



**The Essential Role of
Partnerships & Networks
in ensuring wide
Participation in the
Design and
Implementation of local
Development**

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The Local Action Group



Local Private Public Partnership - Bottom-up, Inclusive Approach

PLANED (Pembrokeshire Local Action Network for Enterprise and Development) was established to involving all who have a role to play in the development of communities – the local people themselves, elected representatives, agencies and funding bodies. As a result, the structures and processes utilised are

designed to achieve maximum partnership and integration that can be built up from the grassroots. Working throughout Pembrokeshire, building on a local community led approach in which communities, public sector and voluntary partners and special interest groups come together to undertake locally integrated development.



An enterprising community can help to build a better future. Developing local resources can strengthen the local economy. The greatest resource of any area is its people, their skills, knowledge, enthusiasm and commitment.

Engaging, facilitating, unlocking and harnessing this resource takes time and commitment, but the results can be considerable.



PLANED is a Community led partnership – the Board members consist of 50% representatives of Communities, 50% representatives of special interest groups - Tourism, Business and Farming; Public Sector Agencies: - Pembrokeshire County Council (PCC), Pembrokeshire Coast National Park Authority (PCNPA), Pembrokeshire College, and the voluntary sector. The Welsh Assembly Government (WAG), Countryside Council for Wales (CCW) and Pembrokeshire

Association of Voluntary Services, (PAVS) are observers. The size of such an inclusive Board is a benefit and not a hindrance to effective partnership working, the aim being, that all of the individuals and organisations on the Board play a key role in supporting local communities and networking with key partners to develop and implement Board policies. The overall responsibility for ensuring community support and participation in an integrated approach to local development is the responsibility of the Board.

PLANED is a charity, a company limited by guarantee and a Development Trust. It has 20 years experience of community engagement in local development.

- Established in 2001, it evolved from SPARC (South Pembrokeshire Partnership for Action with Rural Communities) 1991-2001, and TCRI.(Taf and Cleddau Rural Initiative) 1987 – 1991..
- A LEADER+ local action group, it was a successful LEADER1 and 2 group.

PLANED STRATEGY DEVELOPMENT



Because of the long experience of partnership working, PLANED takes a sophisticated approach in partnership terms, with a wide range of partnerships operating and networking at different levels, holistically and sectorally, through an iterative process. This process is integral to all of PLANED's activities from the composition of its Board through to the development and delivery of its strategies.

20 years experience has taught PLANED that to achieve effective local development, engaging as many local people as possible to contribute their skills and enthusiasm calls for processes which ensure **integrated local development and locally added value**, this calls for multi-sectoral design, engagement and implementation. Therefore, PLANED aims to engage local people in improving their quality of life - culturally, socially, environmentally and economically because at the local level these are already linked and overlapping. Planed achieves its objectives through implementing a number of interrelated strategies which taken together promote sustainable living: -



- Supporting local community activities to improve their quality of life, celebrate Sense of Place and Value their environment
- Developing a community culture of entrepreneurship
- Encouraging local enterprise
- Developing sustainable tourism
- Supporting sustainable agriculture

PLANED aims to play a vital role in empowering and enabling local communities to be full and equal partners in the development of their area, through EU programmes such as the Rural Development Plan, Convergence and INTERREG, Objective 1, and WAG initiatives, including Rural Community Action (RCA), the Community Facilities and Activities programme.

Throughout 2006/2007 PLANED reviewed its 2004- 2007 Strategy and consulted widely on its development for 2007 -2013. Projects which are on-going until 2008 and which it is hoped will support the seamless transition are:-



- **Community Engagement in Local Development**
 - Shaping our Futures– Community Action for Sustainable Living
 - Rural Community Action
 - Sense of Place
 - Valuing the Environment
 - Community Enterprise Support
- **Strategic Recycling Scheme**
 - Social Enterprise Development
 - In conjunction with The Participative Enterprise Network (PEN), Participative Business Initiative (PBI) and Participative Allocation of Voluntary Services (PAVS)
 - Co-operation/Transnational Projects
 - Festivals and Events Action (Pen Wales project)
 - Developing a Community Enterprise Culture
 - Linking Heritage & Culture to the Development of Tourism
 - EU Action 2 - Sustainable Agriculture
- **Engagement in Enterprise**
 - Creating a Culture of Entrepreneurship (CACER)
 - Business Grant Support
 - Energy & Recycling
 - Festivals and Events
 - Heritage Home Tourism & Sense of Place
- **Agriculture Support**
 - Farming Connect
 - Sustainable Agriculture Network
 - Participative Growth
 - Agriculture Show Network

- **Engagement in Enterprise**
 - Creating a Culture of Entrepreneurship/LEADER +
 - Pembrokeshire Enterprise Network support
 - Business Group Support
 - Energy & Recycling
 - Festivals and Events
 - Heritage Niche Tourism / Sense of Place

- **Agriculture Support**
 - Farming Connect
 - Sustainable Agriculture Network
 - Pembrokeshire Growers,
 - Agricultural Shows Network

- **Strategic Recycling Scheme**
 - In conjunction with Pembrokeshire County Council (Lead Partner) FRAME, Fishguard Rotters, Milford Haven +, West Wales Machinery Ring, The Pembrokeshire Real Nappy Network

- **Social Enterprise Development**
 - In conjunction with The Pembrokeshire Enterprise Network (PEN), Pembrokeshire Business Initiative (PBI) and Pembrokeshire Association of Voluntary Services (PAVS).

- **Co-operation/Transnational Projects**
 - Festivals and Events Action 2 Pan Wales project
 - Developing a Community Enterprise Culture
 - Linking Heritage & Culture to the Development of Tourism
 - EU Article 6 - Sustainable Agriculture

2007 - 2013

The strategy that has been prepared aims to underpin bids for future funding. The strategy builds on and moves forward ideas and lessons from its 2002 – 2008 projects.

Community Networks and Local Partnerships



PLANED has long experience of introducing and developing pioneering **methodologies, tools, techniques and processes for the engagement of rural communities in local development**, including Community Appraisals, Visioning, Future Search, Plugging the Leaks.



Key to the local development process are Community Forums these enable effective networking at the community level and underpin all other local regeneration activity. All communities are encouraged to establish Community Forums, open to all local organisations and individuals. Through a community visioning process the communities identify local needs, opportunities, and priorities, which are set

out in Community Action Plans which PLANED assists the forums to implement. There are over 100 communities in Pembrokeshire and PLANED has to date been invited by over 60 of these to assist them to establish Community Associations/Forums to review or develop new Local Community Action Plans through a community visioning process. This initial engagement work is undertaken through WAG Rural Community Action (RCA)

WAG Rural Community Action - the key objective of **Pembrokeshire Rural Community Action** is to provide a framework and Action Plan under the overarching theme of Sustainable Communities. PLANED is the managing partner. RCA provides the opportunities for the organisations involved in rural community regeneration to work together to provide complementary support. The delivery partners are PLANED, Pembrokeshire Association of Voluntary Services (PAVS) and the Princes Trust.



To assist local people to develop their special interests which also can contribute to celebrating their communities, through RCA special "Sense of Place" specialist officers support the establishment of **local heritage and environment groups** to implement projects.



This community engagement process ensures that:-



- All who wish to participate at the local level can come together
- There is an agreed long term shared vision for their future through an holistic action plan Assistance is given with the implementation of action plan proposals

Through the EU Objective 1 funded “**Shaping our Futures**” project and with funding from WAG, CCW, and Carnegie UK Trust, PLANED has added a new “**sustainability tool**” to its engagement process in order to increase local people’s understanding of sustainable living and identify opportunities and contribute to the long term future of the community. The New Economics Foundation (NEF) was commissioned to assist with the design of the tool to meet the following objectives:-



- Help communities to understand sustainable development
- Inform the planning and development of sustainable community projects.
- Assist key funding partners in their assessment of community projects when allocating funding.
- Be used through incorporation into “Future Search” or “Plugging the Leaks” processes or as a stand alone activity.

A steering group of PLANED, NEF, CCW, Environment Wales and the Pembrokeshire Coast National Park Authority (PCNPA) has overseen the development.

Pembrokeshire Community Consultative Forum



It is essential that local people themselves can share their good practice with each other and the lessons they have learned in the provision of community facilities, and the organising of local activities that have contributed to improving the quality of life in their communities. The Pembrokeshire Community Consultative Forum facilitates this important process. It is a Pembrokeshire wide network of community forums, local associations and community councils, who come

together to exchange best practice, learn from each other, be updated on EU, National and local strategies and be consulted by and advise the PLANED board on its policies and activities.

PLANED has also established a **Community Valuing the Environment Network** to enable local communities to learn from each other and exchange good ideas on development and implementation of environmental projects including composting and recycling.

A **Pembrokeshire Military History Group** is involving local people, with a specialist knowledge, together with community heritage groups that wish to gain more detailed information.

LEADER + and Enterprise Networks

Area and Special Interest Development Networks - Through its LEADER+/
Creating a Community Culture of Enterprise projects which help local people to work together to look at ways that they can contribute to improving their local economies, PLANED has established and co-ordinates a number of area and special interest networks.

The **Pembrokeshire Enterprise Network (PEN)** - established by PLANED, consists of local and regional organisations that are involved or interested in supporting enterprise activity in Pembrokeshire, with the aim of making more effective the support for entrepreneurship development in the County.

Pembrokeshire Social Enterprise Network - under the auspices of PEN a social enterprise network brings together social economy practitioners with key support bodies has been established. Four conferences have been run.



- **Pembrokeshire Business Network**
- **Local Business Groups**



- **Pembrokeshire Festivals and Events Network**
- **Local Festival and Events Groups**



- **Greenways Network**
- **Sense of Place Network**
- **North Pembrokeshire Tourism Initiative**
- **Narberth Area Tourism Forum**
- **Experience Pembrokeshire's Waterway Network**



- **Pembrokeshire Energy Network**
- **Local Energy Savers Groups**



- **Pembrokeshire Growers**
- **Agricultural Shows Network**
- **Sustainable Agriculture Network**

The New Economics Foundation (NEF) “**Plugging the Leaks**” process is utilised to assist in this work, which is also contributing to the development of **local Development Plans**. It is at this level that the specialist staff of partner organisations such as WAG, Pembrokeshire County Council, Pembrokeshire Coast National Park Authority, the Countryside Council for Wales, Pembrokeshire College, Trinity College, West Wales Energy Centre etc. can play a key role in developing and supporting group activities.

Implementing Innovative Approaches and Transfer of Good Practice

▪ **PLANED co-ordinated Co-operation/Transnational Networks and Transfer of Good Practice**

PLANED has a long track record of transnational co-operation and has been involved in a number of projects to transfer good practice. Currently it is the lead partner for three projects which include partners in other parts of Wales, Eire, Scotland, England, Spain, Czech Republic, and Slovenia. These are:

- Festivals and Events Action 2 Pan Wales project
- Developing a Community Enterprise Culture
- Linking Heritage & Culture to the Development of Tourism



PLANED is also a partner in an EU Article 6 project “**Harnessing Rural Capital**”. The lead partner is PLANED’s long term Irish partner “**Ballyhoura Development**”. It is through this project that 400 Pembrokeshire farmers, farming, land use and environmental organisations come together through the Pembrokeshire Sustainable Agriculture Network to better understand such issues as the effect of global warming on Pembrokeshire’s agriculture.

Pembrokeshire Partnerships and Networks

PLANED is an Active Member of

The Greenways Partnership

PLANED piloted the highly acclaimed and innovative “**Greenways**” project. The partnership is now managed by Pembrokeshire County Council and its membership includes the Pembrokeshire Coast National Park Authority, CCW, and the Pembrokeshire Access Forum. It has pioneered accessing the countryside by public transport, including the provision of coastal buses, access for all, provision of information at bus stops and train stations. Linked to this project PLANED was the first group in Wales to implement “**greening your business**” training for B&B’s, and develop walking holidays linked to luggage transfer utilising public transport.



- **Business Development for Local Social Enterprises**
PLANED, PAVS and PBI have established a partnership with Objective 1 funding offering a specialist business development service to Social and Community Enterprises in Pembrokeshire. PBI is the lead partner.
- **Strategic Recycling Scheme Partnership**
Pembrokeshire County Council is the lead partner. The partnership brings together PCC, PLANED, FRAME, Pembrokeshire Machinery Ring, Pembrokeshire Real Nappy Network, Milford Haven Plus and Fishguard Rotters.
- **Pembrokeshire Advance**
PLANED was an active partner in The Pembrokeshire Partnership Management Board which was established to develop and oversee the implementation of the Pembrokeshire EU Objective 1 strategy. The new partnership “Pembrokeshire Advance” has been established to oversee the development of a Rural Development Plan Axis 3 and 4 Strategy for Pembrokeshire. The PLANED partnership has been selected as the Local Action Group for Axis 4 by Pembrokeshire Advance.
- **Pembrokeshire Bio-diversity Partnership**
- **Pembrokeshire Environmental Forum**

Partnerships to Research and Innovate

A wider aim of PLANED is to provide a ‘best practice’ example of involving local people in the sustainable development of their communities, thus assisting Welsh Assembly and key agency policy development.

PLANED continues to be in the forefront of supporting local communities to be active and enterprising by working with nationally recognised organisations who seek to identify new and effective ways of facilitating community participation and enterprise.

Funding has been achieved from the Carnegie Trust for two projects:-

- **Community engagement in sustainable living.** With funding from the Carnegie Foundation, PLANED is piloting a new community engagement tool that helps increase local people’s awareness of and ability to make sustainable living choices and develop local solutions to shape their community’s long-term future. Communities are being supported to implement projects that could make a long-term difference to their quality of life. Working with partners with expertise e.g. New Economics Foundation, Countryside Council for Wales, Pembrokeshire Coast National Park Authority and Environment Wales.
- **Engaging rural communities in community planning.** PLANED is co-ordinating a partnership to undertake this action research programme aims to help build on existing community development and capacity building with local communities by identifying ways of strengthening the processes, information and evidence base in order to make them more effective and credible tools for wider community and statutory planning processes.

It is examining how the current processes for community engagement linked to community planning work in Pembrokeshire, Limerick and elsewhere.

The final aspect is to inform the running debate about how (and whether) to build on and strengthen existing planning processes and/ or develop new ways of ensuring citizen participation in community planning from the `bottom up". Identifying how local people can play a greater role in planning for their futures

The project local partners are PAVS, PCC, the wider partnership includes the New Economics Foundation, Ballyhoura Development, Eire, the Village Movement in Sweden and Finland.

Develop the Networking of Local Partners/Partnerships

Key partners will continue to be organisations that are active in community development and capacity building in Pembrokeshire and which already have a close working relationship with each other either on individual initiatives, or through membership of the **Pembrokeshire Advance Partnership**, CPLC, and PPMB and PLANED's board and sub-boards.

PLANED will work hard to ensure that specialist staff of partner organisations such as Pembrokeshire County Council, Pembrokeshire Coast National Park Authority, the Countryside Council for Wales, the Welsh Assembly Government, Pembrokeshire College, will play key roles in developing and supporting special interest activities.

The Future for Community Participation

Co-ordinating community engagement in an integrated approach to local development will continue to be the key aim and role of PLANED. How to build on and develop its community led integrated approach to local development through the range of new EU and WAG programmes and initiatives, to maintain a holistic strategic approach, whilst increasing efforts to ensure sustainability is the challenge and will very much depend upon joint planning and complementarity at the strategic level between existing WAG and EU strategies, including the Spatial Plan, the Rural Development Plan, Convergence Funds and a commitment to supporting community participation at the local level from the outset.