



*Constructing partnerships with state forestry, the British experience*

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- Context
- Framework
- Questions/Method
- Results
- Discussion points



- Period 1979-1997
  - Markets, deregulation and privatisation
  - Private sector partnerships for public service delivery (PPPs)
- From 1997 to present
  - Third way of governance and political economy
  - “mixed welfare model”
- The future
  - Both main parties have given commitments to volunteering and Third Sector working as means of service provision

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Last updated: 22 May 2009

**Central Government partnership working**

One of the Office of the Third Sector's key roles is to drive cross-government action to improve partnership working and ensure better terms of engagement between central and local government and the third sector. This is done through a variety of methods:.

**In this section:**

- Public Service Agreement Framework**  
Details of the central Public Service Agreement Framework and the key Public Service Agreements relevant to the third sector.
- Compact**  
Information on the Compact on Relations between Government and the Voluntary and Community Sector in England\* (Compact), which is the framework agreement for how the government and the sector should work together.
- Cross-Government working**  
Information on work to support the third sector across government departments.

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New Cabinet Committee on the third sector's involvement in public service delivery
- 17-06-2009  
NCVO and the Office of the Third Sector launch Funding Central
- 16-06-2009  
Barclays Commercial Bank agrees to provide £9.5m in matched funding of Modernisation Fund
- 11-06-2009  
Criteria for the new £16.7m Hardship Fund announced
- 10-06-2009

**The future role of the third sector in social and economic regeneration: final report**

July 2007

HM TREASURY **CabinetOffice** Cm 7189

**Wales Environmental Compact**

Working together for the environment in Wales

HOME QUICK SEARCH

**news**

The Compact Marquee at the RWS 2008 2008-08-14

Corporate Planning Workshop 2007-12-04

**who's who**

Our website "A Who's Who guide to the Environment in Wales" contains details of voluntary and statutory organisations who are working for the benefit of the environment in Wales. This will enable you to make the links you need with those who are active in the environment in Wales.

**Organisations in the Wales Environmental Compact**

Organisations participating in the Compact include:

- Allocation Movement
- Arfon Repeater Group
- Bat Conservation Trust
- BJS for Brecon and Powys
- Black Environment Network
- Botanical Society of the British Isles
- Brecknock Wildlife Trust
- Brecon Beacons Park Society
- BTCV
- BTCV Cymru
- Bukerbury Conservation
- Cambran Caving Council
- Campaign for the Protection of Rural Wales
- Cardiff County Council
- Civic Trust for Wales
- Cwmdeithas Edward Llwyd
- Coed Cadw - The Woodland Trust
- Council for British Archaeology Wales
- Campaign for National Parks
- Countryside Council for Wales
- Cynhad
- Cymad
- Welsh Beekeepers Association
- Dan-yr-Ogof Cave Advisory Committee
- Denbighshire Agenda 21 Steering Group
- Denbighshire Voluntary Services Council
- Ebbw Fach Development Trust
- Keep Wales Tidy
- Lanbry
- Laugharne Civic Society
- Llanidloes group
- Merched y Wawr
- Monmouthshire County Council
- Montgomeryshire Wildlife Trust
- National Federation of Women's Institutes
- National Trust Wales
- NEWRIGS
- North Wales Wildlife Trust
- Oakdale Trust
- Offas Dyke Association
- Pistyllgwyn Project
- Prince's Trust Wales
- Radnor Support Project
- Radnorshire Wildlife Trust
- Ramblers Association Dyfed Area
- Ramblers Association Wales
- Royal Society Protection of Birds
- Royal Welsh Agricultural Society
- SERA Cymru
- SEWBReC
- Snowdonia National Park
- Snowdonia Society
- Sustain
- Sustainable Wales
- Sustrans
- Swansea Environment Centre
- Swansea Institute
- Wales Council for Voluntary Action

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**Communities and neighbourhoods**

Communities and neighbourhoods :: Community empowerment

**Communities and neighbourhoods**

**Community empowerment**

Community empowerment is the process of enabling people to shape and choose the services they use on a personal basis, so that they can influence the way those services are delivered. It is often used in the same context as community engagement, which refers to the practical techniques of involving local people in local decisions and especially reaching out to those who feel distanced from public decisions. If you require further information please contact us at [CommunityEmpowerment@communities.gsi.gov.uk](mailto:CommunityEmpowerment@communities.gsi.gov.uk).

**In this section**

- About Community Empowerment
- Communities in control: real people, real power - White Paper
- Local Democracy, Economic Development and Construction Bill
- What we are doing to promote community empowerment
- What we are doing to promote community empowerment
- Councillors Commission

**Related publications**

- Getting it right, and righting the wrongs

Published: 17 June 2009  
Site: Communities and neighbourhoods



- Partnership mentioned and supported in all three country strategies
  - ETWF – Action Plan through partnership and collaboration with range of partners
  - W4W – Learning, business, biodiversity and > community opps
  - SFS – Working with communities, framework, National Indicators, 3<sup>rd</sup> Sector Action Leaders
- Drivers
  - Managing reach
  - Devolving governance
  - Democratisation of access
  - Sustainable communities and place
- Director General of the FC in 2002
  - “Forestry today is more complex and quality partnerships are more important than ever before, largely because society has changed”
  - “if there is a new or unfamiliar challenge it helps to work with others to bring their experience and knowledge to bear”

## A guide to the different way Forestry Commission Scotland works with communities

		Working with individuals			Working with groups and organisations				
Types of involvement		Informing & consulting		Involving people		Working in partnership	Facilitating community management & ownership		
		Informing	Consulting	Taking part (activities/ events)	Helping plan	Helping manage	Developing partnerships	Leasing	Owning
Types of activities	Forest design plans	←-----→							
	Woods in and Around Towns (WIAT) projects	←-----→							
	Health improvement activities e.g. Health Walks			←-----→					
	Learning activities e.g. Forest School			←-----→					
	Volunteering			←-----→					
	Community woodland			←-----→					
	Community based business						←-----→		
	Community renewables						←-----→		
	Affordable housing							↔	
	Woodland crofts							↔	



- Features
  - Equality
  - Mutuality
  - Collaborative advantage
- Models (after Macintosh 2006)
  - Synergy
  - Transformation
  - Budget rationale
- Continuums (after Stoker 2006)



Purchaser  
provider

organisational  
negotiation

systemic  
co-ordination



## **What forms of ‘partnership’ will best support the delivery of FC strategic objectives?**

- How can the different types of relationships the FC has with stakeholders be categorised?
- What kind of relationships are necessary for the achievement of specific FC objectives?
- What factors influence the attainment of successful outcomes/impacts from partnerships?



Interviews conducted in

- 3 countries
- 1 location in each to include different
  - Region
  - District
  - Conservancy
- 18 staff from Forestry Commission and 2 partnerships



Respondent's organisation and role	Research Method			Total
	Questionnaire	SSI	Case studies	
Forestry Commission, Regional staff	5	1	1	7
Forest Enterprise, District staff	3	3	1	7
Forestry Commission England, National staff	0	4	-	4
Third Sector - Large organisations	0	1	1	2
Third Sector - Small and medium sized organisations	0	8	2	10
Local Authority partnership staff	0	2	1	3
<b>Total</b>	<b>8</b>	<b>19</b>	<b>6</b>	<b><u>33</u></b>

Third sector = organisations and institutions that are value driven rather than profits driven and re-invest surpluses or raise funds to further social, environmental or cultural objectives



“partnership is almost everything we do because we are a small body and we can only deliver through influencing and partnership working on a whole range of levels. ... our fundamental job is to deliver public benefits, and to do that we work with anyone we can that is going to get us along that way”

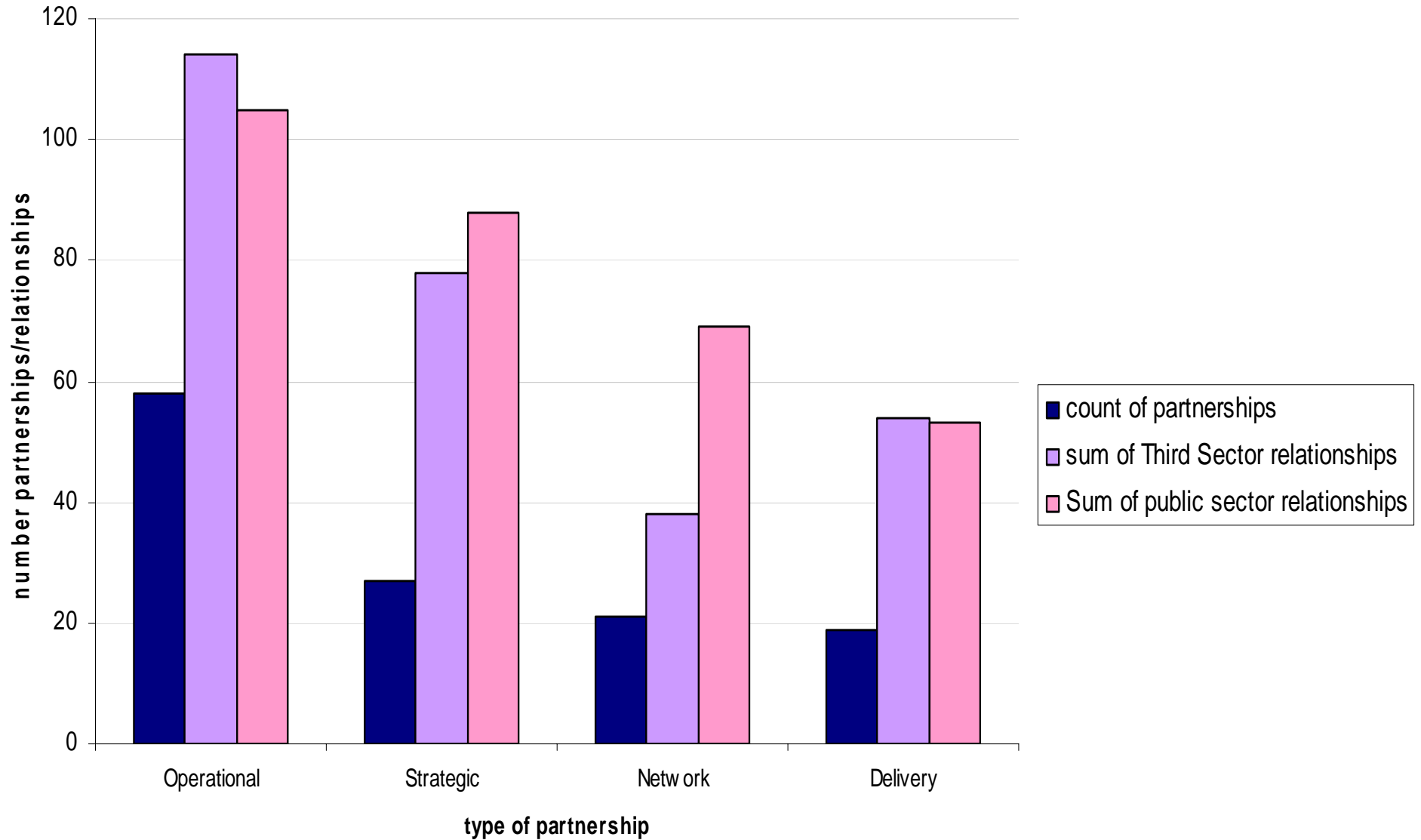
FC England

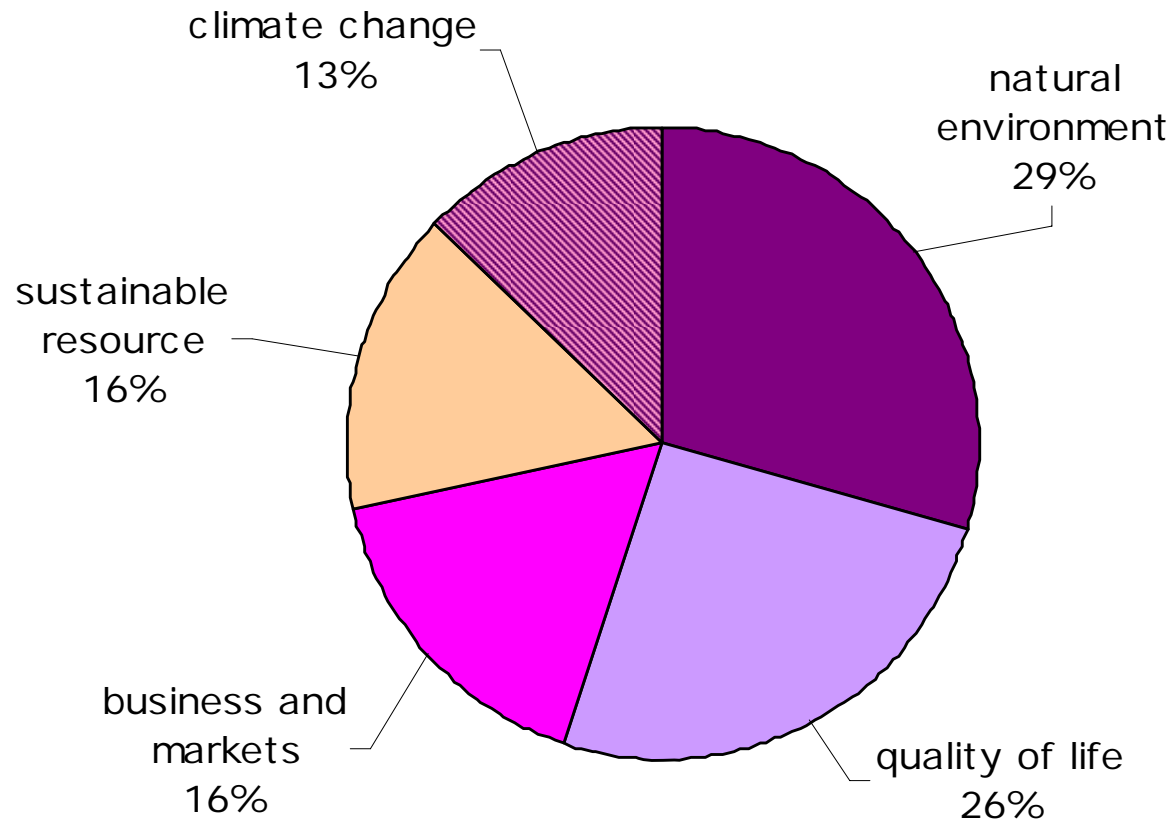
“What it means to me is genuine commitment of people to a common objective. It is about ownership, it’s about building buy-in .... everybody agreeing on what’s the key agenda and moving to deliver that agenda”

FC Scotland

“A real partnership is not just delivering one thing it’s delivering a range of services over a long term and within that long term it is delivering specific projects .... and it will always be looking at developing community involvement, recreation, attending to harvesting jobs ... so it will be doing its ongoing core work as well. There are different sorts of partnerships there are professional partnerships right down to community partnerships”

FC Wales







- Spectrum
  - levels of operation
  - strategic thinking
- Budget maximisation never enough
- Multiple objectives of the FC require variety
  - need to define objectives
  - transformation important to effective service delivery (evidence of some two way eg. WT, BC)
  - compatibility of meanings
- Innovation and creativity
  - type and speed of response
  - 'freedom' from bureaucracy



*“There is a deal of understanding to be reached on how the interests of a single purpose organisation are married in to one which is managing such a range and diversity of things”* FC England

*“It’s great having somebody else say we are being very professional in our approach. So I think it’s those sides of things that partnership really does for us”* FC Wales



- Not the form of partnership which is important – it's about the features
  - Mutuality is key
  - Collaborative advantage
- The type of organisation/s in partnership and the relationships they can build
  - Local/national
  - Size
  - Capacity
  - Transform and accommodate
  - Learning organisations
- Power – agreed roles more important than asymmetries
  - Communicability of partnership meaning

- Maturation of approaches – from ops to strategy
  - Normalisation of resistance
- Organisational learning
  - Legitimacy
  - Informal – diffuse – social
  - Changing organisational demography
- Future governance options
  - Uncertainty is the key word – different expectations
  - Role of communities – do they have the features required?
  - Mediation of relationships