THE LSP GUIDE 2006
Third Edition

A handy guide to getting involved for voluntary and community groups
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The LSP Guide 2006
A handy guide to getting involved for voluntary and community groups

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1. Introduction

In England,* Local Strategic Partnerships are a way of bringing together people, public sector organisations and businesses to work to improve the local quality of life. This includes major public services like education, health, housing, police and social services. It also includes services provided by community and voluntary groups, and regeneration schemes such as Neighbourhood Renewal that aim to improve local areas. Are the services effective and good quality? Do they provide what local people need? Is there a vision for improving the local area that will be long-lasting? The Government introduced Local Strategic Partnerships (LSPs) in 2000 so that all these issues could be addressed in a more co-ordinated way.

When LSPs started up we published the first edition of this guide, to help make community and voluntary organisations aware of them so that they could participate and get maximum benefit. A few years on, LSPs are bedding in and we have more experience of how they work and we are more aware of some of the problems of involvement. As LSPs are being given new responsibilities and opportunities, this new edition is intended to help communities be aware of the changes, and make the most of them.

One of the main aims of LSPs is for local people to enjoy better services by getting more involved in their design and delivery. Local people have the advantage of understanding the area, they can help develop ideas for action and if communities are involved and feel in control of the process, there is a better chance that the changes made will be long-lasting.

Local Strategic Partnerships now exist in all areas. Most cover a district, some a county. They are generally known as LSPs but can have other names, such as “The Anytown Partnership”. The Partnership brings together plans from local agencies and, in agreement, develops this into a larger plan which is called a Sustainable Community.

* In Scotland, Wales and Northern Ireland there are separate arrangements not covered by this guide but similar principles apply.
Strategy. LSPs should include people that represent public services, local businesses, community and voluntary groups and residents. The LSP aims to do two things – improve the delivery of services and raise the local quality of life through a vision that is shared with partners and the wider community.

It is essential that voluntary and community groups and residents are involved in developing the Sustainable Community Strategy. People in all areas need good quality services. More deprived neighbourhoods may get extra support to improve their local services.

However, there may be hundreds of voluntary and community groups in an LSP area, and only a few of these will be able to get directly involved in the area-wide LSP. This means that there need to be several other possible ways of being involved which can feed into the LSP: through networks of groups and organisations which are represented on the LSP; through direct involvement in a related partnership at a more local level, such as a neighbourhood forum or area council; and through community representatives who are elected or nominated to the LSP to reflect these wider views.

When we talk about involvement we are referring to many different ways of being involved in the overall planning for the locality. Five years’ experience of the LSP and community planning system shows that there is much to be gained for community groups at all levels to find the best ways to get involved. LSPs vary greatly in their ability to absorb and co-ordinate all these efforts and produce results. Some people and groups who have made great efforts to participate have found themselves confronted with too much bureaucracy or pushed to one side. Others have found that the more local forums offer more practical opportunities to take action.

Making real and lasting improvements to local services and developing new initiatives for an area can take time and it demands new ways of working in all sectors. Voluntary and community groups and residents may also need support to get involved.

This Guide provides updated information about the role of LSPs, community networks and information on new initiatives like Local Area Agreements, Local Public Service Agreements and Sustainable Community Strategies. All of these place a greater emphasis on LSPs to engage effectively with everyone, including the voluntary and community sectors.
What does a Local Strategic Partnership do?

Local Strategic Partnerships (LSPs) aim to improve the way that local services are planned and delivered. They help local agencies and others to focus on improving the quality of life and leadership in a locality. They often have no resources of their own but rely on negotiations and pooling of resources between partners. In some areas, there were partnerships which existed before LSPs that had been set up to organise and co-ordinate a number of services. These included partnerships for regeneration, health and community safety. It could be that the LSP has developed out of an existing previous partnership. One of the main purposes of LSPs is to try and ensure that the work of all partners fits together in one overall strategy.

Local authorities often provide most or all of the administration and co-ordination for the LSP. This is partly due to local authorities having initial responsibility for ensuring LSPs were set up and for delivering the Community Strategy. However, leadership does not have to come only from within the local authority but can come from any organisation that is a member.

An LSP can often be structured as a ‘network of networks’. This can mean that views and information are sent from a wide range of community groups to a smaller set of groups until they reach a central LSP group. However, it is not always as straightforward as this. Some groups may be well-connected to the process while others may not be involved. The diagram on the next page gives a possible LSP structure where all parts of the voluntary and community sector are connected. In many situations, there may only be parts of the diagram and other connections still need to be developed.

The sub-groups of LSPs often focus on particular sections of the community and issues like disability, older people or unemployment. They are usually called theme groups. Groups can also be focused on geographical areas like a few streets or part of a town.
Example of a well-developed LSP structure
What does an LSP do?

LOCAL STRATEGIC PARTNERSHIPS

- Learning Skills Council
- Local Citizens
- Social Services
- Housing
- Planning
- Health Service
- Police Service
- Fire Service
- Local Authority
- Thematic Partnerships
- Young People
- Disability
- Older People
- Faith Groups
- Community Empowerment Networks
- BME Network
- Council for Voluntary Services
- Voluntary Community Sector
- Private Sector Chamber of Commerce
- Small Business Group
- Children's Trusts
- Learning & Skills Council
- Local Authority
- Social Services
- Housing
- Planning
- Health Service
- Police Service
- Fire Service
- Local Citizens
- Thematic Partnerships
- Young People
- Disability
- Older People
- Faith Groups

Private Sector

In some LSPs a lot of the decision-making happens at the theme or area group meetings and not the central LSP group.

There are also existing partnerships, often with statutory responsibilities for the area (for example Children’s Trusts or Crime and Disorder Reduction Partnerships/ Community Safety Partnerships) which need to be fully involved and/or represented on the LSP.

The general idea is to have a Partnership and a Sustainable Community Strategy that:

- helps improve public services through improved planning between public sector agencies and partners
- improves local quality of life through a long-term vision shared by partners
- involves local people in deciding the sort of community they want now and for future generations
- has an action plan explaining who will be responsible for delivering priorities and when
- sets out how progress will be monitored, reviewed and reported on.

The partnership and Sustainable Community Strategy should take particular care to ensure that equalities law and guidance like the Race Relations (Amendment) Act 2000, and the Disability Discrimination Act 1995 are taken into account.

Local authority boundaries can be complex. Some areas have only one local authority, responsible for all council services (a unitary authority). Other areas have a district council for some services and a county council for others, like education and social services (‘two-tier authorities’). In these cases most of the resources lie with the county council. Rural areas and some urban areas also have a parish council.

Councils at different levels need to talk to each other. Regional bodies may also be involved. The LSP has to take account of local government boundaries, but the rules are flexible enough to allow local authorities to join together in an LSP to provide better services.

LSPs involve people in different ways and at different levels. Involvement might be at a board level, a theme group or through an area forum.

Three examples of LSPs are:

- One that lists nearly 150 member organisations. Around 15% of them are community and voluntary sector.
- Another has 13 member organisations and around 10% of these are community and voluntary sector.
- Finally, another LSP lists 18 member organisations. 33% of them are community and voluntary sector.
From 2001–2005 the 88 local authority areas that were identified as being in the most deprived 10% in England received Neighbourhood Renewal Fund (NRF) resources. The purpose of NRF is to provide support to local authorities in England’s most deprived districts to enable them, in collaboration with their LSP, to improve services. NRF can be spent in any way that will tackle deprivation and is intended to facilitate the more effective long-term targeting of mainstream resources.

In addition to NRF there were also funds that went directly to the community and voluntary sectors to support involvement in the LSP and help build community capacity. These were the Community Empowerment Fund (CEF), Community Chest and Community Learning Chest and were collectively known as the Community Participation Programme (CPP). In 2004 these three funds were merged into the Single Community Programme (SCP) and from 2005 the SCP was merged into the Safer and Stronger Communities Fund (see page 18) (SSCF). Funding for the SCP ended in the financial year 2005–06.

Following a consultation on the allocations of NRF in Spring 2005, changes were made to who received support. The NRF allocations for 2006–08 are based upon the detailed information from the Indices of Multiple Deprivation (IMD) 2004. 86 local authorities are now eligible for NRF, three authorities will receive NRF for the first time and five authorities which formerly received funding will no longer do so. To find out whether your area receives NRF, visit Urban Forum’s website.

In addition the Government announced two new support programmes through the SSSF; the Neighbourhood Element – £160 million over four years (2006–10) targeted at extreme pockets of deprivation in small neighbourhoods in 84 local authorities; and the Cleaner Safer Greener element of £105 million for two years (2006–08) targeted at 50 local authority districts to improve public spaces.

From 2004 new arrangements between local authorities and central government, called Local Area Agreements (LAA), were piloted that allowed priorities to be set locally and merged a range of different funds. Local Area Agreements (see page 15) will be rolled out across England from 2007–08 and funding allocated to community empowerment and neighbourhood renewal will form part of the LAA.
Neighbourhood Renewal Advisors (NRAs)
The Neighbourhood Renewal Unit (NRU) has recruited a pool of experienced people who can offer specialist advice to LSPs, and other neighbourhood renewal initiatives such as Neighbourhood Managers and New Deal for Communities partnerships (NDCs). This can include supporting partnership development and advising on strategies, actions and/or issues such as community cohesion, health or crime. NRAs provide a range of support of which mediation can be a part. They offer a range of knowledge, skills and experience in supporting renewal programmes and partnership development. Once a partnership has identified a support need they should work with their Government Office to arrange for a NRA to work with them.
What is a Sustainable Community Strategy?
(formerly known as a Community Strategy)

A Sustainable Community Strategy is the larger plan that draws on and influences future plans from all key local organisations. It should also draw on available data sources and community aspirations to identify what issues are priorities. It sets out how services can be improved and delivered in ways that increase the environmental, social and economic well-being of the community. A sustainable community should be long-lasting, be a place where people want to live and work and enable residents and businesses to be able to meet their aspirations. LSPs play a key role in driving forward the sustainable community agenda within an area.

By law, all local authorities in England must have a sustainable community strategy to promote or improve the economic, social and environmental well-being of the area. The local authority is responsible for producing the strategy but must consult with local residents and partners – normally in partnership through the LSP.

LSPs in receipt of Neighbourhood Renewal Funding also have a Local Neighbourhood Renewal Strategy (LNRS), which sets out how the LSP will narrow the gap between the most deprived neighbourhoods and the rest of the district. LNRSs are often merged into the Community Strategy.

The Planning System is a key issue for the

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2 the Government’s definition of sustainable communities can be found at this link: http://www.odpm.gov.uk/stellent/groups/odpm_communities/documents/page/odpm_comm_035991.hcsp

3 The Egan Review: Skills for Sustainable Communities (2004)

4 Local Government Act 2000
creation of sustainable communities and the law requires Local Development Frameworks (LDF) to relate to Community Strategies. Local Development Frameworks are the new name for development plans for an area. These need to be drawn up with the involvement of VCS groups too and LSP and LDF processes should be brought together as much as possible.

**The Sustainable Community Strategy:**

- covers what types of activities, services and support are needed
- addresses deprivation and neighbourhood renewal – this may be through a local neighbourhood renewal strategy that needs to be closely linked to the sustainable community strategy
- explains what is already being provided and considers how well this meets local need
- co-ordinates services better so that overlaps can be avoided
- promotes local people's involvement in planning services and improving the areas where they live
- involves private companies and community and voluntary groups
- develops a future plan for the area
- links with local neighbourhood/parish plans and regional/sub-regional plans.

Five years into the process, decisions about your local community have been made and are continuing to be made with or without you being involved. Your involvement is important to ensure that decisions being made reflect those of people in your situation or whom you may represent. Voluntary and community groups and residents are expected to be fully involved in the development of the sustainable community strategy. Groups could make sure that their activities and services are known and taken account of by the LSP when it plans the overall co-ordination of services. Activities or services could include opportunities for people to meet or socialise, or providing personal care or transport.

This is a long-term change to the way services or developments are planned. The process of drawing together services and getting agreement on changes can take time and should be improved and revisited over the years. The involvement of voluntary and community groups and residents should be built into the process throughout so it’s never too late to get involved.

**Examples of sustainable community strategies are:**

- One focuses on transport, community safety and security, learning and health care.
- One focuses on education, health, reducing crime and poverty.
- One focuses on environment, learning, community safety, health and economic well-being.
What is a Community or Voluntary Group?

Groups that provide not-for-profit activities and services are generally known as community or voluntary groups. Although they may receive funding from central or local government, they are independent of them. They have usually been set up by local individuals or groups that already existed to further community interests or provide needed services that were not provided by others such as local authorities or health services.

Community groups form the majority of the voluntary and community sector and are likely to have few or no paid staff and less than £10,000 income per year – many have a lot less. They usually cover smaller areas and are run by their members. Professionally-led voluntary organisations are more likely to have paid staff, an income over £10,000 and cover wider areas. They are more likely to be in a position to have a formal contract to deliver services. The work done by both community and voluntary groups is essential and can be exciting and innovative.

Faith groups like church or mosque organisations are increasingly being identified independently from other community or voluntary groups.

However, all these different groups don’t necessarily cover all residents or their interests, so there must also be ways in which residents can also make their views and wishes known outside the structure of the VCS. You can do this by responding to consultations, contacting councillors, participating in local debate and any other ways the local authority use to find out what local people think. On many LSPs residents are also represented separately from the VCS since they also have interests, concerns and democratic rights, which are not necessarily expressed through the VCS.
On each level of the LSP structure, from the theme groups to the central executive group, there are normally places for community and voluntary representatives — however in some cases there may be too few to make an adequate impact. In response, a structure is often developed so that community representatives can be identified and co-ordinate themselves. This structure is a community network. Although they can be different across the country, community networks are a gathering of community groups, residents’ organisations and the voluntary organisations, usually covering the same geographical area as the LSP.

Since 2001, community networks in some of the most deprived areas have been using special money from government to help with their work. Networks that receive this Community Empowerment Fund are often known as Community Empowerment Networks (CENs).

Making sure that community networks are always open and accessible to all those interested is a hard job. Community networks are expected to do all they can to involve people but since many groups are small, and many people don’t belong to groups, there are always likely to be gaps. CENs may have enough money to employ two or three workers; networks in areas without CENs may have no special funding. Enormous expectations are placed on networks, so the case needs to be made for resources in keeping with the role they play.

Communities are varied and it is the role of community networks to try and ensure they represent the diversity of local communities. Community networks should try to be as inclusive as possible, involving many voluntary and community groups and representing them on the LSP. They should also try to ensure that the network members are representative of communities of interest or particular communities, such as faith communities, refugees, disabled people, older people, black and minority ethnic communities and many others.

Communication is important to being an effective community network. Members of the community network need to be able to channel their ideas and issues through the community representatives to the LSP. As well as this, the community network members and the wider
community need to know about decisions that have been made by the LSP and what its vision for the future is. The community network should try and promote its role to the wider community by using new and different communication methods. These could include email, notice boards in the area, video diaries and talking to people who use a drop-in centre. Another essential role of the community network is to ensure that there is effective communication and networking between groups. The role of the community network should complement the role of the LSP, which is also to communicate and engage with local communities.

Accountability is also a very important issue for community networks. There should be accessible systems in place to ensure that the community representatives on the LSP are representing the views of local people and their neighbourhoods. These systems should also ensure that there are opportunities for the representatives to change over time so that more people have a chance to be involved.

A report in 2004 by the National Audit
Office* showed that there are many positive examples of community involvement in LSPs that have resulted from community networks. However, there is still a long way to go until every area has an effective and representative community network that can influence local decision-making. Establishing the structures for community involvement takes time. Community networks were mainly established after LSPs in many areas which meant that community and voluntary groups could have been excluded from early decision-making.

**Three examples of community networks:**

- One has 18 themed networks within it. There are likely to be hundreds of organisations involved through these and any networks further on in the ‘chain’.

- Another has six themed networks within it, and is made up of about 33% community and voluntary sector groups while around 66% are residents representing their areas.

- Finally, one has five themed networks within it and has more than 40 listed member organisations.

*National Audit Office “Getting Citizens Involved: Community Participation in Neighbourhood Renewal” 2004*
Local Area Agreements (LAAs) are an important part of the 10-year vision set out by the Office of the Deputy Prime Minister for the future of Local Government.* The key aims of LAAs are to improve outcomes delivered to local people and the effectiveness and efficiency of the way Government works with local authorities and their partners to deliver local public services. This will be achieved by reducing bureaucracy, strengthening LSPs and ensuring more joined-up working within and between different government departments. Local priorities are different for each area and each local authority. A key aim of LAAs is to give local authorities and their partners far more flexibility to agree their priorities, identify and meet their objectives and allocate funding.

A Local Area Agreement is a new way for a local authority, in partnership with the LSP and central government, to agree national and local outcomes in an area and the targets by which progress will be measured. Different pots of Government funding will be brought together to be used in a flexible way that addresses local needs and raises the standard of services. The Sustainable Community Strategy will be an important document in helping to determine what the needs and outcomes are – the official guidance describes the LAA as “the practical expression of the Sustainable Community Strategy”. Local authorities have to work jointly with other partners including the voluntary and community sector to achieve agreed priorities through LAAs. They need to produce a statement of how the VCS was involved in drawing up the LAA. The regional Government Office (GO) is responsible for negotiations on behalf of central Government and will look to ensure all appropriate partners are involved. Each of the nine regions in England has a Government Office. GOs have some responsibility for the regional work of various central government departments, including ODPM and Home Office.

The LSP partners in each local area must develop their own Performance Management Frameworks (PMFs) to track and help improve their performance against their LAA. Government says that “if an area continues to under-perform against its negotiated and agreed outcomes and targets, then the GO, and central government departments as appropriate, will need to determine the most appropriate course of action”. Measures may include more monitoring and targeted support from the GO and ring-fencing of funding.

LAAs were piloted in 20 areas from 2004–05 with a second phase of 66 pilots beginning in 2006–07. The Government has announced that LAAs will be rolled out to all eligible areas in 2007–08, though the negotiations will start from 1st April 2006. LAAs have four key themes: children and young people; safer and stronger communities; healthier communities and older people; and economic development and enterprise. The LAA themes are organised into ‘blocks’ that have outcomes attached to them (see box opposite).

Some Local Area Agreements are a ‘Single Pot’ where it will not be necessary to group either outcomes or funding streams under the four LAA blocks. Areas will have freedom to spend any funding on achieving any of the outcomes agreed as part of the LAA. However, certain

**CHILDREN AND YOUNG PEOPLE**
- Improved outcomes in education and providing distractions from crime.
- Reduced youth pregnancy and consumption of illegal drugs by young people.
- Increased physical activity.
- Reduced serious and fatal road traffic accidents involving young people.
- Reduced numbers of young people living in poverty and increased childcare places.

**SAFER AND STRONGER COMMUNITIES**
- Reduced crime and harm caused by illegal drugs.
- Reduced fear of crime.
- Empowerment of local people to be involved in decision-making and service delivery.
- Improved quality of life and environment.
- Better libraries, sport and cultural services.

**HEALTHY COMMUNITIES AND OLDER PEOPLE**
- Improved health, life expectancy and reduced health inequalities.
- Improved quality of life for older people.

**ECONOMIC DEVELOPMENT AND ENTERPRISE**
- Increased economic growth and productivity.
- Reduce unemployment and increased skills of local people.
- Sustainable growth and enterprise promoted.
mandatory outcomes, indicators and targets associated with particular funding streams will still need to be included.

There are also a number of additional outcomes that apply to all the blocks. They include reduction in poverty; safer and healthier working lives; empowerment of local people; and strengthened communities.

The role of the voluntary and community sector and residents is central to LAAs. The guidance document, Local Area Agreements: Advice Note 1, published by ODPM in December 2004, says that the LAA should include a statement of the involvement of the voluntary and community sector in the design and delivery of the agreement. In addition, there is a mandatory outcome that the capacity of local communities must be increased so that people are empowered to participate in local decision-making and are able to influence service delivery. The Government suggests that these outcomes should be considered in relation to all the LAA blocks and not confined to Safer & Stronger Communities. LAAs aim to enhance community leadership and enable local communities to make decisions about their aspirations based on local needs and circumstances and not central government-defined targets. Community Empowerment Networks should be key to ensuring that community members are involved and that engagement reflects the diversity of local groups.

**LOCAL PUBLIC SERVICE AGREEMENTS**

Local Public Service Agreements (LPSAs) are the reward part of an LAA. They are about delivering services that achieve greater targets than would otherwise be expected (‘stretch targets’). The Reward Element is negotiated as part of the LAA, with central government (through Government Offices for the Regions) and they focus on local needs and priorities. To help the delivery of the ‘stretch targets’, a Pump Priming Grant (PPG) is available, which can be spent upfront or over the three-year period of the agreement. If a local authority is successful in achieving the outcomes in the LPSA, they will receive a Performance Reward Grant (PRG) from Government. This will be up to 2.5% of one year’s local authority budget and can be shared with partners on the LSP. Voluntary and community sector organisations could and should play a key role in achieving LPSA targets, and those targets can be focused on increasing VCS capacity.
The Safer and Stronger Communities Fund (SSCF) is intended to be run alongside Local Area Agreements and went to every local authority area in England from April 2005. It forms the main part of the Safer and Stronger Communities block funding in an LAA, and operates virtually as a ‘mini-LAA’ in areas initially without LAAs. As LAA are rolled out, the SSCF agreement should form the basis of the SSC block. The fund includes money from the Home Office and in some areas it also includes money from the Office of the Deputy Prime Minister (ODPM). For areas that have been receiving the Single Community Programme (SCP) and Neighbourhood Management Pathfinders, these programmes are included in the SSCF until they end and are therefore no longer ‘ring-fenced’. This means Neighbourhood Management Pathfinders will have to contribute to LAA outcomes if they are to receive continued funding.

The SSCF also includes two new funding streams targeted at the most disadvantaged neighbourhoods - the Neighbourhood Element and the Cleaner, Safer, Greener Element.

The SSCF Implementation Guidance issued by ODPM and the Home Office states that a successful SSCF agreement will ensure the involvement of the Voluntary and Community Sector in helping to explore opportunities for promoting active citizenship. It is important to remember that SSCF is not just meant to deal with crime, but also to strengthen local communities and in order to act on any issues that concern them. Community and voluntary sector organisations are central to this. The stronger communities element has its own set of indicators, which can be found at www.neighbourhood.gov.uk/page.asp?id=1567. Including these indicators in LAA discussions can help LSP partners to recognise the importance of a strong community.

From 2006 to 2007, Community Empowerment Networks that are ‘fit for purpose’ will be core funded via SSCF. Any additional funds to provide additional activities, such as small grants must be negotiated with the LSP and other SSCF partners.
Getting involved in community networks can mean many benefits for the group you are involved with. You will get the opportunity to meet other groups in the area doing similar work and can work with them to try and influence funding decisions, share ideas and raise issues with service providers. It can also mean that you feel more in control of what is happening where you live. Your local knowledge is really important and with this you can contribute to developing lasting solutions to local issues.

Your group may want to get more closely involved in the details of planning the Sustainable Community Strategy. Sustainable Community Strategies need to fully involve local people and may also include a neighbourhood focus. Other methods will be needed to involve groups not based in a neighbourhood. Most people will not get directly involved in a local authority-wide plan to organise the full range of services, but they are likely to be interested in the future of their own neighbourhood, perhaps through a particular interest they might have such as art, sport, international or environmental issues, or a family need such as care support.

Community groups based in the neighbourhood, perhaps a tenants’ or residents’ group or a community centre, will have a key role to play. These groups may wish to increase local involvement in order to influence the Sustainable Community Strategy and the work of the LSP.
Support to help groups get involved

At a local level, larger voluntary and community groups may be able to offer support to smaller groups to get involved in LSPs and Sustainable Community Strategies. This could take the form of advice on funding, recruiting new members, on what kind of constitution is best and so on. Advice is available from various organisations on how local groups can organise to participate in LSPs and get involved in planning for local areas. If you don’t know a local group that can help, contact one of the regional or national organisations listed in Sections 10–12 for advice.

In many areas, community and voluntary groups and residents have been making sure their views are heard and taken on board by their LSP, which has meant local decisions have been more relevant for local people. This has been possible through determination, good organisation and the willingness of other partners including local authorities to listen and act on what community and voluntary groups and others are saying. In successful areas, community and voluntary groups as well as other partners have often changed the way they work to engage each other more effectively.

In most local authority areas local support and development groups are pulling networks together to get involved in LSPs, Sustainable Community Strategies and neighbourhood renewal generally. Contact your local support network or one of the regional voluntary sector networks listed on pages 22–23 if you don’t know who to approach and ask them about sources of information and support.

Useful projects are underway that are being led by regional and national organisations. For example, offering support to local community and voluntary groups across England to get involved in LSPs through sharing good ideas, networking events and providing information and advice. Some regions have regional community/voluntary sector LSP support workers. Even if there is no dedicated CEN/LSP worker, the networks should still be able to offer advice and support.

There are many ways that you can get involved in your Local Strategic Partnership. A good first step is to contact your community network.
You could:

**Attend community and voluntary network support events**

Local community and voluntary sector support and development groups are likely to be organising meetings and consultation events. Contact the event organisers and let them know you want to be informed or involved. They are likely to know which groups from your area are already involved in the LSP and the Sustainable Community Strategy.

**Use local democracy – contact your councillor**

Your local councillor is also likely to be a useful source of information and support. Ward councillors will be involved in many aspects of your local Sustainable Community Strategy and part of their role is to ensure that people in their ward are fully aware and involved. Many councillors are members of LSPs and many are involved in plans for their wards, perhaps through a related regeneration partnership or project. Your library will be able to tell you the name of your councillor if you don’t already know it, or phone the Council offices (or you can use www.councillor.gov.uk.) Local authorities want to involve as many local groups as possible and they have received advice on doing so from the Local Government Association, their own support organisation.

Getting involved can take up valuable time and the main activities of your group have to be kept going too. Sustainable Community Strategies and LSPs cover a lot of services and areas of activity, including neighbourhood renewal. You may want to think about your own priorities and the things that you most want to try to influence. You may also save time and money by working with other groups interested in the same type of activity as yours, or different ones.
CONTACT INFORMATION AND OTHER RESOURCES

10 REGIONAL VOLUNTARY SECTOR NETWORKS

In each region there are regional networks for community and voluntary groups. They can provide useful information about what is happening and are often involved in networking Community Empowerment Networks. Importantly, they can put you in touch with groups in your area that are involved in LSPs, Sustainable Community Strategies and neighbourhood renewal.

East of England
COVER
Eagle Stile, Rectory Farm Barns
Walden Road
Little Chesterford
Cambridge CB10 1UD
Tel 01799 532 880
office@cover-east.org
www.cover-east.org

East Midlands
Engage East Midlands
Nottingham Voluntary Action Centre
7 Mansfield Road
Nottingham NG1 3FB
Tel 0115 934 8471
engage@engage-em.org.uk
www.engage-em.org.uk

London
Third Sector Alliance
c/o London Voluntary Service Council
356 Holloway Road
London N7 6PA
Tel 020 7700 8124
jane@lvsc.org.uk
www.actionlink.org.uk/3sa
North East
Voluntary Organisations Network
North East (VONNE)
9th Floor
Cale Cross
156 Pilgrim Street
Newcastle Upon Tyne NE1 6SU
Tel 0191 233 2000
vonne@vonne.co.uk
www.vonne.co.uk

North West
Voluntary Sector North West (VSNW)
St Thomas Centre
Ardwick Green North
Manchester M12 6FZ
Tel 0161 276 9300
vsnw@vsnw.org.uk
www.vsnw.org.uk

South East
RAISE
Berkeley House
London Square
Cross Lane
Guildford
Surrey GU1 1UN
Tel 01483 500770
mail@raise-networks.org.uk
www.raise-networks.org.uk

South West
South West Forum
Unit 6, Cranmere Court
Lustleigh Close
Matford Business Park
Exeter EX2 8PW
Tel 01392 823758
office@southwestforum.org.uk
www.southwestforum.org.uk

West Midlands
Regional Action West Midlands (RAWM)
2nd Floor, Waterlinks House
Richard Street
Birmingham B7 4AA
Tel 0121 359 9100
rawm@rawm.co.uk
www.rawm.org.uk

Yorkshire and the Humber
Yorkshire and Humber Regional Forum
Suite D10 Josephs Well
Hanover Walk
Leeds LS3 1AB
Tel 0113 394 2300
office@regionalforum.org.uk
www.yhregforum.org.uk
CONTACT INFORMATION AND OTHER RESOURCES

11 GOVERNMENT OFFICES OF THE REGIONS

These offices cover a wide range of Government services and funds over each region. They are in contact with local authorities and other members of LSPs, over Sustainable Community Strategies, neighbourhood renewal, Local Area Agreements, Local Public Service Agreements and the planning and effectiveness of local services. If you would like more information about the role of your regional Government Office, here are the contact details.

Government Office for the East of England
Eastbrook
Shaftesbury Road
Cambridge CB2 2DF
Tel 01223 372500
Enquiries.goeast@goeast.gsi.gov.uk
www.goeast.gov.uk

Government Office for East Midlands
The Belgrave Centre
Stanley Place
Talbot Street
Nottingham NG1 5GG
Tel 0115 971 2533
enquiries.goem@goem.gsi.gov.uk
www.goem.gov.uk

Government Office for London
6th Floor
Riverwalk House
157–161 Millbank
London SW1P 4RR
Tel 020 7217 3049
enquiries.gol@go-regions.gov.uk
www.go-london.gov.uk
Government Office for the North East
Citygate
Gallowgate
Newcastle upon Tyne  NE1 4WH
Tel 0191 201 3300
general.enquiries@gone.gsi.gov.uk
www.go-ne.gov.uk

Government Office for the North West
Cunard Building
Pier Head
Water Street
Liverpool  L3 1QB
Tel 0151 224 6300
gonwmailbox@gonw.gsi.gov.uk
www.go-nw.gov.uk

Government Office for the South East
Bridge House
1 Walnut Tree Close
Guildford  GU1 4GA
Tel 01483 882255
info@gose.gsi.gov.uk
www.go-se.gov.uk

Government Office for the South West
2 Rivergate
Temple Quay
Bristol  BS1 6EH
Tel 0117 900 1700
swcontactus@gosw.gsi.gov.uk
www.gosw.gov.uk

Government Office for the West Midlands
5 St Philip’s Place
Colmore Row
Birmingham  B3 2PW
Tel 0121 352 5050
enquiries.team@gowm.gsi.gov.uk
www.gowm.gov.uk

Government Office for Yorkshire and Humber
City House
New Station Street
Leeds  LS1 4US
Tel 0113 283 5325
yhenquiries@goyh.gsi.gov.uk
www.goyh.gov.uk
CONTACT INFORMATION AND OTHER RESOURCES

12 NATIONAL ORGANISATIONS THAT SUPPORT LOCAL GROUPS

Action with Communities in Rural England (ACRE)
Somerford Court
Somerford Road
Cirencester GL7 1TW
Tel 01285 653 477
acre@acre.org.uk
www.acre.org.uk

Black Training & Enterprise Group (BTEG)
Regents Wharf
8 All Saints Street
London N1 9RL
Tel 020 7520 2434
info@bteg.co.uk
www.bteg.org.uk

British Association of Settlements and Social Action Centres (bassac)
33 Corsham Street
London N1 6DR
Tel 0845 241 0375
info@bassac.org.uk
www.bassac.org.uk

Community Development Exchange (CDX)
4th Floor
Furnival House
Furnival Gate
Sheffield S1 4QP
Tel 0114 270 1718
info@cdx.org.uk
www.cdx.org.uk

Community Development Foundation (CDF)
5 Angel Gate
320–326 City Road
London EC1V 2PT
Tel 020 7833 1772
admin@cdf.org.uk
www.cdf.org.uk
Community Foundation Network
Arena House
66–68 Pentonville Road
London N1 9HS
Tel 020 7713 9326
network@communityfoundations.org.uk
www.communityfoundations.org.uk

Community Matters
12–20 Baron Street
London N1 9LL
Tel 020 7837 7887
communitymatters@communitymatters.org.uk
www.communitymatters.org.uk

Development Trusts Association
33 Corsham Street
London N1 6DR
Tel 0845 458 8336
info@dta.org.uk
www.dta.org.uk

Federation for Community Development Learning (FCDL)
4th Floor
Furnival House
48 Furnival Gate
Sheffield S1 4QP
Tel 0114 273 9391
info@fcdl.org.uk
www.fcdl.org.uk

National Association of Councils for Voluntary Service (NACVS)
177 Arundel Street
Sheffield S1 2NU
Tel 0114 278 6636
nacvs@nacvs.org.uk
www.nacvs.org.uk

Tenant Participation Advisory Service (TPAS)
5th Floor
Trafford House
Chester Road
Manchester M32 0RS
Tel 0161 868 3500
info@tpas.org.uk
www.tpas.org.uk

Scarman Trust
Kemp House
152–160 City Road
London EC1V 2NP
Tel 020 7689 6366
info@thescarmantrust.org
www.thescarmantrust.org

Urban Forum
70 Cowcross Street
London EC1M 6EJ
Tel 020 7253 4816
info@urbanforum.org.uk
www.urbanforum.org.uk
CONTACT INFORMATION AND OTHER RESOURCES

FURTHER READING

The key booklets are the guidance notes from central government setting out the way Sustainable Community Strategies and Local Strategic Partnerships should be organised and how Local Area Agreements work. If you are interested in getting involved then these are worth reading first.

LOCAL AREA AGREEMENTS

NACVS – Getting involved in local area agreements: Guidance for local voluntary and community organisations
www.nacvs.org.uk/resources/la/laaguidance.doc

IDeA – Making it work - Voluntary and community sector involvement in Local Area Agreements
www.idea-knowledge.gov.uk/idk/aio/874879

IDeA – Local Area Agreement section with support, info and links to other sources of LAA information -
www.idea-knowledge.gov.uk/idk/core/page.do?pageId=627846

Urban Forum (and partners) – Making LAAs Work - a VCS perspective -
www.urbanforum.org.uk/word%20files/LAAs_pos_paper_170305.doc
ODPM LAA Guidance (which merges and updates all the previous Advice Notes) – www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_038736.pdf


LAA Toolkit – http://www.idea-knowledge.gov.uk/idk/core/page.do?pageId=817524

NACVS LAA section with links, info and resources – http://www.nacvs.org.uk/resources/la/laa.shtm

SAFER & STRONGER COMMUNITIES FUND


ODPM Indicators of strong communities – www.neighbourhood.gov.uk/publications.asp?did=1567

Local Public Service Agreements Home Office/ODPM Guidance on reward element of LAAs (including existing LPSAs) – www.nacvs.org.uk/resources/la/lpsanote.doc


COMMUNITY STRATEGIES AND SUSTAINABLE COMMUNITY STRATEGIES

The New Community Strategies: How To Involve Local People
Produced by the Community Development Foundation, it gives advice on how communities should be involved. www.cdf.org.uk
NEIGHBOURHOOD RENEWAL

A New Commitment to Neighbourhood Renewal: National Strategy Action Plan
Available free by calling the neighbourhood Renewal Unit on 020 7944 5550 or by visiting www.socialexclusionunit.gov.uk/published.htm#pub_reports

Getting Citizens Involved: Community Participation in Neighbourhood Renewal October 2004
For copies, contact the National Audit Office on 0207 798 7400 or email: enquiries@nao.gsi.gov.uk
The report can be found at www.nao.org.uk

LOCAL GOVERNMENT

The Future of Local Government - Developing a 10 year vision 2004
Copies available from the ODPM www.odpm.gov.uk/localgov
Tel 020 7944 4400

Learning from Local Strategic Partnerships: LGA Advice note for working with the community and voluntary sector
March 2002
With members of its Community Development Forum, LGA has produced this short advice note for local authorities, on working with the community and voluntary sectors in LSPs. You should read this if you are involved in local discussions on forming a partnership.

The LGA have a number of useful publications many of which can be downloaded from the web site at www.lga.gov.uk Click on ‘our work’ followed by ‘better local government’ to find the LSP publications as well as material on the compact and community leadership. If you don’t have access to the internet, call LGA information centre on 020 7664 3131.

Learning from LSPs - LGA Advice Note on Scrutiny and Accountability September 2002
Further Reading

THE VCS AND GOVERNMENT

December 2004
Copies available from the Civil Renewal Unit at the Home Office
Tel: 0207 035 5305 or email: collette.ogilvie@homeoffice.gsi.gov.uk

Strengthening Partnerships: Next Steps for Compact
The Relationship between the Government and the Voluntary and Community Sector
2005
Copies available from ACU
Email: nextsteps@homeoffice.gsi.gov.uk
Or access via www.homeoffice.gov.uk/acu
Compact Code of Good Practice on Community Groups
July 2003
Copies available from ACU
Tel 020 7035 5329 or e-mail public_enquiry.acu@homeoffice.gsi.gov.uk
www.homeoffice.gov.uk/acu

Change Up Capacity Building and Infrastructure Framework for the Voluntary and Community Sector
June 2004
Copies available from ACU
Tel 020 7035 5329 or e-mail public_enquiry.acu@homeoffice.gsi.gov.uk
www.homeoffice.gov.uk/acu

The Active Citizenship (www.active-citizen.org.uk) has been established as a virtual base to identify and promote research into effective community engagement and inform policy making.

CRIME REDUCTION

The Crime Reduction website at www.crimereduction.gov.uk

PLANNING SYSTEM

Tel 020 7253 4816
www.urbanforum.org.uk

Royal Town Planning Institute
Tel 020 7929 9485
www.rtpi.org.uk

Planning Aid
www.planningaid.rtpi.org.uk
Tel 0121 693 120
GLOSSARY OF TERMS USED

ACD  Active Communities Directorate  
ASC  Academy for Sustainable Communities  
BME  Black, Minority Ethnic (group)  
CDF  Community Development Foundation  
CDRP  Crime and Disorder Reduction Partnership  
CEF  Community Empowerment Fund  
CEN  Community Empowerment Network  
CPP  Community Participation Programme  
CS  Community Sector  
CSP  Community Safety Partnership  
CVS  Council for Voluntary Service  
GO(R)  Government Office (for the Regions)  
IDeA  Improvement & Development Agency  
LA  Local Authority  
LAA  Local Area Agreement  
LDF  Local Development Framework  
LGA  Local Government Association  
LNRS  Local Neighbourhood Renewal Strategy  
LPSA  Local Public Service Agreement  
LSP  Local Strategic Partnership  
ODPM  Office of the Deputy Prime Minister  
NAO  National Audit Office  
NDC  New Deal for Communities (Partnership)  
NRA  Neighbourhood Renewal Adviser  
NRF  Neighbourhood Renewal Fund  
NRU  Neighbourhood Renewal Unit  
PMF  Performance Management Framework  
PPG  Pump Priming Grant  
PRG  Performance Reward Grant  
RVSN  Regional Voluntary Sector Network  
SCP  Single Community Programme  
SCS  Sustainable Community Strategy  
SSCF  Safer and Stronger Communities Fund  
VCS  Voluntary and Community Sector
This guide helps community and voluntary organisations and representatives get involved in Local Strategic Partnerships (LSPs). This third edition includes the latest policy changes and their relationship to LSPs. If you want to understand the LSP process there is no better place to start.

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