

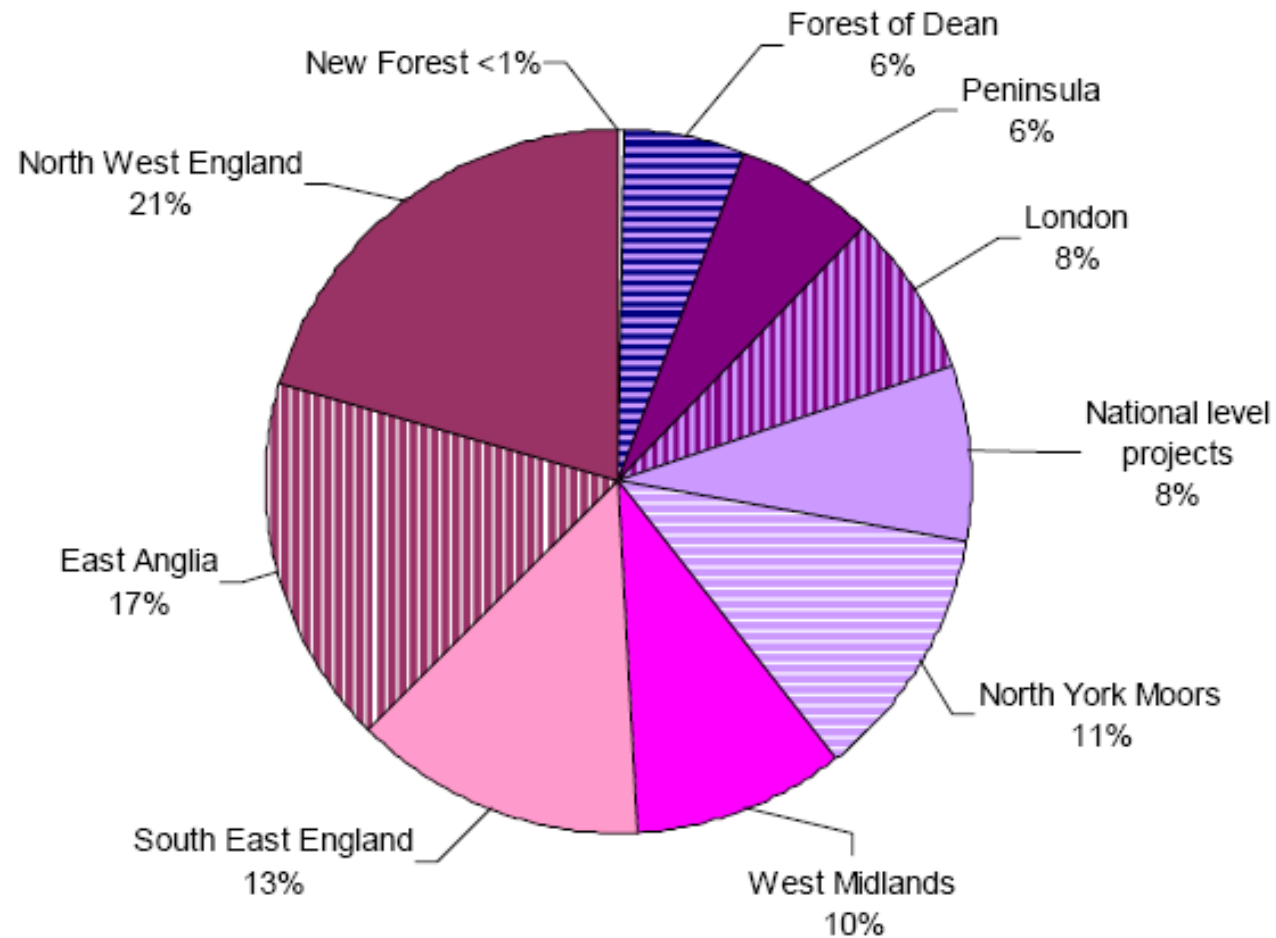


Civil Society Organisations
& partnership working
with the
Forestry Commission

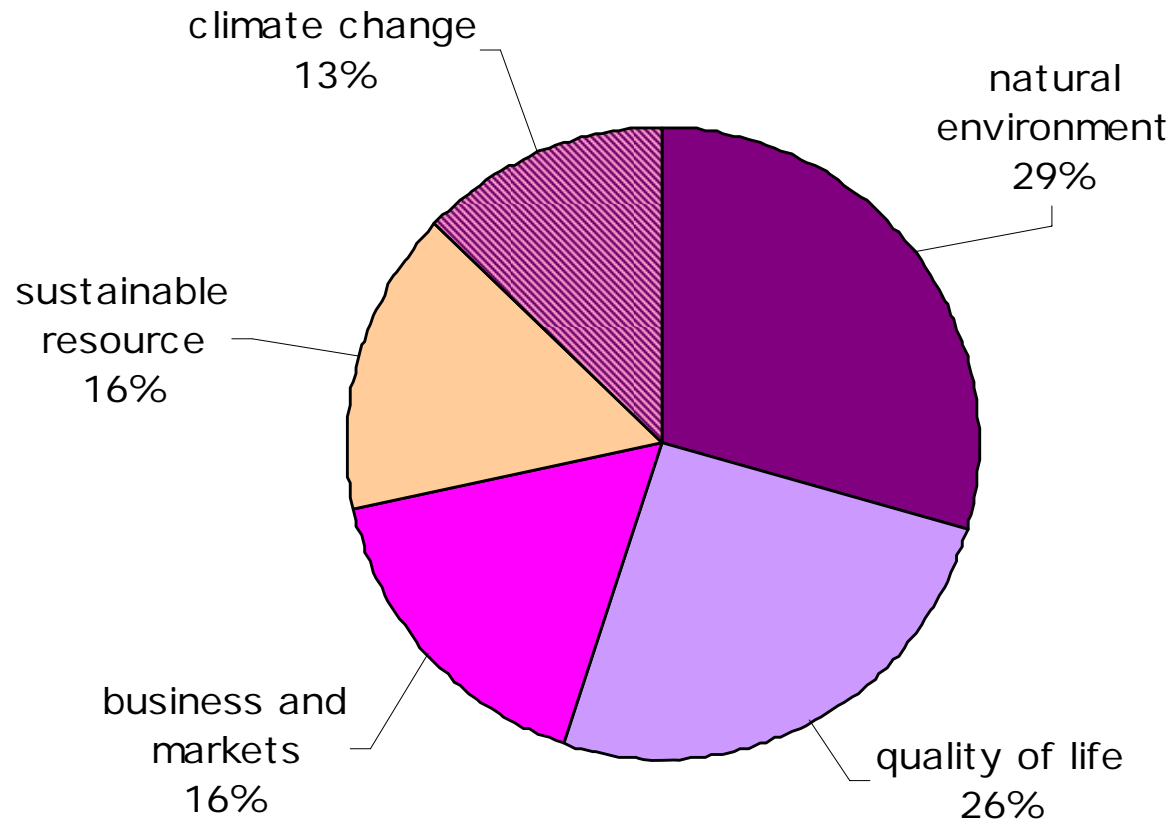
1. Map out the extent of FCE relationships with Third Sector organisations (TSOs)
2. Characterise the kinds of relationships
3. Assess what kind of relationships work/don't work in general and *wrt* achieving FCE objectives

- Scope and representation
 - Characterisation of 125 partnerships
 - 33 interviews/questionnaires
 - 18 FCE, 12 civil society organisations, 3 LA's
 - 8 of 11 Districts, 7 of 9 Regions
- Examined kind of organisation (function, constitution) and scale of operation
- Ways of working and the outcomes or impacts

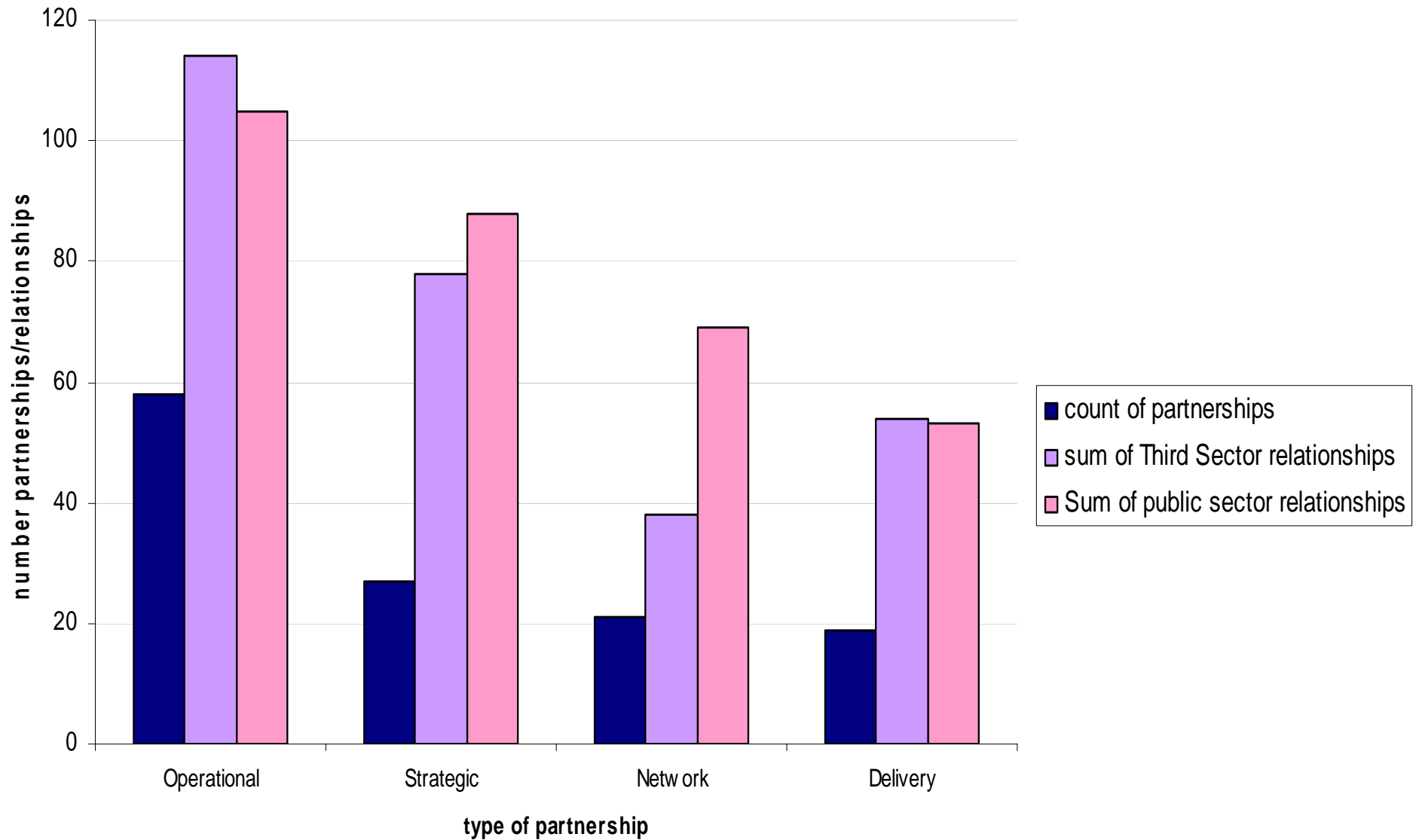
1. Scope and nature of engagement with civil society organisations
 - More than 140 organisations (284 relationships)
 - Medium scale organisations most numerous
 - Larger and smaller = high transaction costs of engagement
 - Geographical spread – estate and demography
 - ETWF area covered
 - Land and natural environment 42%
 - Working woodlands 32%
 - Communities and places 26%



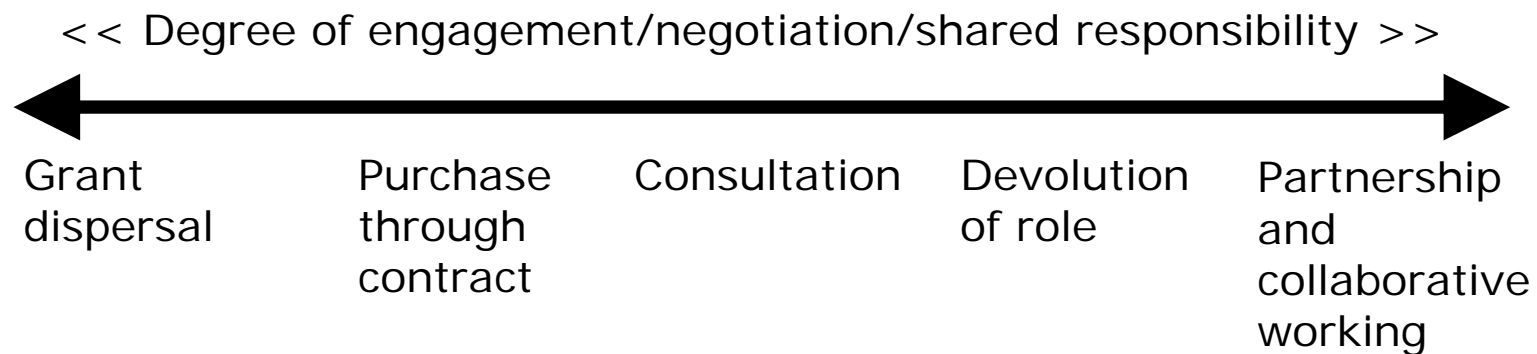
NB. data combines District and Regional information



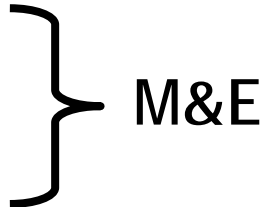
2. The kind of relationships uncovered
 - Four categories of partnership by aim/objective
 - **Strategic**
high impact, forward looking relationships connected with governance and decision making
 - **Policy delivery**
direct and explicit actions set to deliver against a specific policy target
 - **Operational**
related to day-to-day operations of the FC
 - **Networking**
communication and institutional contacts



- Continuum recognised
 - Many forms of relationship exist – even within one partnership
 - Mutuality emphasised
 - Co-ordination and joint working systems crucial at different scale levels



3. What works

- Principles of partnership working more important than constitution of relationship
 - Communication
 - Shared working practice – finance, reporting, delivery
 - Understanding
 - Trust
 - Dual scale organisations – national/local
 - Strategic view (governance) and local delivery
 - Commissioning efficiency
 - Complimentary competencies
 - Organisational capacity – risk management
 - Space for innovation – not over managed
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- New service delivery models, outcome driven, with ‘best bet’ organisations
- Facilitating productive relationships at multiple scale levels for maximum impact
- Creating communication and learning systems - evaluation

- Co-production
 - Rebranding of partnership? Reduction of public investment increased role of civil society versus TSOs?
- Outcome-based commissioning
 - Results focused – impacts and benefits versus outputs and processes
- Total Place
 - Whole area approach to resource efficiency and localism in provision
- Personalisation
 - Self directed support, focus on person not organisations