



HARROGATE DISTRICT STRATEGIC  
**PARTNERSHIP**

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**To:** Harrogate District Strategic Partnership

**From:** Ann Duncan

**Subject:** **Harrogate District Strategic Partnership  
(HDSP) Annual Conference, 18<sup>th</sup> July 2007  
“Successful Delivery”**

**Date:** 27<sup>th</sup> September 2007

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## **1.0 Introduction**

**1.1** The Harrogate District Strategic Partnership (HDSP) held its annual wider partnerships conference on the 18<sup>th</sup> July 2007 for both members and the wider partnership. Those who attended the event are listed in Appendix 1 at the back of this report.

**1.2** In total there were 68 participants at the event out of the 76 who had registered to attend, this included the facilitator and event organisers who all participated during the morning in the discussions. This year's attendance was an improvement on the previous year with only 40 attending in July 2006. There was a good mix of representation from a wide variety of agencies, organisations and forums.

**1.2.1** Unfortunately the conference this year coincided with a North Yorkshire County Council full Committee meeting therefore key NYCC partners and Councillors were not present. It was noted and raised by those in attendance that there was limited if not any Councillor representation at the conference, which was cited as disappointing even though invitation had been extensively inclusive of this group.

**1.3** The aims and objectives of the event were to:

- To exchange information on everyone's progress and achievements since the last conference and identify the factors that best contribute to successful delivery of all our programmes and projects.

- To update on the progress of the Local Strategic Partnership over the last year.
- To review the future challenges and opportunities ahead.
- To learn more about the newly funded projects and consider where and how to make better links with them.

**1.4** Linda Mitchell an independent consultant facilitated the event on behalf of the Partnership.

**1.5** The key outcomes and feedback from the induction event are held within Appendix 2 and 3 at the back of this report.

## **2.0 Approach**

**2.1** The event covered five areas of focus;

- a) Our successes and achievements this year: a whole conference participative exercise designed to identify what works, how and why in partnerships?
- b) Reporting back; The LSP 2006-07.
- c) Looking forward; 2007 and beyond.
- d) Questions & Answers.
- e) Market Place; a chance to hear about some of the currently funded projects.
- f) Final Points; one thing I will do as a direct result of attending today's conference

A brief of what each of these entailed can be found below.

## **2.2 Our successes and achievements this year;**

The first session was to encourage participation amongst those who attended, an icebreaker exercise that identified key attributes to good partnership working.

The first two questions were answered from using an example of any partnership that the members on the table has been involved with which they felt worked in the last year.

The final question was based on thinking about the Harrogate District Strategic Partnership.

The outcomes from this exercise can be found in the next section.

### **2.3 Reporting back; The LSP 2006-07;**

Hazel McGrath, vice chair of the HDSP gave a presentation on the core achievements of the Partnership which in essence focused on;

The membership and structure review- realignment of the partnership and members

Induction event- the key issues that came out of the event

North Yorkshire Compact- its purpose and commitment from the partners

Community Development Fund- 2006/07 projects and the process for 2007/08

Minority Ethnic Forum- the approach taken to this and suggested work areas

### **2.4 Looking forward; 2007 and beyond;**

Nigel Avison, Harrogate Borough Council gave a presentation on the current work programme focusing on;

The Community Plan

Business Engagement Event

Local Area Agreement

Minority Ethnic Forum

Process development within the Partnership

Communications- Information and Awareness of the HDSP and its actions

Community Leadership

Consultation on key plans

### **2.5 Questions and Answer Session;**

We allowed the first session to over run due to the interest and enthusiasm it generated therefore the question and answer session did not get the time scheduled. Several of the delegates were disappointed that there was not this opportunity to have an open discussion and to ask questions so to generate debate amongst everyone.

**2.5.1** The questions that were asked were around the themes of performance management and how do we measure the success of the partnership and representation at the event and why there was limited Councillor representation, which is discussed in 1.2.1.

**2.6 Market Place; a chance to hear about some of the currently funded projects;**

This session allowed some of the projects that the Partnership decided to allocate funding to from the 2007/08 Community Development Fund 'show case' their projects to interested delegates so to share information about the project and identify how people may get involved.

The projects were grouped into similar themes and each delegate went to two groups so heard about four projects in total. The grouping available were;

Group 1

Family Breakdown: Relate's Early Response

Family Support: Ripon CVS

Group 2

Coaches for Kids: Ripon Area Extended Schools

Volunteering Development Project: Harrogate & Area CVS

Group 3

Support for Young People in Crash Pad accommodation: Arch

Mediation & Barnardo's

Harrogate Youth Build: Harrogate Youth Build Trust

Group 4

Harrogate District Business Accreditation and Support Programme:

Harrogate Borough Council

Home Grown Talent: Guidance Services

Group 5

Building Sustainability- Best Practice Workshops: RHS Harlow Carr

**2.7 Final Points; one thing I will do as a direct result of attending today's conference**

This section was to close the conference. Delegates were asked to put down one action on a postcard that they will carry out that is a direct result of attending the conference. This could have been for example a follow up conversation, an idea, to tell someone something or a commitment that was made.

The postcards were then addressed and sent to the delegate a month after the conference to remind them of that action.

### **3.0 Key Messages**

**3.1** From the participative exercise 'Our successes and achievements this year' several key themes can be derived from the feedback covering the three questions that were asked of them.

Three key themes can be identified from each question's feedback, these are listed below.

**3.1.1** The key themes coming from 'what has made the partnership work?' were around;

Ownership and responsibility

Communication

Clear aims and objectives.

**3.1.2** The key themes coming from 'what core things need to be present to make partnership delivery outstanding?' were around;

Good working relations

Communication

Shared goals and outcomes.

**3.1.3** The key themes coming from 'wishes and desires for the future of this partnership' were around;

Improved links and awareness

Delivery of defined outcomes

Integration of LSP objectives within partner plans to assist in shared visions.

**3.2** As you can see communication and clear aims, objectives and goals are the two most domineering factors suggested that need to be right for prosperous partnership working.

**3.3** Full feedback can be found in Appendix 2 at the back of this report.

### **4.0 Conference Evaluation**

**4.1** Over 90% of the attendees found the event useful and thought that it fulfilled its aims and objectives. Over 90% of the attendees' felt that the content of the presentations were in enough detail and the exercises were relevant and useful. Again the majority felt that they could contribute to the discussions and got a lot out of them.

**4.2** The main adverse comment, from just under a third of attendees, concerned the time allocation to particular sections of the event.

**4.3** The full conference evaluation can be found in Appendix 3 at the back of this report.

## **5.0 Conclusions**

- 5.1** The conference was well attended with good representation. The vast majority felt that it was an informative and engaging event.
- 5.2** The agenda was a considerably packed one and the post-conference evaluation form did identify that there was not enough time really to cover all over the items fully in the time allowed. One reason for this was due to the debate that was generated by the delegates on several of the agenda items, which meant that we ran over time.

## **6.0 Recommendations**

- 6.1** The Executive is to receive the report, note the content and agree its circulation to the conference attendees.
- 6.2** The Executive is to consider if any further post event evaluation should be carried out to measure the impact of the conference six months on.

<b>Title</b>	<b>Name</b>	<b>Surname</b>	<b>Position</b>	<b>Company/Organisation</b>
Mr	David	<b>Alexander</b>	Group Ops Director	Harrogate & District Travel Ltd
Mr	Dave	<b>Allenby</b>	Chief Planner (Forward Planning)	Harrogate Borough Council
Mr	David	<b>Allon</b>	Project Worker	Boroughbridge & District Community Care
Mr	Steve	<b>Ansell</b>	Associate Director	Harrogate Theatre
Mr	Tony	<b>Baker</b>	Director	AJB Designs
Mrs	Carol	<b>Barber</b>	Bureau Manager	Harrogate Citizens Advice Bureau
Mrs	Elizabeth	<b>Barclay</b>	Representative	Action for the Environment
Mr	R C	<b>Barker</b>	Member	Harlow & Pannal Ash Residents' Association
Mrs	Lynette	<b>Barnes</b>	Director	Harlow Community Centre Association
Ms	Suzanne	<b>Benson</b>	Operations Manager (North Yorkshire)	Ripon Council for Voluntary Service
Mr	Peter	<b>Blackburn</b>	Community Development Worker	Leeds Federated Housing Association
Mr	Malcolm	<b>Bowker</b>	Manager	Yorkshire MESMAC
Mr	John	<b>Brookes</b>	Yore Vision Team Manager	Harrogate Families Housing Association
Ms	Jo	<b>Buffey</b>	Parish Plan Development Officer	Yore Vision
Mrs	Margaret	<b>Burton</b>	Co-ordinator	Yorkshire Rural Community Council
Ms	Julie	<b>Chandler</b>	Manager	Extended Schools - Ripon and Rural Area
Inspector	Andy	<b>Chapman</b>		North Yorkshire Learning Partnership
Mr	David	<b>Dickinson</b>		North Yorkshire Police
Mrs	Christine	<b>Dobson</b>	HBC Tenants Association	Nidderdale AONB
Ms	Susan	<b>Douglas</b>	HBC Tenants Association	HBC Tenants' Advisory Forum
Ms	Lucy	<b>Downes</b>	Student Development Co-ordinator	HBC Tenants' Advisory Forum
Mrs	Lynne	<b>Garne</b>	Chair	Leeds Met - Harrogate
				Harrogate District Sports Council

Mrs	Nicky	<b>Garside</b>	Head of Public Protection	Harrogate Borough Council
Mr	Peter	<b>Guest</b>	Mayor	Knaresborough Town Council
Ms	Christine	<b>Hale</b>	Extended Schools Co-ordinator	Ripon College Extended Schools
Ms	Eve	<b>Hartley</b>	Service Manager	Stonham Little Red Bus User Group Broadacres HA Liaison Group
Mrs	S M	<b>Hobbs</b>		
Mr	Paul	<b>Holmes</b>	Regional Manager	Evans Easyspace Ltd
Ms	Avril	<b>Hunter</b>	Supporting People Manager	North Yorkshire County Council
Ms	Andrea	<b>Hutton</b>	Safer Communities Officer	Harrogate Borough Council
Ms	Amy	<b>Jones</b>	Tenant Involvement Officer	Harrogate Borough Council
Ms	Kathryn	<b>Kay</b>	Senior Investment Officer	Housing Corporation - Leeds
Ms	Gill	<b>Keighley</b>	Service Manager	Barnardos Crashpad Service
Mrs	Dawn	<b>Kenny</b>	Head of Corporate Affairs	Harrogate & District NHS Foundation Trust
Mr	Steven	<b>Leach</b>		Nidderdale Plus
Ms	Cath	<b>Leaworthy</b>	Partnership Manager	Jobcentre Plus
Ms	Mo	<b>Macleod</b>	Statutory Fundraising Officer	Royal Horticultural Society
Mrs	Hazel	<b>McGrath</b>	Director	Harrogate & Area Council for Voluntary Service
Mr	Joe	<b>McGuinness</b>	Director	Relate - York & Harrogate
Ms	Pamela	<b>Millen</b>	Secretary	Killinghall Moor Conservation Group
Mr	Bernie	<b>Mitchell</b>	Chief Superintendent	North Yorkshire Police
Ms	Gemma	<b>Nicholson</b>	Communications Co-ordinator	The Carers' Resource
Mr	Nick	<b>O'Brien</b>	Service Manager	C&YPS Social Care
Ms	Ann	<b>O'Connell</b>	Area Manager	Connexions and Guidance Services
Mr	Davinder	<b>Pabial</b>	Centre Manager for Harrogate	Evans Easyspace Ltd
Mr	Nigel	<b>Phillips</b>	Group Manager	Fire Service

Mr	David	<b>Porter</b>	Strategy Manager	Yorkshire Forward
Mr	Nigel	<b>Pulling</b>	Chief Executive	Yorkshire Agricultural Society
Mr	Graham	<b>Purdy</b>	Head of Corporate and Public Affairs	North Yorkshire and York PCT
Mr	David	<b>Rees</b>		Natural England
Mrs	Carol	<b>Renahan</b>	Operations Manager - EDU	North Yorkshire County Council
Mr	Gordon	<b>Renton</b>	Chair	Renaissance Knaresborough
Mr	Keith	<b>Roebuck</b>	Operations Manager	Harrogate & District Travel Ltd
Mrs		<b>Russell-Pavier</b>		Housing Forum
Mr	Colin	<b>Rutherford</b>		North Yorkshire Police
Ms	Kate	<b>Senior</b>	Partnerships Officer	Craven District Council
Mrs	Judith	<b>Simpson</b>	Manager	Supporting Older People
Mrs	Julia	<b>Stack</b>	CCTV/Community Safety Manager	Harrogate Borough Council
Mrs	Gloria	<b>Stokes</b>	Secretary	Darley Women's Forum
Ms	Jane	<b>Venn</b>	Partnership Manager	Learning and Skills Council
Mr	John	<b>Ward-Campbell</b>	Environmental Project Officer	Harrogate Borough Council
Mr	Keith	<b>Watts</b>	ARCH Mediation Manager	Harrogate Borough Council
Mrs	Lyn	<b>Costello</b>	Harrogate Transport Forum	Little Red Bus
Mr	Humph	<b>Baker</b>		Churches Together
Mr		<b>Watts</b>	Work Experience	Harrogate Borough Council
Ms	Linda	<b>Mitchell</b>	Director	LJM Consultants
Mr	Nigel	<b>Avison</b>	Head of Property and Economic Development	Harrogate Borough Council
Miss	Ann	<b>Duncan</b>	Corporate Partnership Development Officer	Harrogate Borough Council
Mrs	Karen	<b>Weaver</b>	Corporate Improvement Officer (VCS)	Harrogate Borough Council
Mrs	Fiona	<b>Friday</b>	Community Engagement Officer	Harrogate Borough Council



## **Partnerships: Our Successes And Achievements This Year**

### **Themes – outstanding delivery this year, what has made it work?**

- Being adequately resourced
- Amount of effort
- Volunteer not duty – ‘my job’ ownership
- More concrete outcomes from partnership working
- Breaking down existing structures/groups
- LSP conferences are a key opportunity for partners to see how their aims and objectives fit in
- Commitment to common objectives
- Listen to what others say as the work progresses
- Having a greater involvement in the partnership
- Different organisations with the same aim
- Multi agency event – for young people a good model
- Heavy reliance on volunteers
- Promoting services
- Signposting info flow
- Ownership – training to enable people to participate
- Joint responsibility
- Understanding each other
- Respect for each other’s needs
- Trust each other (professional)
- Common aim/background and buy in
- Building a successful relationship
- Communication
- Commitment to deliver the outcomes (all stakeholders)
- Venue support for meetings
- Good publicity
- Planning and realistic timescales
- Close working – community parish
- Youth working (mobile cinema)
- Enthusiasm
- Communication
- Setting out expectations
- Adapting to change
- Having regular meetings and one to one
- Flexibility
- Ownership
- Trust and shared goals
- Awareness of disability
- Wide networks
- Clear reporting ( not stuffy )
- Use of media

## What core things need to be present to make partnership delivery outstanding?

- Common Understanding
- Enthusiasm
- Decisions made and deadlines met
- Trust respect and co operation
  
- Mutual benefit win- win
- Playing to the strengths of all partners
- Relationship building – team, kins, skills
- Taking risks, thinking laterally being open minded
  
- Good relationships are critical/ essential
- Clear understanding of commitment to outcomes
- Collaborative working
- Funding for changing working practices
  
- Education development of the community
- 2 way flow of information
- Communication contacts networks
- Environmental awareness
  
- Trust
- Communication, understanding of roles and objectives
- Working for the greater good
- Shared outcomes
  
- Adapting to change
- Commitment
- Clarity of goals
- Communication
  
- Ownership
- Communication to enable effective working
- Respect Trust
- Common Aim/Goals
  
- Passion
- Shared vision
- Trust
- Results

## **Wishes and Desires for the future of this partnership**

Move from talking to solving

Look at local infrastructure whilst central government changes

Integrated involvement of business

Focus on common problems and solutions, actions

Recognise that things take time but not to lose the commitment the initiative and flow

Shared vision – transform the partnership achieve the partnership

Listen and Act – make a difference

Raise the game.

Get a directory of agencies or events to know more about what partners do

Website – knowledge of project

Stronger links to partners

Visible accountability

Visibility and action

Continue to build good foundations

Clarity of purpose, communication

Facilitating and more collective approach

Objectives of membership better reflected in partner's own plans

Better links between organisations

Focus on implementation

More proportion of the actual partnership and marketing

More people aware of what it does and to know how they can get involved

More concrete outcomes from partnership working

Success in achieving the outcomes

Orgs to have a greater involvement with the LSP

Relevance of individual project's aims to broader LSP work

Make a real difference

Quality of life

More bang for your buck – better use of resources

New ways of working – more dynamic

Results, realism

Clear purpose and delivery

Development inclusive

Positive things to report back on even if small

More joined up thinking

## **Summary of feedback from the participants**

Feedback forms were issued to all present and 34 were returned (52%). The results were as follows:

### **What were your expectations of the Conference?**

To be advised of progress of LSP

To receive an update of the HDSPs recent work

To identify synergies between LSP local priorities and natural England aims & objectives

To understand where partnership are in delivering change

To understand more about the HDSP and how I interact with it

To network, share good practice and learn about progress

To gain information

Find out more about the Harrogate District Strategic Partnership

Networking and learning

Opportunity to hear more from the wider group

To find out more about the work of the HDSP and to network

Learn more about HDSP

Much clearer update of LSP activity and function

Ideas how to progress LSP, how this relates to aims and where we are going

To develop closer links in Harrogate

To learn more about the achievements of the LSP

Please indicate your agreement/disagreement with the following statements. Please tick.

Question	Agree Strongly	Agree	Disagree	Disagree strongly	No answer given
<b>Overall Impressions;</b>					
I found the overall atmosphere relaxed and very participative	53%	47%	-	-	-
The event fulfilled its aims and objectives	41%	50%	6%	3%	-
<b>About the event;</b>					
The content of the presentations were in enough detail	35%	59%	6%	-	-
The length of the activities was correct	32%	41%	21%	-	6%
The exercises were relevant and useful	35%	59%	-	3%	3%
<b>About the facilitator;</b>					
The event was well facilitated	44%	47%	6%	-	3%
The explanations were clear and concise	44%	47%	6%	-	3%
<b>What you got out of the event;</b>					
I was able to contribute to the discussion	47%	47%	-	-	6%
I enjoyed and got a lot out of the discussions	47%	44%	3%	3%	3%
<b>How did you find the following;</b>					
The venue	70%	24%	-	-	6%
The administration	65%	29%	-	-	6%
The best success of the year exercise	26%	41%	6%	3%	6%
The presentations	38%	47%	6%	3%	6%
The facilitation	35%	50%	9%	-	6%
Questions & Answers	18%	38%	26%	6%	12%
Project presentations	32%	44%	15%	-	9%
Lunch	44%	38%	3%	-	15%

**If you have any other comments about the event or ideas on what next years annual conference could focus on please state:**

- What we have achieved in more detail and measurable outcomes
- Barriers to success. To action these and plan how to do this. Commitment to monitor this and report back.
- Some contact details for the delegates would be useful.
- It would be useful to have contact details of delegates.
- Even if there is not time for presentations, information on all the projects in receipt of LSP funding would be helpful.
- Enjoyed the opportunity to network and explain the work of my organisation throughout the whole of North Yorkshire.
- To obtain specific information about exciting projects currently taking place in Harrogate and Districts.
- Sorry, but I just didn't see any clear conclusions to the morning- nothing about how the LSP interacts with the rural areas of the Harrogate District.
- The most valuable aspect was discovering a couple of contacts that I hadn't previously known about. Thanks for that.
- Good range of organisations, small and local across core public services.
- Bravo everyone.
- Thanks Ann, Hazel, Linda and Nigel. A job well done.
- Widening to include Parish Councils, and any V groups in the districts that were not there.
- The partnership seems to work well as a bridge, but without the banks or steps does not reach the people who should be involved.
- It would help to know whom the strategic partner group membership is made up of ie who represents Ripon?
- Name/address contact details of all participants would be useful..
- Helped me gain an understanding of the work of the HDSP. Thank you.
- More time on projects and linkages at the beginning of the day, so this can be digested throughout the event.
- More analysis of successful projects- why they worked etc- in open forum.
- Presume there will be feedback in all the groups 1-5 plus Q&A on their progress.
- Achieved at right balance throughout. Well done.
- The lunch- Vegetarian food should have been clearly labelled.
- Greater written detail on projects ahead.
- The sessions could be longer.
- Discussions were restricted.
- Would have liked more time in the market place sessions.
- The length of activities was too short- not enough time for questions.
- Not enough time for discussions.
- The discussions were enjoyable- they gave different perspectives.
- As assumption was made about the understanding of the Local Government/Council lexicon. This can be a barrier to congest clear dialogue.

- In reference to contributing to discussion, it was hard due to background noise. Please try speaker name cards when working in sub-groups.
- Facilitators needed to be better briefed.
- Too long on fairly pointless workshops. These are unlikely to make any difference in work reality.