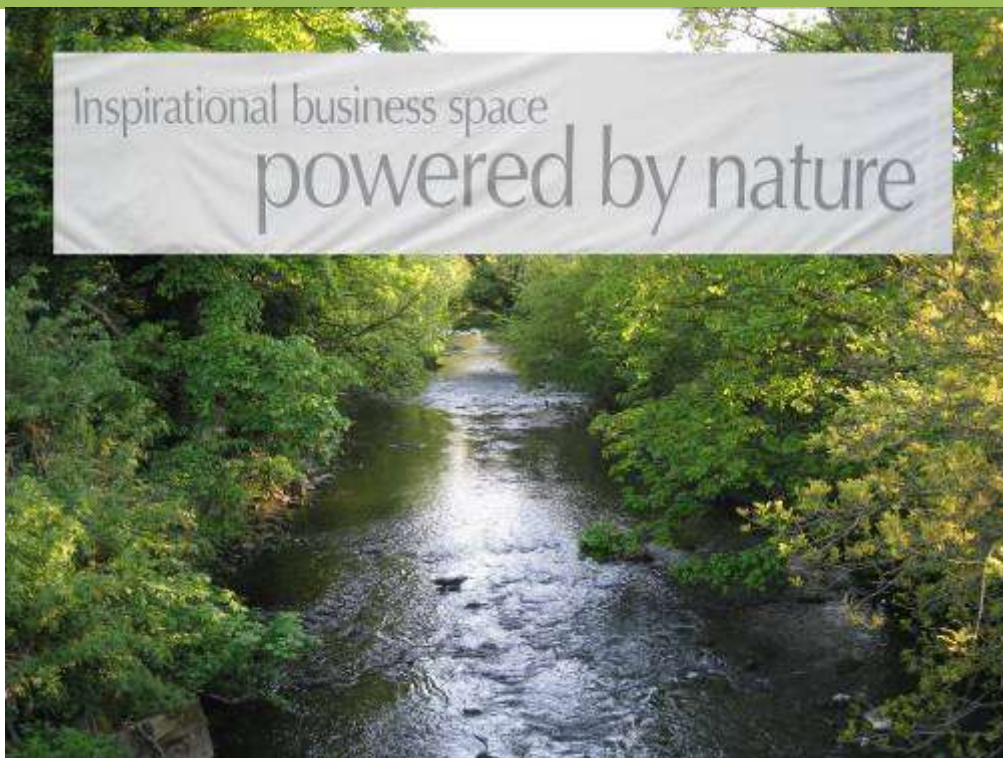




A Lancashire Application for the Local Nature Partnership Fund



Top: Lancashire's Bioblitz getting public active; *Bottom:* River Dawen below Roach Bridge Mill Hydro Scheme

Changes to this Document

5th October 2011

Further to your letter of the 22nd September, we have amended the budget as requested and incorporated discussions with Morcambe Bay Partnership. The main change has been the removal of any work on a proposed ecological framework and its associated costs and the aspiration to have a launch event which can only come after any confirmation of LNP status. As these changes have been made to the budget, we have also taken them out of the text to ensure clarity. The budget retains an allocation for information provision via the Lancashire Environmental Records Network, to inform capacity building and prioritisation.

1. What is the name of the partnership/organisation(s) applying for funding? (50 words)

Lancashire Wildlife Trust is applying on behalf of the Lancashire Environmental Forum, incorporating: Lancashire County Council, the 12 District Authorities and two Unitary Authorities; Groundwork, Lancashire Wildlife Trust; Rivers Trust, CLA, NFU, CPRE, SITA UK, Environment Agency; United Utilities; Natural England and local universities.

2. What geographic area do your organisations cover? Please supply a map or relevant postcodes. (100 words)

The County of Lancashire is being proposed for the LNP Area (see map 1, below). A number of organisations within the partnership cover smaller or larger areas than the County boundary.

Birthplace of the industrial revolution, Lancashire houses over 1,400,000 people and has a Gross Value Added (GVA) around £21bn supplying 670,000 jobs, and contains 4 of the top 20 districts with highest proportion of most deprived LSOAs¹. Covering 3,075 km², it has two AONBs, a wealth of priority habitats/species and a largely 'undiscovered' feel to the visitor experience. Its green tourism offer is well established with leading attractions from Martin Mere, Leighton Moss, the Forest of Bowland and a wildlife rich coastline demonstrating the strong link between wildlife and the economy.

3. What outcomes and outputs will you achieve (for 2011/12) in line with the fund's objectives? (500 words)

Enabling Existing Partnership and developing new Partnership working

Outcome

Broaden Agenda and membership:

Develop a Shared Vision:

Output

- Review remit and membership of the partnership in line with LNP guidance.
- Identify opportunities for integration of current good practice, and plans/visions to contribute to LNP and its delivery.
- Define the process for the development of an LNP in Lancashire
- Hold discussions with the Morecambe Bay Partnership over joint working.
- Hold detailed discussions with other LNP applicants across the borders of Lancashire, identifying opportunities for joint working.
- Develop a shared vision and increase engagement
- Hold engagement events/workshops with themes to develop

¹ Lower layer Super Output Area (LSOA) from the 2010 IMD

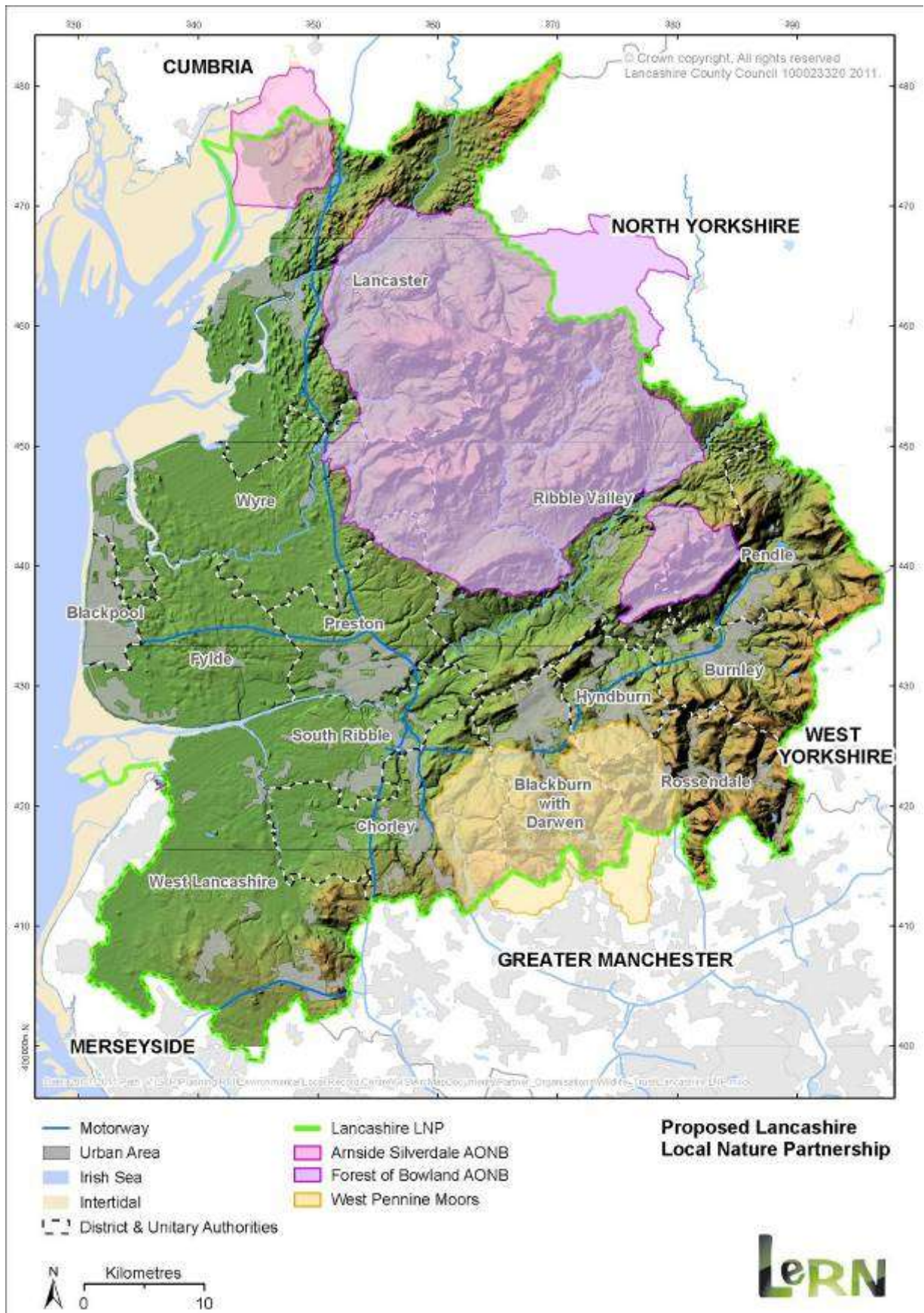
membership (linked to review). Themes could be Community and Health, Green Economy, Nature and Heritage, Coast and Water.

- A Committed and Active Partnership
- Develop process and structure for LNP, together with how other partnerships/stakeholders will integrate/engage.
 - Propose key management partners and delivery/engagement groups for first year.
 - Funding and communications plans will be developed to ensure sustainable support for the LNP in the future.
 - Develop and map a clear rationale for delivery of integrated priorities such as: Local Enterprise Partnership Plan, green infrastructure, WFD, flood risk, ecosystem service, England Biodiversity Strategy, LWS, AONBs, protected sites, tourism, agri-environment schemes, Single Data List monitoring etc.
 - Develop an integrated action plan to stress how added value and real step changes in delivery of LNP priorities will be achieved and monitored.

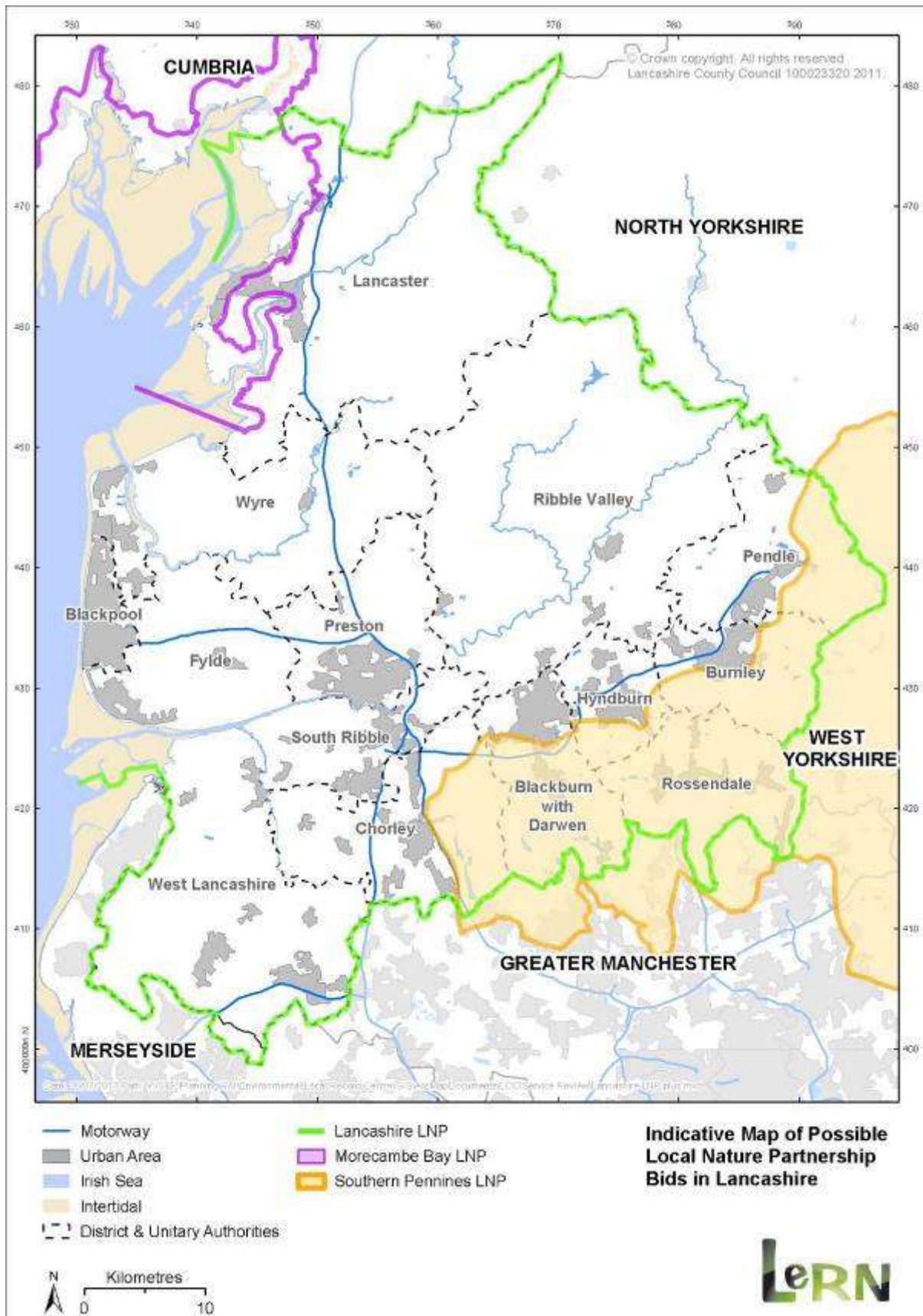
Priority work and future delivery

To make sure the partnership is delivery focused and relevant to stakeholders, discussion can take into account recent policy and guidance, such as, the England Biodiversity Strategy, Natural Environment White Paper. Consideration will be given to the proposed LNP members needs and requests for environmental support such as the need to:

- Develop a Lancashire wide service to offer advice on priority action, delivery and integration at a Local Authority level.
- Revitalise the Lancashire Green Infrastructure Strategy (2009) as a potential part of the LNP delivery plan.
- Build on existing work from Natural Economy North West and local Ecosystem Services pilots, and engage with Lancashire's LEP over green economy developments.
- Consider a new landscape scale delivery plan for Lancashire's BAP so that it is fit for purpose with the new England Biodiversity Strategy.
- Develop priorities for enabling volunteer action and community involvement linked to Localism Bill, and proposed Health and Well-being Boards.
- Develop priorities linked to WFD delivery and Water White Paper for the LNP to take forward.
- Monitor and evolve the integrated delivery plan to gain synergy with cross-border opportunities for landscape scale delivery.



Map 1: Proposed Lancashire Local Nature Partnerships area.



Map 2: Lancashire LNP boundary and possible overlapping bids in Morecambe Bay and Southern Pennines. Engagement work will include discussions with other LNP bids.

4. **How much money are you bidding for and when will the money be spent? Please provide a budget breakdown. (Most bids will be in the region of £20,000, however added value cases will be considered for amounts up to £50,000. Funding will be paid in arrears of expenditure and must be claimed by June 2012, with at least half being claimed by 31 March 2012.) (300 words)**

Summary of funding:

Work Element	Funding claimed	In-Kind/Match ²	Total Funding
Engagement and Review. Integrated Delivery Plan production. Build capacity and decide on delivery structures and prioritisation. 5 workshops	£18,000 £2,000	£5,600	
Information provision	£2,000		
Total	£22,000	£5,600	£27,600

Timescales proposed for Partnership development:

Work Element	Proposed end date	Funding claimed	In-Kind/Match
Broaden Agenda and membership	2 nd December 2011	£6000	£1000
Develop a vision	19 th December 2011	£6000	£1000
Partnership development	March 23 rd 2012	£8000	£3600
Total		£20,000	

Integrated Priority Delivery Plan

Developing an Integrated Delivery Plan will require some basic information provision to inform and encourage discussion on priority action the local level. This information is not new but will need some manipulation to provide clear briefings. This initial mapping will allow assessment of best practice, data availability, and form a method to provide the foundation of an ecological framework, and which can be developed by the LNP in the future.

Data collation could include information on: Local Enterprise Zones, Green Infrastructure, Protected Sites, Local Wildlife Sites and geological sites, AONBs, green tourism opportunities, WFD, flood risk, waste, energy, health and well-being, ecosystem service, agri-environment schemes etc.

² In-kind support could also include the commitment of attendees to LNP meetings. Assuming 15 people attending half day meeting, and contributing half day work linked to meeting, with a day rate of £300, a match could be £4,500 per meeting.

5. Please indicate your key milestones and timeline for delivery (800 words)

Outcome	Output	Milestone	Date
Broaden Agenda and membership	<i>Identify way forward for LNP capacity building</i>	Plan for engagement process produced	Oct 2011
	<i>Review of partnerships</i>	Review of existing partnerships and plans and their relevance to the structure and future delivery of the LNP e.g. BAP Partnership, Climate Change Partnership, Natural Environment Service.	October 2011 to Dec 2011
	<i>Identification of Gaps and opportunities</i>	Method for development of Integrated Delivery Plan agreed. Start engagement – concurrent with vision development. Review document produced	October 2011 to Dec 2011 Dec 2011
Develop a shared vision	<i>Engagement over membership, partners and shared vision</i>	Engagement with key contacts and groups	Oct 2011 to Feb 2012
		Discussion with Morecambe bay partnership over joint working. Joint statement produced.	January 2012
		5 workshops held (e.g. Nature and heritage; Community and well being; Coast and water; Green economy; Sustainability, Waste and energy)	October 2011 to Dec 2011
		Engage and consult key groups over the development of Integrated Delivery Plan.	October 2011 to end Dec 2011
A committed and active Partnership	<i>Develop structure and process for LNP</i>	Key management group/s proposed, members confirmed, delivery groups confirmed	Feb 10 th 2012
		reporting and monitoring developed	Feb 10 th 2012
		structure finalised with first draft vision and action priorities detailed	March 2 nd 2012
		Sustainable funding plan produced	March 23 rd 2012
		Communications/engagement plan produced	March 23 rd 2012
	<i>Integration and added value for priority delivery across agendas</i>	Development of resource, opportunity and gap mapping for integrated delivery	March 1 st 2012
		Integration Plan finished to highlight added value and priority delivery across agendas	March 31 st 2012

6. As a partnership, how do you plan to become self-sustaining? (500 words)

A key part of the engagement process will be exploring potential funding mechanisms, and the commitment of relevant resources which will enable quality management and delivery of the Partnership's Action plan.

The members of the Lancashire Environment Forum have a successful track record in securing environmental grants for project delivery, for example:

- The Bowland Initiative, and its evolution to Lancashire Rural Futures, facilitated over £26million of public and private investment into the area, created over 1200 jobs and positively managed 12,000ha of land.
- Lancashire Biodiversity Partnership has been instrumental in the development and project management of regional delivery projects externally funded to over £470,000.
- Lancashire County Council and Lancashire Wildlife Trust were together successful in a bid to Lancashire Partnership for £150,000 to fund survey linked to the national Biodiversity Indicator NI 197, advice to landowners, agri-environment applicant support and engaging with Local Authorities. This helped create Lancashire's Natural Environment Service³ which is still offering integrated advice and delivery.
- The Ribble Catchment Conservation Trust has secured £120,000 for the Urban River Enhancement Scheme (URES) from the heritage lottery fund. There is also plan to deliver physical improvements to the rivers in Burnley, funded to £550,000 over 2 years, using the local communities to take ownership of the rivers and aid in delivering improvements.
- Lancashire Wildlife Trust secured £10million funding for development of their trailblazing Brockholes wetland reserve, which is now a showcase visitor attraction for Lancashire demonstrating flood management, social inclusion and sustainability.

The engagement process will include work on an agreed funding formula (direct funding and support in-kind). A review of existing structures and streamlining of some subgroups will help shape this along with producing a five year funding plan – a minimum for landscape scale delivery. Ideally, a longer-term mechanism would be found, such as to mirror long-term planning or international commitments such as the Nagoya Aichi Targets⁴ or Water Framework Directive⁵.

Possible funding avenues will be explored, including:

- Using existing partnerships to provide task group secretariat
- Partner contributions linked to products and services (such as Single Data Set Indicator 160 survey⁶, ecological framework development, integrated advice and evidence to Local Authorities, project management and development)
- Corporate Social Responsibility and potential contribution from private sector.
- External contributions linked to products and services e.g. green tourism and biodiversity offsets.
- Consideration of grant applications to deliver landscape scale initiatives through LIFE+, Heritage Lottery Landscape Partnership Schemes, Landfill Communities Fund, Scout Moor habitat Enhancement Fund etc

³ Lancashire's Natural Environment Service is made up of the Local Record Centre for Lancashire (LERN), Lancashire's Biodiversity Partnership, the Local Wildlife Site system (BHS, their review, and what was NI 197 survey) and Lancashire's Regionally Important Geological Sites (RIGS).

⁴ Targets the UK government signed up to in October 2010 can be found on the Convention of Biological Diversity website <http://www.cbd.int/sp/targets/>

⁵ More information can be found here: http://ec.europa.eu/environment/water/water-framework/index_en.html

⁶ DCLG website states that for Single Data Set indicator 160: *Proportion of Local Sites where positive conservation management is being achieved Local authorities have an important role in delivering UK's international and EU targets to halt the loss of biodiversity. Data on effectiveness of local delivery is essential. More than 42,000 LWS exist, covering over 5% of England and containing many important priority habitats. Their effective conservation is key to meeting national and international objectives for biodiversity.* This information will be useful for the LNP, with HLS and EWGS contributing to totals. www.communities.gov.uk/localgovernment/decentralisation/tacklingburdens/singledatalist/

7. How will you evaluate the work? (500 words)

Evaluating the transition towards LNP

The early review and engagement work will be evaluated through questionnaire and feedback sheets at workshops and events. We will check that participants (and representative organisations) feel adequately consulted and engaged in the process. Their feedback will be fed into the development of structure and process of the LNP from the beginning.

As part of the evaluation procedure, comments and feedback will be documented to present a clear and transparent route for members to see the decision-making process, and this will link with the fairness and equality as set out in Question 12.

Key milestones for evaluation are stated in Question 5, some other data gathering exercises and monitoring would be:

Number and range of attendees at events

Number of consultees submitting comments

Number of potential members signing a partnership declaration

Provision of adequate information for decision making at the local level

Partner representatives being formally agreed

Signing of a statement of representation and equal opportunity if deemed relevant

Levels of communication e.g. web based consultations

Website hits for relevant documentation

Delivery and activity linked to Index of Multiple Deprivation 2010, where low environmental values have knock-on effects for health, skills and education, engagement, and investment.

Partnership Evaluation and Development

It would be valuable to assess the development of the partnership at or just after the first launch/conference event and to compare this to information gathered at the beginning of the process. This would gauge progress on the NEWP aspiration to move ecosystem services to the centre of decision making – quite a challenging journey for the partnership in such a short period of time. This is not within the scope of this transitional funding but some baseline questionnaires could be done.

This questionnaire will be part of a continuing monitoring of the partnership which will allow it to adapt and evolve to future circumstances. The development of the Integration Plan will allow key priorities to be labelled and linked to delivery so that output, added value/value for money, can be measured and reviewed, and provide a key step in the development of the Local Nature Partnership into the future.

An important part of any LNP will be making sure the outputs, best practice and communications are not limited by boundary, ecological or administrative. This will be a core element of the LNP, but it will also form an important part of evaluating the LNP itself. Discussions and communications are already underway with neighbouring bids (also possible overlapping bids) and it has been proposed that **Peer Group Review** from adjacent LNPs should be used to evaluate the work of the Lancashire LNP. This would allow a level of independence to the review, as well as ensuring cross-boundary work, joined up thinking, and sharing of best practice.

8. Are you or any of your constituent members potentially interested in the Nature Improvement Area competition? (200 words)

We are interested in the Nature Improvement Area competition. Discussions are currently taking place around the recently released guidance. The forming partnership would be interested in using the official guidelines to evaluate proposals which affect Lancashire so that they can support those

which are fit for purpose, can potentially deliver, and fit the philosophy as indicated in *Making Space for Nature*. This would allow resources to be allocated to working on application(s) for those of highest priority.

Current ideas, proposals or areas talking about NIA relevance which include Lancashire:

- West Pennine Moors
- Forest of Bowland AONB
- South Pennines and Dark Peak IBDA
- Morecambe Bay
- South Lancashire plain and Merseyside

9. Are you or any of your constituent members potentially interested in the Biodiversity Offsets pilot? (200 words)

The proposed Lancashire LNP would be interested in being part of the Biodiversity offsets pilot. Whilst the principles of offsetting require caution and very clear guidelines, it is accepted that it could be of biodiversity benefit and a source of key income.

Furthermore, Lancashire has an existing, well established and respected Landfill Tax distribution mechanism (The Lancashire Environment Fund). There is an opportunity to explore if economies of scale could be gained by using the same administration. Obviously, the offsetting money would need to be handled in separate accounts and with different criteria but could deliver efficiencies.

Work could also be included within the Integrated Development Plan and mapping work, to highlight key areas for use as pilot delivery case studies in Lancashire.

10. How will you engage with key sectors and communities on your plans? Please define which organisations and individuals will be involved. (500 words)

Historically Local Authorities have been well engaged through the broad agenda of the Environment Forum and through the more specific co-ordination and planning work of the Natural Environment Service which includes the Lancashire Biodiversity Partnership. This offers a great foundation to build upon, and facilitate local level delivery as well as advice and integrated projects. This also offers not only capacity at a county level, but experience of delivering at a wider regional and landscape scale.

Ultimately the review of partnership, plans, and membership will evaluate the current state of relevant partnerships and what is pertinent for the LNP to consider taking forward. This will involve a broad range of engagement to investigate scope and agendas of groups and organisations, together with contacts and relevant plans. This engagement will be completed through meetings and phone calls, together with attending relevant events. The Review will identify gaps and opportunities to link into the development of the LNP, and also help inform further engagement through an engagement plan.

The engagement plan will set out the main considerations for consultation around the LNP and its remit in Lancashire. From guidance available, and the understanding of much of the local partnerships in Lancashire, the main agendas for the development of the LNP to consider might be: nature and heritage; community and wellbeing; coastal and water management; sustainability/waste/energy and climate change; Local Enterprise Partnership and the green economy. These will form the cornerstone of the five events planned for engagement, and will take place after contact and discussions have taken place with organisations. This is not set in stone, and can be informed by the earliest parts of the engagement process.

Key organisations will be identified, especially where they already represent a broad set of stakeholders in Lancashire, and any interested group, organisation or individual will be encouraged to attend (to venue capacity) so that it can inform future development and proposals for the LNP. It will also set out the questions to investigate how people and organisations want to be communicated with, meetings and process to report/input priorities and or issues.

One opportunity in particular in Lancashire has arisen with the late formation of the Local Enterprise Partnership. This could allow further engagement with the private sector from the very beginning, and form a key delivery element shared between the two partnerships around Green Economy, Green

Infrastructure and Ecosystem Services. Transition funding will help support work to discuss and develop this area of partnership working, and also a similar opportunity to work with new Health and Well-being Boards.

Potential Organisations and Individuals Involved

Nature and Heritage

- Natural Environment Service: BAP, LWS, LRC, RIGS
- 14 District and Unitary Authorities of Lancashire
- Lancashire County Council
- Planning representation
- Archaeology and English Heritage
- DEFRA Arms length bodies (EA, NE, BW, FC, MMO)
- CLA and NFU
- AONBs
- Association of Parish Councils
- Museums service
- Lancashire Wildlife Trust, RSPB, WWT, NT, Rivers Trusts, Woodland Trust, CPRE, BTCV

Community and Well-being

- Lancashire Public Health Network
- Lancs BME Pact
- Disability and equality NW
- Prison and Probation
- Lancashire Constabulary
- Primary Care Trusts (new form?)
- NW Health and Physical Activity Forum
- Volunteer Lancashire
- Third Sector Lancashire
- Groundwork Pennine Lancashire/Lancashire West
- LA council of voluntary Service
- Lancashire Faith Forum
- Adult Social Services
- Lancashire Adult Learning

Coastal and Water Management

- Environment Agency and British Waterways
- Marine Maritime Organisation
- NW Coastal Forum
- Coastal Management Plan partnerships
- Ribble Estuary and Wetlands Regional Park
- Morecambe Bay Partnership
- Angling clubs
- Rivers Trusts
- River Basin Management Plan partnerships
- United Utilities

Green Economy and Infrastructure

- Highways Agency and Network Rail
- LEP
- Planning
- Public transport providers
- Action for employment
- Training West Lancashire
- Regeneration companies
- Lancashire and Blackpool Tourist Board
- Business Link
- Enworks
- Local businesses

Sustainability, Waste and Energy

- EA
- LCC
- Global Renewables
- Climate Change NW
- Sustrans
- SITA
- Hanson, Tarmac, other Minerals operators
- Transition Towns movement and Friends of the Earth

Other Partnerships and Organisations

- Universities (Lancaster, UCLAN, Edge Hill) and Collages
- Education Services
- Green Infrastructure Partnership
- Local Access Forum
- Rural Futures
- RDPE LAGs
- National Housing Federation and local Housing Associations.

11. Please describe how you will use the funding to create/broaden your agenda, membership and vision to better reflect those of a Local Nature Partnership (1,000 words)

The funding will be used to facilitate and co-ordinate the review and engagement needed to align relevant groups and partnerships and allow a structure to form, that can provide a solid foundation for Lancashire's Local Nature Partnership. This will be supported by the development of an integrated vision and delivery plan. We feel that the process must be informed by key mapping and evidence, to identify opportunity, added value, priority action and gaps in delivery to focus the LNP's work and allow delivery of key priorities in a truly joined-up and co-ordinated way.

There are a range of plans and partnerships in Lancashire which immediately look like making positive contributions to the broadening of the Environment Forum's agenda towards an LNP. The first group comprise what is known as Lancashire's Natural Environment Service, and are our local sites (LWS and RIGS), the Biodiversity Partnership (BAP) and LeRN (our LRC), together with the Local and Unitary Authorities who were engaged initially over the National Indicator 197. This will help provide a back bone for building evidence, delivery and a coherent and resilient ecological network. Other possibilities come from River Basin Management plans and Shoreline Management plans, which together could integrate much of the issues around flooding, water quality, coastal management amongst other things.

Lancashire's Environment Forum recently⁷ looked at its vision, agenda, membership, and key actions to move forward over the coming year. This reveals its strengths and ways in which it can develop as part of a Local Nature Partnership:

- Leadership and debate on issues in Lancashire; critique, advice and support; added value from working together
- Light on systems and process; good at conflict resolution; good reputation with communities and local authorities
- Key agendas of Water, Energy, Waste and Biodiversity
- Need for senior officer attendance/decision-makers; focus on key priorities to deliver quality not quantity; proactively set an agenda locally; create a shared vision

The engagement can also build upon the members of Lancashire's Biodiversity Partnership together with its landscape scale delivery. Set up to develop the BAP locally in Lancashire, the plan was published in 2001, and the partnership has been successfully delivering since 1998 while hosted by Lancashire Wildlife Trust. Recent delivery has been summarised for 2010 International Year of

⁷ The Lancashire Environment Forum. Meeting notes from 28th March 2011.

Biodiversity⁸ and the final report for the North West Lowlands Water Vole Project is available as an example of a cross-border multi-county project⁹.

Current key gaps/weakness comes from fully engaging in two areas; the socio-economic agenda and community and well being. These areas are well represented in Lancashire, with a number of organisations/partnerships and NHS trusts etc active. Funding would allow these areas to fully engage with the possibility of a LNP, and integrate agendas/priorities. Particular advantage may be possible through reviewing joint working with Lancashire's newly formed Local Enterprise Partnership and taking advantage of the work of Natural Economy North West¹⁰. The community and well being have a number of key organisations to consult and engage with across Lancashire, and can help focus what the LNP could deliver within health, volunteering, localism and neighbourhood plans, together with building upon successful relationships which have secured cross-cutting delivery projects funded through organisations such as Heritage Lottery Fund.

To broaden the agenda and membership current visions and action/business plans will be explored while engaging potential members of the partnership across a broad cross-section of sectors. This will identify gaps and opportunities, to identify the way forward for a shared vision and on how the partnership will engage and deliver. This will include meetings and personal contact, together with targeted workshops. Importantly this engagement will shape the early development of the joint vision and priorities, in order for a formal application to become an LNP to be coordinated.

Further work will continue to engage with partners and develop a structure that allows:

- strategic decision making and integrated agendas
- strong management and delivery focus
- reporting and monitoring of outcomes to feed into future decision making.
- Development of key priorities for action across themed and cross cutting agendas. This plan will highlight landscape scale delivery and work to enhance and share the benefits from the natural environment, together with how efforts and resources will be aligned.
- Establish Partnerships to co-operate with and those to integrate
- Review the contribution to a green economy and possible links with the Lancashire LEP.
- A fair and equal structure where representation is agreed by members, and all members buy into a statement of equal opportunities and representation (see question 12 for more information).

12. Please describe how your proposal will create greater fairness and equality of opportunity (500 words)

Fairness and equality of opportunity is a key consideration for partnership working, especially when widening engagement across such broad agendas as that envisaged in the evolution of a Local Nature Partnership. It will help form the key aspect of monitoring whether the partnership is fit for purpose, not assessing its delivery outcomes, but how it works together.

This will be a feature from the start of engagement and will form part of the engagement plan (see above). Three major areas must be adequately covered so that partnership feels the LNP and its process/structure is fair and equal: distributing information, feedback of information, and representation of decision-making.

⁸ See Delivering Biodiversity in Lancashire, by Lancashire Biodiversity Partnership.

http://www.lancspartners.org/lbap/pdf/news_events/IYB_Biodiversity_Delivery_in_Lancashire2.pdf

⁹ North West Lowlands Water Vole Project covered parts of Lancashire, Merseyside, Greater Manchester and Cheshire. The final report can be viewed

http://www.lancspartners.org/lbap/pdf/news_events/NWLWVP_Final_Report.pdf

¹⁰ The Natural Economy Northwest £3million, 3 year programme ended in December 2009 – a partnership led by Natural England, the Northwest Regional Development Agency and SITA Trust. See

<http://www.naturaleconomynorthwest.co.uk/>

Information Distribution is important so that partners and members feel that material coming out from the LNP is fairly received, in good time, well communicated and relevant.

Feedback is a key consideration so that partner thoughts/priorities/issues are able to be received and considered by the LNP, and so that any process or structure is inclusive and transparent.

Representation allows decision making to be transparent, fair and equal in opportunity while managing to facilitate the efficient management of the whole partnership.

As part of the engagement from the beginnings of the LNP, a statement of equal opportunities will be investigated so that members/partners agree to representation within the management structure. This will facilitate decision making and delivery as the LNP will need members empowered to make decisions and allocate resources.

The structure of management groups and task groups/themes together with the structure of the partnership will be considered from the start of the process, and allow greater opportunity to engage and have representation within the partnership.

As the partnership is going to develop a shared vision and a defined set of priorities for work, these three factors are interlinked with how partners are committed to owning and managing the partnership, its delivery and its development. Well defined operating procedures and Terms of Reference will be importantly placed to make sure partners understand they are relevant and what the ground rules are for working.