

Working in partnership through Plymouth 2020

Plymouth City Council

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Introduction

Plymouth's city strategy recognises that 'partnerships are the way forward', and the challenge is to 'turn words into actions that everyone can contribute to and feel they are part of'. Plymouth City Council (PCC) has a central role in the Plymouth 2020 Partnership (P2020), which devised the city strategy and brings together public sector, community and business interests in a local strategic partnership.

Background

There has been a strategic partnership in Plymouth since 1993, when Plymouth 2000, the predecessor of P2020, was formed to build on the relationships forged during an unsuccessful bid for City Challenge funding. While the focus was initially economic development, a wider social focus has been adopted in recent years. P2020 was accredited as a local strategic partnership in 2002, to allow it to receive neighbourhood renewal funding.

During 2003, the partnership undertook a review of its statement of purpose, its role and its membership with the intention of becoming more effective at delivering significant changes and improvements across Plymouth. This review resulted in the restructuring of the P2020 partnership. The current P2020 structure consists of:

- a main decision making board of 15 voting members with 5 from each of the public, private and voluntary/community sectors. The board also includes three non-voting observers from government agencies;
- an executive group of eight senior managers from the public sector, plus a voluntary and a community sector representative, with a remit to promote effective multi agency working across Plymouth reflecting the priorities set by the board;
- a sub-group responsible for delivering the Neighbourhood Renewal Strategy who report directly to the main board;
- numerous lead partnerships which are responsible for delivering the actions within the city strategy; and
- there is a full time manager and secretary for the partnership, located at the Chamber of Commerce offices. The current manager started work during the fieldwork for this report, the post having previously been vacant since December 2003.

Early in 2004 a further review (referred to in this report as the P2020 review) was undertaken by the partnership with assistance from the Neighbourhood Renewal Unit. An improvement plan was agreed at the July board.

Audit approach

This audit reviewed how Plymouth City Council works through P2020 to exercise its role of community leadership and achieve agreed partnership goals. This was carried out through interviews with council and partner agency representatives during August and September 2004. The focus was not on outcomes from past partnership work within the city, but on whether P2020 has arrangements in place which can support achievement of future outcomes. The audit also checked that in the review undertaken earlier this year P2020 had covered the key drivers of partnership working, and looked in particular at:

- the improvement plan and prospects for implementing it; and
- the council's arrangements for delivery of the city strategy through its mainstream services and other partnerships.

This report is part of the external audit of Plymouth City Council, and does not assess the contribution of any other agency. By agreement with the council, the conclusions have been discussed with the P2020 executive, with the final report presented for information to the P2020 board.

Main conclusions

Plymouth City Council is showing strong leadership and commitment to P2020. PCC has played a leading role in refreshing the vision and energy of P2020, and has a genuine commitment to partnership working, although this is not yet a reality in all partnership working in some service areas is less well developed. The P2020 review identified a number of relevant areas for improvement, but it did not cover resource planning and governance. The improvement plan is agreed by partners and actions are being developed. However there is more work to be done in this area, to establish exactly what is to be done and to agree timescales and monitoring arrangements. The new P2020 manager, funded by the council, is well placed to co-ordinate delivery, but will need support, time and commitment from partners to achieve this.

The city strategy, although lacking some detail, embodies an agreed vision for the future and gives a useful framework for joint working. The council has demonstrated its commitment to implementing the city strategy by matching its corporate plan to the vision. However, no analysis of the resource implications has yet been done. A sensible approach to monitoring achievement of the targets set in the strategy has been designed with implementation of this due to commence in October 2004. The P2020 review, and assessment by Government Office South West, identifies the need for better integration of the neighbourhood renewal strategy with the city strategy. It also highlights the need for P2020 to improve the way it fulfils its role as the local strategic partnership responsible for overseeing the delivery of this strategy.

P2020 roles and working arrangements are not sufficiently clear to ensure that it will deliver its strategy effectively. The revised structure of P2020 recognises the important role of the business and community sectors and supports the aim that P2020 should be strategic, overseeing delivery of the strategy through sector partnerships or individual agencies. However, there are some significant weaknesses. These include:

- structures for the public sector which are not properly accountable;
- lack of clarity about how the link to other partnerships will work;
- weak communication at all levels of the working of P2020; and
- an inadequate approach to engaging black and minority ethnic people.

Key recommendations

- R1 Clarify the P2020 structure, membership and functions to ensure that all stakeholders understand their roles and responsibilities.
- R3 To ensure the delivery of the city strategy, agree how P2020 will influence, and be assured of, the performance of the lead partnerships, and that they have opportunities to draw key issues to the attention of the board.
- R5 To obtain the full benefits of the neighbourhood renewal fund programme in reducing disadvantage, ensure better integration of the neighbourhood renewal strategy and city strategy, and ensure that the board's oversight of delivery of the programme demonstrates compliance with the national performance management framework for neighbourhood renewal.
- R8 To ensure that the whole community is adequately engaged and represented by P2020, review the approach to engaging with Plymouth's diverse population, particularly its dispersed black and minority ethnic community residents, adapting nationally identified good practice to the local situation.
- R11 To give early opportunity for success, ensure that the proposed performance management arrangements for delivery of the strategy, including initial prioritisation of tasks, identification of champions, and wider access to performance information through the QPR system, are implemented as soon as possible.

Status of our reports to the Council

Our reports are prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission. Reports are prepared by appointed auditors and addressed to Members or officers. They are prepared for the sole use of the audited body, and no responsibility is taken by auditors to any Member or officer in their individual capacity, or to any third party.

Plymouth 2020 as a strategic partnership

1. Plymouth City Council are providing a clear leadership role in the development of partnerships and this is demonstrated by:
 - a new commitment to P2020 and lead partnerships, with active engagement by the Leader and Chief Executive;
 - a revised structure for P2020 which enhances engagement of the community and business sectors;
 - the production for the first time of a multi-agency city strategy; and
 - the identification through the improvement plan of key tasks needed to get better delivery.
2. Public agencies and representative organisations in the private and community sectors acknowledge the council's leadership role in the community, and how this has strengthened over the last year. Partners welcome the way this is exercised by the current Leader and Chief Executive, seeing this as driving improved partnership working.
3. P2020 has made some progress in setting out the way in which it operates as a strategic partnership. The P2020 review, reconciling different views expressed in discussion, identifies this as:
 - 'an advisory body where leaders from all the different sectors can combine experience, thinking and new ideas in order to improve Plymouth';
 - 'not a delivery agency although needing to satisfy itself that delivery against is being achieved'; and
 - 'is not a commissioning body but should influence commissioning through the city strategy and sector partnerships'.

There is still some confusion about this, and the P2020 review rightly identified a need to communicate the role.

4. The way in which the public sector is represented on P2020 is not fully transparent and inclusive. This weakens P2020's strategic role. The business and community sectors have transparent mechanisms for filling the five places they each have in the new '5-5-5' structure of the P2020 board through membership organisations. In contrast, the rationale for deciding the five public sector places (currently police, health and three from PCC) is not documented and needs to be for future governance arrangements. This issue has been the subject of some debate, and has resulted in some public organisations (for example the Learning and Skills Council) being given non-voting 'observer' status.
5. The role of the executive needs clarification. The P2020 executive includes representatives of some public sector organisations (for example Plymouth College of Further Education) which are not on the board, so is part way to being a wider public sector chief officers' forum, ensuring action on strategy set by the board. The existing executive terms of reference (TOR) needs a clearer statement that this is its remit. There is no publicly accessible list of which agencies are on the executive or why? Nor is there a collated list of how other public sector bodies (for example, the Environment Agency or Ministry of Defence) fit into the lead partnerships linked to P2020.

6. The effect is to confuse accountability, in that:
- there is no accessible list of the public sector organisations that are members or supporting members of P2020 (board, executive or other partnership), and it is not clear what 'being a member' entails;
 - it is not clear how or whether the public sector board members take account of the perspectives of those public sector organisations which do not have seats on the P2020 board or executive; and
 - some sector partnerships (for example, on environment and sustainability) are seen as having less influence than others on the strategic direction taken by P2020 as they do not have an obvious champion at board level.

7. The relationship between P2020 and lead partnerships such as the Health and Wellbeing or Plymouth Sub-Regional Economic Partnership is unclear. This was identified in the P2020 review. There is general agreement that P2020:

- has an overarching role and should coordinate the work of other partnerships; and
- will work with the council to rationalise the overall pattern of partnerships in the city.

However, there are currently no clear systems for ensuring that this happens, such as through use of performance management systems or partnership management. Indeed, the only accessible list of the lead partnerships is on the website of Plymouth Community Network, rather than of the council or P2020. More clarity is needed on:

- which partnerships are overseen P2020, and how they inter-relate;
- to what extent and by what means they are accountable to P2020 in the delivery of city strategy targets, content of their programmes, or effective functioning as a partnership; and
- how they inform the strategic direction taken by P2020, and can look to board members to use their authority to remove barriers to delivery.

8. The council is responding constructively to criticism made in several external reviews of the way in which the neighbourhood renewal programme is being delivered. As the local strategic partnership, P2020 is responsible for oversight of the neighbourhood renewal programme, and has done this through a small sub-group. Government Office South West, in its September 2004 assessment of progress, indicated some risks to the way the partnership fulfils this role. It highlighted concerns about the degree to which the neighbourhood renewal strategy is able, as intended, to influence the work of all mainstream services through P2020, rather than fund isolated projects. Concerns were also raised by the interim evaluation of the neighbourhood renewal fund programme earlier this year and in Crime Concern's 2003 review of community safety. Change is proposed within the P2020 improvement plan, and resources to do the detailed planning of this have been identified and a timescale agreed.
9. Although the strategic role of P2020 is developing, unclear delegations and roles still weaken this. With more clarity of relationship to lead partnerships, P2020 will be freer to concentrate on its strategic role, taking forward the vision embodied in the city strategy, and making the most of the energy and ability which it brings together. However, the respective roles of the board and executive need to be clearer to support this. While there are agreed terms of reference, there appears to be some disagreement and confusion about what, in practice, the role of each meeting is. It is accepted that strategic issues in the city are discussed outside P2020 meetings, but it is important to demonstrate sound governance when P2020 does take decisions.

Recommendations

- R1 Clarify the P2020 structure, membership and functions to ensure that all stakeholders understand their roles and responsibilities.
- R2 To maintain transparency of governance, establish and agree a process for deciding public sector P2020 board representatives and clarify levels of two way accountability.
- R3 To ensure the delivery of the city strategy, agree how P2020 will influence, and be assured of, the performance of the lead partnerships, and that they have opportunities to draw key issues to the attention of the board.
- R4 To ensure that the P2020 continues to evolve and operate effectively review the way in which the board and executive operate, (taking account of any changes arising from recommendations 1, 2 and 3), to ensure clear and distinct roles, and allow room for forward thinking on strategic issues and performance management of the current strategy.
- R5 To obtain the full benefits of the neighbourhood renewal fund programme in reducing disadvantage, ensure better integration of the neighbourhood renewal strategy and city strategy, and ensure that the board's oversight of delivery of the programme demonstrates compliance with the national performance management framework for neighbourhood renewal.

Plymouth city strategy

10. Plymouth's city strategy, launched in July 2004 by P2020, provides a clear framework within which all agencies can work. The vision expressed – aiming to become 'one of Europe's finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone' - is broad and ambitious, and appears to have general support. Partners acknowledge the role of the council in pulling together the strategy, and the difficulty of reconciling the different agendas of statutory bodies.
11. The City Strategy has not been resourced. The strategy does not identify the overall resources available to the city or the likely scale and source of resources required to achieve the goals. While the detail supporting some goals (for example 'dynamic local communities') mentions shifting resources, it is generally unclear to what extent achievement of the strategy is reliant on local reinvestment or on external funding streams. Significant regeneration funding is likely to cease in 2006 and P2020 has not fully considered the resourcing risks and identified a clear way ahead. This may include agreement between agencies to reprioritise their mainstream spending to achieve their shared goals.
12. Strategy development was inclusive although protracted. While the production of the strategy was led by the council, there was opportunity for a range of agencies and existing partnerships to contribute. Negotiations appear to have been prolonged, and the result, while containing much useful material under eight understandable goals, is not coherent, and most partners consider there are aspects of the detail that need refinement.
13. Community engagement with developing the strategy has been patchy. As noted in the P2020 review, while there is an agreed principal role for Plymouth Community Network (PCN) in supporting voluntary and community sector representation in partnerships, 'there is confusion about how best to involve the sector in the light of the City Council's neighbourhood focus and the strong local community focus across the city.' The improvement plan proposes actions, building on the agreed compact with the voluntary sector, to:
 - clarify the respective roles of area forums, ward based groups and PCN;
 - involve PCN and the voluntary and community sector in planning and delivering services; and
 - increase involvement of black and minority ethnic groups and young people.
14. The partnership has not been successful in engaging with the diverse population in the city particularly black and minority ethnic (BME) people. The Racial Equality Council reports a growing caseload. Arrangements for monitoring racial harassment as part of the community safety strategy, although recently developed, have not yet been implemented. Plymouth's BME population, is dispersed within larger communities so it is not reasonable to expect one P2020 representative to act as an advocate for them. All public sector organisations should ensure that, as part of their implementation of the Race Relations (Amendment) Act 2000 they understand and adapt services to the needs of BME people. P2020 needs to take this forward through the city strategy, and ensure that its own thinking is informed by the diverse views of BME residents and other minority groups. The council's diversity team could help promote the sharing of good practice across agencies, for example, the initiative taken by the police to meet Chinese restaurant owners at midnight could be widened. (See Appendix 1 for good practice principles.)

15. The city strategy lacks detail in some areas. Much of the content of the city strategy was drawn from other strategies and plans hence the published targets and action plans vary in style. Some, such as making the streets cleaner or reducing teenage pregnancy, reference measurable targets and responsibilities for delivery. Others, such as implementing the national drugs strategy, are difficult to follow and do not show baselines. The strategy recognises that actions need to be re-prioritised each year. The work to do this for the current year is just starting.
16. The strategy provides a sound framework to build on and partners recognise the benefit of having a publicly endorsed and accessible community strategy. There is a general understanding by partners that the detail will need revision as time goes on. The challenge for P2020 is to make arrangements by which this can occur smoothly – for example by agreement through sector partnerships – without delaying action to achieve the goals.

Recommendations

- R6 To ensure that available resources are effectively used to deliver city strategy goals, draw up an outline resource plan to underpin the strategy, identifying the extent to which its delivery is dependent on redirection of current spending and/or new sources of income.
- R7 To ensure that the city strategy remains a robust and dynamic plan for the future, agree arrangements and procedures by which the strategy, and detailed targets, will be regularly reviewed and updated.
- R8 To ensure that the whole community is adequately engaged and represented by P2020, review the approach to engaging with Plymouth's diverse population, particularly its dispersed black and minority ethnic community residents, adapting nationally identified good practice to the local situation.

Managing delivery of the strategy

Co-ordination of the work of P2020

17. The council is effectively supporting the infrastructure of Plymouth 2020. The current P2020 manager started work in August 2004, after a period of eight months when the post had been vacant. The post is now permanently funded which should provide continuity. The job specification was revised to support a more strategic, influential role for P2020, and the appointee has relevant skills and background. Membership of the corporate management forum provides linkage between council and P2020 planning.
18. The P2020 management is strategically well placed within the council. The positioning of P2020 manager within the directorate of strategic projects and service change allows for appropriate corporate support and reflects the council's influential role within the partnership. It is important, however, that the manager becomes primarily accountable to the partnership board, rather than to any single agency, and is able to access decision makers in all partner agencies.
19. The changed role and responsibilities of the P2020 manager are not yet clear to all partners. The new manager has been positively received. The role is intended to be as co-ordinating the delivery of the strategy through others, rather than managing programmes. This is appropriate, but not fully understood by all partners. Partners have high expectations of the new manager, and there is cross partner support to help her develop and fulfil the role. This might appropriately include access to external mentoring.
20. The partnership is not communicating effectively. Communication of the strategy, action plans and the role of P2020 is key to enabling effective co-ordination across the city. While the strategy is attractively presented and well signposted to those with computer access, the partnership rightly recognises that much needs to be done to improve communication. For example:
 - there is limited material available to explain what P2020 does, who is involved and how it fits with other partnerships;
 - the council has included items on P2020 and the strategy in its staff newsletter, but there is no system for offering a regular core message to all partners' newsletters or team briefings;
 - the primary communication with partner agencies is through board or executive members passing on information from meetings;
 - detailed plans are available, through websites, although these are often large document downloads, rather than easily accessible html format presentation;
 - the P2020 website is not comprehensive or kept up to date with latest information and developments; and
 - there is no agreed means of co-ordinating public relations activity across individual partners, sector partnerships and P2020.

Action to deliver the strategy

21. The council is committed to delivering the city strategy, using it as the basis for its recently published corporate plan. For example, the corporate plan includes action to increase the level of physical activity of primary school children and to reduce under age sales of alcohol in support of the goal of a safer, healthier city. There is evidence that departments are aware of their role in delivering the city strategy, and are building this into their operational planning. For example, the planning department is taking action to give a more responsive development control service in support of the goal of high quality buildings, places and spaces.
22. Increasing capacity and improving service delivery through partnership working is still variable. A culture of inter-agency working is developing in Plymouth, extending beyond the work of specific partnerships, and the council leadership has endorsed this. The Plymouth-informed website, allowing general access to statistical information about the city, is a good example of the benefits collaboration can bring. Nevertheless, partners find some insularity at operational level. There is further scope to improve joint working in pursuit of the strategy's goals. For example:
 - the goal of a safer city is helped by a joint police and housing antisocial behaviour unit; but children's services are not closely linked to work with young offenders; and
 - while some neighbourhood renewal projects have worked effectively with local schools, the lessons from these are not widely shared.
23. The P2020 management capacity is limited. However, there is enough capacity to deliver key elements of the programme. The facilitation role in taking forward the strategy can be fulfilled by the current P2020 staff of a manager and administrator, although capacity for detailed involvement is limited. Partners need to consider how such capacity can be provided for the P2020 office to draw on for specific projects, in the exceptional cases where work does not fall to another partnership or agency. This could be through short term secondments or a budget for buying in assistance.

Monitoring progress

24. Monitoring roles have not yet been clearly established. The city strategy states that 'each priority target will be monitored by a local partnership under the leadership of a named 'champion'.' This is a good approach, but the partnerships and champions concerned have not yet been identified.
25. A performance management system is being developed but is not yet in place. Progress against the city strategy targets will be monitored through the QPR software now being used by the council for monitoring its own corporate plan. This integration will provide P2020 with technical expertise and allow council staff ready access to the results, although as yet no information has been loaded, and the P2020 office does have access to the system. Linkage of the system to information systems of other partners is feasible, but has not yet been arranged. Reporting to the wider community is planned through the P2020 website.

Recommendations

R9 To ensure that the partnership is being effectively managed and resourced, periodically review (with independent assistance) the support, accountability and capacity of the P2020 management function and consider supplementing this as required, such as, through use of secondments.

R10 To increase engagement and understanding from all stakeholders, ensure P2020 communication arrangements are reviewed and formalised (such as through a communication strategy and/or appropriate training) to ensure they are effective. Areas to be considered are included at Appendix 2.

R11 To give early opportunity for success, ensure that the proposed performance management arrangements for delivery of the strategy, including initial prioritisation of tasks, identification of champions, and wider access to performance information through the QPR system, are implemented as soon as possible.

Reviewing and learning

26. Partnership arrangements in Plymouth have adapted effectively through learning. Plymouth's strategic partnerships have adapted to the changing external context over many years. The most recent change of structure, at the end of 2003, drew on advice from the government office and experience of local strategic partnerships elsewhere.
27. P2020 is proactively seeking to develop and learn from others. The partnership agreed its current improvement plan in July 2004, following a review facilitated by a neighbourhood renewal advisor. This also drew on earlier consultants' reports on community safety and neighbourhood renewal that both identified problems with P2020's involvement in delivering the respective strategies in these areas.
28. The review was based on the performance management framework for local strategic partnerships, which covers the main drivers of effective partnership working. P2020 partners are aware of the improvement plan and support the actions proposed which will help deliver them.
29. The improvement plan covers the main stages in one of the models used by the Audit Commission when assessing partnerships (Exhibit 1), with the exception of committing resources. This audit confirms the relevance of the issues raised although highlights some areas of omission (Exhibit 2).

EXHIBIT 1: AUDIT COMMISSION MODEL FOR PARTNERSHIP WORKING

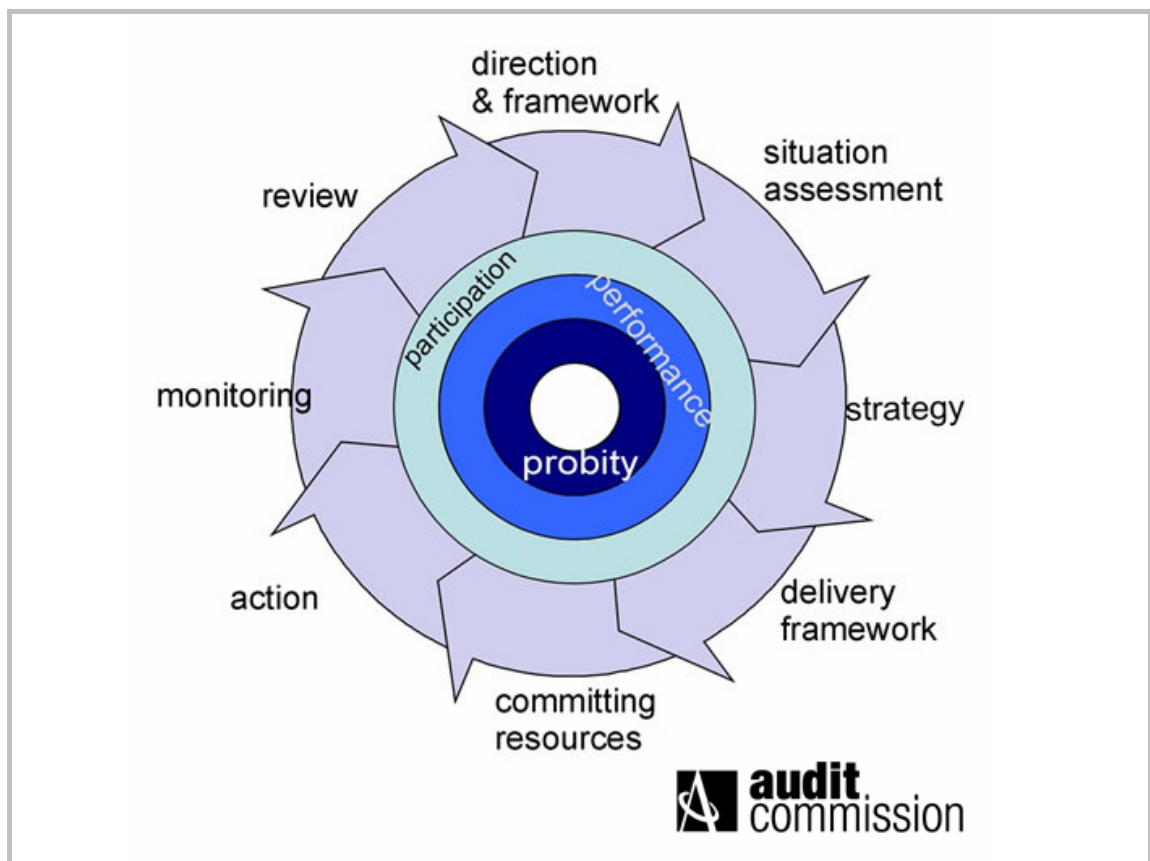


EXHIBIT 2: P2020 IMPROVEMENT PLAN MAPPED TO AC PARTNERSHIP MODEL**The plan covers all stages except resource commitment**

Stage	How covered in improvement plan	Further issues identified in this report
Direction and framework: A clear purpose, and effective framework for partners to work together to achieve it	Issue 7 – P2020 relation to other partnerships	Clarity of roles (R1, R2, R4)
Situation assessment: Partnership policies based on a balanced assessment of needs and consultation	Issue 4 – clarify roles of forums etc. Issue 6 – involve BME and young people	
Strategy: Agreed strategic priorities owned by all partners	Issue 2 – rewrite neighbourhood renewal strategy	
Delivery framework: Clear targets, plans and delivery mechanisms	Issue 1 – shared focus Issue 2 – align NR targets	Updating strategy (R7)
Committing resources: Financial and other resources available and properly controlled		Resource planning (R6) Office capacity (R9)
Action: Plans communicated and properly implemented	Issue 5 – involve PCN/VCS in delivery. Issue 8 – cultural change	Communication (R10)
Monitoring: systems, based on sound information, which prompt corrective action	Issue 3 – evidence of outcomes/ reporting	
Review: Arrangements for review of approach, including exit strategy.	Issue 7 – oversight of sector partnerships	

P2020 improvement plan and risks

30. There has been limited progress in implementing the improvement plan to date although this has awaited the P2020 manager appointment. The tasks have been clarified to some extent, but many are not yet allocated to named individuals, and are potentially difficult or time-consuming, yet have target dates within the next few months. Events are planned for October to bring together stakeholders to 'kick start' the action required. It would be appropriate to review and reprioritise the actions of the plan, perhaps concentrating on those which will quickly improve accountability and show visible progress and setting more realistic timescales for complex tasks such as improving community sector engagement.
31. There are several risks associated with the delivery of the plan which have yet to be mitigated. These include:
- staff capacity limitations – time is required from partner organisations as well as the P2020 office;
 - the lack of clear responsibilities – champions have now been named, but their role needs clarification; and
 - the lack of clarity about the expected outcome – the plan does not show success criteria to measure or monitor against.

Recommendations

R12 To further assist the development of the partnership, review and update the P2020 improvement plan in light of this report's findings to ensure that all appropriate actions are included and clarify the role of the champion for each improvement issue to help delivery.

R13 To help delivery of the improvement plan, establish and agree realistic timescales, success criteria and monitoring arrangements for each issue.

The journey to race equality

The Audit Commission report 'The journey to race equality' (2004) found that:

Delivering race equality benefits the whole community

- diverse black and minority ethnic communities have valuable views about how public services can improve; and
- the majority of the needs and aspirations of black and minority ethnic communities are no different to the rest of the population; accurately responding to them will improve everyone's quality of life.

Local agencies need a clear vision of race equality, based on a good understanding of local issues and a clear description of how outcomes for black and minority ethnic communities will improve

- key areas of inequality are widely recognised, yet many organisations cannot identify local race equality outcomes;
- race equality is seen as a negative issue requiring extra work in addition to 'normal' mainstream business; and
- race equality potentially affects every aspect of public service, making it seem difficult to know where to start.

The barriers and assumptions that prevent progress can contribute to institutional racism. They need to be recognised, and tackled

- response to the needs and aspirations of black and minority ethnic communities should be proportionate to the level of need rather than size of population;
- mainstreaming race equality means integrating work within existing objectives, budgets and systems. It does not mean allowing it to disappear; and
- engaging all parts of the community can be challenging and calls for creative approaches, but it is vital, helpful and rewarding.

Delivering race equality requires significant change. The factors that will help local agencies to make progress along the journey are:

- committed leadership from staff at all levels, members and non-executive directors, where leaders model appropriate behaviours and make tough decisions about allocating resources;
- a mature dialogue and exchange with all parts of the community; and
- regularly evaluating progress and engaging partners.

The full report, Members' briefing and a workbook designed for local self assessment contain more material that would be useful to Plymouth, and can be found at

www.audit-commission.gov.uk.

Areas for consideration to improve communication

To increase engagement and understanding from all stakeholders, ensure P2020 communication arrangements are reviewed and formalised (such as through a communication strategy and/or appropriate training). This should include such areas as:

- practical steps to help board and executive members pass on key information to their organisations (including community groups and businesses), without needing to rewrite it;
- arrangements for ensuring public sector organisations not directly represented on the board or executive, and staff running the sector partnerships, exchange relevant information with P2020;
- means of giving easy access to information about P2020 and the city strategy to front line staff and the public; and
- protocols for collaboration on public relations between partner agencies and partnerships.