarter Agency include **Sheffield City Council, Yorkshire Forward, INSPIRAL, Sheffield Media and Exhibition Centre, Sheffield Science and Technology Parks Ltd. and Sheffield Independent Film Ltd.**

Located in Sheffield city centre, the cultural industries quarter is home to some 300 organisations, employing around 3,000 people. These businesses are involved in producing a range of cultural outputs including film, TV, video, radio, photography, media, new media design, music and performing arts, fine art and traditional crafts. There are also support services such as public relations and event management and ancillary activities including retailing, catering and leisure.

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The Cultural Industries Quarter Agency is widely acknowledged by planners and policy makers in the Yorkshire region for its innovative and successful regeneration of the sector. It is contributing to the local economy through employment creation, physical development, improvements to the local infrastructure and business development. It is also recognised as the first point of contact for commercial and expansion space in the area. In addition to the 3,000 currently employed in the cultural industries quarter, a further 2,500 jobs are expected in the quarter by 2015. Around 50,000 sq ft of new office space has been developed in the quarter since 2000 and further major expansions are planned, involving both private and public sector partners.

The Cultural Industries Quarter Agency is making a substantial contribution towards the renaissance of Sheffield as a major creative city. For example, it is playing a leading role in the planning of three centres of

excellence in design, e-learning and creative content origination which will make Sheffield a leading location for creative and digital industries activity. It is also influencing the debate on how to deliver Creative Sheffield, a major new initiative to re-position Sheffield as an innovative producer city.

The creative industries are increasingly recognised as vital to the health of the UK economy at both national and local level. The sector contributed £60 billion to the UK economy in 2004 and provides two million jobs across the country.

Yet if the creative industries are to continue to thrive in a challenging economic environment, the UK needs to continue to invest in creative talent, career pathways, research and business support.

The new IDeA web resource aims to help local authorities make decisions about whether to invest in creative industries and, if so, how. <http://www.idea.gov.uk/idk/core/page.do?pageId=10079358>



We have found working in partnership constructive, but we always set out clearly the company’s own aims and priorities, so that these are not compromised. For BYT this means that young people are always able to take the lead.

3. Culture and sport specific partnerships.

In addition to working with the strategic partnerships the sector can develop their own partnerships to focus on specific objectives and outcomes aimed at improving culture and sport opportunities in a place. These may become theme partnerships attached to the LSP or be operationally focused involving a range of delivery partners from the public, private and voluntary and community sectors.

3.1 Arts and cultural partnerships

In many places there are local arts and cultural partnerships that as well as advocating for the arts and culture have become sub groups of the LSP. Arts and culture have a strong record of building partnerships to deliver a range of activities including responding to commissioning processes from a range of partner agencies.

Commission. The Commission is arm’s length from the council. The independence of the Arts Commission is key to its success and credibility.

The Arts Commission is made up of around 30 individuals including 6 cross party councillors. The members have been proposed by the steering group to represent the different parts of the arts and creative industries sector in the city. The commission will meet quarterly with the majority of its work being delivered by a series of Sub Committees and Working Parties.

‘Say AaH’ was a city wide arts and health initiative that aimed to stimulate debate around the role that arts can play in the health of individuals, communities and cities, to build partnerships across sectors, to share good practice and to support arts and health projects.

Say AaH 2 Brochure [pdf 320kb]

- quality of life for Birmingham residents and succeeding economically. This gives the rationale for the commissioning of the arts and culture in the city.

All revenue organisations have to show how they fulfil one or other or both of these indicators. BCC looks at its complete portfolio, so that small organisations are not disadvantaged. The flagship revenue organisations are also allocated to one of the 10 constituencies in the city where they are an Arts Champion. Arts Champions work with local organisations to promote the arts and give local communities access to high quality arts experiences. For example, Birmingham Rep runs a series of youth theatres in the Northfield area of the city.

Birmingham has an arts strategy for children and young people, A Creative Future. A Creative Future includes an entitlement target, showing the different ways in which children and young people should be able to gain access to the arts. The entitlement is defined through four roles: creators, participants, audiences and leaders. The City Council has commissioned work through the strand of funding for A Creative Future (Creative Future Awards), and arts organisations have to show how they are contributing to the delivery of the entitlement

The Brighton & Hove Arts Commission evolved in 2002 after a consultation exercise recommended an Arts Commission for the city. In September 2004 a steering group completed its work and made recommendations concerning the role, remit, working structure and membership of the Arts

Birmingham City Council has beacon status for its commissioning framework with the voluntary and charitable (third sector). Services from all third sector organisations (including the arts and cultural organisations) are commissioned in the same way. For culture this is against two priorities against two indicators



target. Other priorities are also included. In 2007-08 these were: looked after children; involving parents and carers; promoting healthy lifestyles; and promoting active citizenship.

3.2 County Sports Partnerships (CSPs)

CSP's are networks of local agencies committed to working to increase participation in sport and physical activity.

Their partners frequently include sport's National Governing bodies and their clubs, School Sport Partnerships, local authorities, sport and leisure facilities, Primary Care Trusts and other sport and non sporting organisations.

CSP's are led by a strategic board supported by a central team of professional staff who provide leadership, co-ordination and structures which allow people and organisations to work more effectively together at a sub regional level.

The network of 49 CSP's provide full coverage across every area of England and are supported nationally by the CSP National Network which supports consistency and improvement. CSP's support and coordinate local Community Sport and Physical Activity Networks of strategic organisations often linked to their respective LSPs. These local alliances focus on sport and physical activity and are able to

take the lead on supporting sport, physical activity and health targets within Local Area Agreements. Details of CSPs available on:

http://www.sportengland.org/index/get_resources/county_sports_partnerships.htm

Active Norfolk is a county sports partnership (CSP) hosted by Norfolk County Council. Established on the foundations of the county's Active Sport programme. Active Norfolk has established an extensive and effective network of partnerships and these aim to increase participation in, and improve access to, sporting activities.

The CSP now has a strong reputation for providing leadership within the county's sports environment. It also creates supportive and productive partnerships with a great variety of organisations. These include private sector sponsors promoting physical activity.

The areas that have particularly gone well are around engagement with governing bodies of sport, also marketing and communications, and workforce development. Working with the NGBs has worked well and it's a good strong partnership.

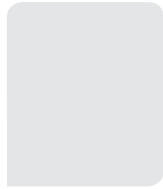
An important focus has been effective communications with the

seven councils in the region and with the public, all potential new participants. The local authority group has proved keen to work together, meeting formally every two months but also informally in the intervening periods.

Community sports networks have been established, providing strong bases for development. The Active Norfolk website offers information about access to sport and all kinds of physical activity. It is proving popular with the sports-minded and 'activity agnostic' alike.

Links with the sports governing bodies to help them deliver initiatives are central to the Active Norfolk business plan. Over the past four years joint partnership projects have been established with 14 NGBs including athletics, badminton, rowing, gymnastics and golf. Joint county development plans were developed and delivered through development officers, volunteers and clubs with funding from Active Norfolk, Sport England, the NGBs and some local authorities. These arrangements will be reviewed this year in line with the new Sport England strategy greatly assisted by the good working relationships that were established in the past.

New partnerships and working relationships have been established to match the changing environment. Active Norfolk is



central to delivering a number of LAA targets - in particular NI 8 - but contributions to the wider health and physical activity agendas have resulted in close working and funding partnerships with both the Department of health and Norfolk NHS

In sports where this personal drive is not so marked, Active Norfolk is working with the governing bodies. This is helping to set up county associations where they do not exist to serve as a focus for the sport in the area. It has worked for swimming and cycling is next on the list.

Within Norfolk's CSP there is an awareness of sport's role in the cross-sectoral cultural debate – a debate brought into focus by the development of local area agreements (LAAs) for service delivery. It is recognised that there is a balance to be achieved between the promotion of sport as an important part of any LAA and sport's place as part of the cultural family.

Read the full story of Active Norfolk on IDEa Knowledge:

<http://www.idea.gov.uk/idk/core/page.do?pagelId=8722797>

4. Agreeing roles and accountabilities between local partnerships

It is helpful if LSPs and the various other partnerships working locally can collectively agree a set of arrangements that makes clear their respective roles and remit.

Otherwise partnership effort can be wasted and diffused, and key partners may lose interest. Clearly defined roles, remits, and responsibilities can help all concerned. The more these can be communicated to the public, the better people will understand how the challenges facing their areas are being addressed.

There are few fixed rules about how local partnerships should work together as a family. So arrangements will need to respect the history of partnership working in the area along with any local sensitivities, including those in two-tier areas.

Thematic partnerships may wish to lead on particular outcomes and targets in the LAA, such as crime reduction, or reducing worklessness.

The LSP and local authority may be happy to delegate such activity almost entirely to an active and successful partnership body.

In other cases the LSP, or a local 'LAA delivery board' or public service board may wish to retain closer oversight of key targets and outcomes in the LAA. Government Offices in the Regions,

when negotiating LAAs, look for clear lines of accountability for delivering specific LAA outcomes and targets. Hence they will want the LSP to reach clear agreement on who is doing what.

5. What is CAA?

CAA will assess whether partnerships are achieving their aims for their area. One of the best ways for partnerships to prepare for CAA is to make sure they are doing exactly that – and that they have robust systems in place to demonstrate their achievements. However, there are also a number of tools available to help partnerships become more aware of and prepared for the changes within CAA.

CAA will focus on:

- joint working between councils and their partners in delivering the area's priorities, as agreed in the local area agreement (LAA) and sustainable community strategies
- how the quality of people's lives is improved.

Local public organisations will be collectively accountable for the outcomes they deliver for an area. CAA will consider how partnerships are working to address challenges facing communities and deliver better outcomes. It will seek to highlight best practice and innovation, but also identify any barriers to improvement.



CAA will also provide information to local people about their local services. This will increase their awareness of the services available to them, empowering them to make better decisions and get value for money.

CAA will consist of two assessments: area assessment and organisational assessment.

Area assessment will assess the extent to which councils and their partners are delivering improvements on the issues that matter to people within the local area. It will consider whether the priorities set in the area reflect those of the people who live there. Area assessment will also look at how effectively the improvements are being delivered, and will assess the future prospects for improvement.

Organisational assessment will focus on the individual public bodies within an area, to make sure they are accountable for quality and impact. It will involve two assessments:

- managing performance
- use of resources, consisting of three themes: managing finances, governing the business and managing resources

6. Understanding the benefits and costs of partnership working.

Working in partnership can bring many benefits:

- More coherent and better connected service delivery
- More effective service delivery to local communities
- Opportunity to participate in wider discussions about improving quality of life
- Enhanced profile and credibility
- Increased and more effective use of resources
- Access to wider expertise
- Potential for learning and sharing knowledge
- Greater opportunity to inform and influence decision making.

However partnerships can take up a great deal of time and energy which can be seen as a waste of valuable resources particularly if partnerships do not work or deliver no outputs or outcomes.

It is important that you continually review the partnerships you are engaged in to ensure they remain worthwhile and valuable.

The Yorkshire Dales National Parks Authority calculated that in one year it spent close to £100,000 on partnership working, measured by the number of staff days spent in

meetings and other activities. In some cases, it was difficult to reach any view on whether this activity helped the Authority to achieve its objectives.

To help it assess the value of this work it carried out a review of its partnership working to determine how well each partnership helped it to achieve the statutory purpose and corporate objectives. The review enabled the Authority to:

- estimate the financial cost of partnership working, measured by officer time, in order to judge whether the benefits it receives are sufficient;
- judge the benefits of engaging with different partnerships;
- establish criteria for entering into new partnerships; and
- formalise arrangements for working in partnerships.

From this the Authority developed a set of criteria to specify the main purposes of belonging to a partnership; terms of reference; adequate training and an exit strategy. This helps the Authority to enter and leave partnerships positively and at the appropriate time. It also ensures that the Authority uses resources more effectively to help it achieve its purposes and priorities.



Try these criteria and assess whether you should remain involved in each of your current partnership:

- Does the partnership contribute to my organisation's purpose?
- Does the partnership contribute to my priorities and objectives?
- Does it help me deliver my LAA improvement targets or help me contribute to other LAA targets?
- Do I know how well the partnership performed last year?
- Do I know the costs of running the partnership or being involved?
- Does my organisation need to be involved?
- Could another partnership provide either the same or a similar function better?
- Does the partnership have clear terms of reference and governance arrangements?
- Is there an exit strategy for leaving the partnership?

See also

Successful partnership working – a simple guide to improving how your partnership works, also on IDEa Knowledge.

Useful links: where to find out more

'Creating Strong, Safe and Prosperous Communities' Statutory Guidance: Draft for Consultation – on the Communities and Local Government website

Frequently Asked Questions on LAAs and LSPs – on the Communities and Local Government website

Planning Together: Local Strategic Partnerships and Spatial Planning: a Practical Guide, Jan 2007– on the Communities and Local Government website

Principles of Representation: a Framework for Third-sector Involvement in Local Strategic Partnerships, August 2008 – on the Communities and Local Government website:

IDEa Knowledge <http://www.idea.gov.uk/idk/core/page.do?pagelid=1174195>

Partnership & Places website <http://www.idea.gov.uk/idk/laa/home.do>

Shaping places through sport <http://www.sportengland.org/shapingplaces>

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Local Government Association

The Local Government Association is the national voice for more than 400 local authorities in England and Wales. The LGA group comprises the LGA and five partner organisations which work together to support, promote and improve local government.

