



HARROGATE DISTRICT STRATEGIC
PARTNERSHIP

“Confident Improvement”

Record of the Harrogate District
Strategic Partnership
Annual Conference

held on

2 July 2009

at

The Pavilions, Harrogate



Introduction and Welcome

Councillor Mike Gardner, Leader of the District Council and Chair of the Harrogate District Strategic Partnership (HDSP), welcomed everyone to this sixth Strategic Partnership conference. He



apologised that he was unable to stay for the whole session as Harrogate was also hosting the Local Government Association conference today, and he needed to be at that event along with Harrogate Borough Council Chief Executive, Wallace Sampson. However, he was confident that the preparation for and the facilitation of today's Partnership

conference would make it a useful and enjoyable event and he wished everyone a successful morning.

Linda Mitchell welcomed everyone, introducing herself and the other members of the hosting team, Angela Hayes and Carolyn Caldwell. She asked the four 'stakeholder' groups of participants, distinguished by different coloured dots on their name badges, to raise their hands so everyone could see the mix in the room. These were:

- Strategic Partnership members (yellow dots)
- Voluntary and community sector representatives (blue dots)
- Elected members (orange dots)
- Other statutory services (green dots)
- Anyone else (red dots)

Linda spoke about the idea of 'trying something new' in our work together - the work of the Partnership is often spoken about in terms of money, but what's really important is relationships. These are what enable us to get the right things done and make our work meaningful. She described the flow of the day, which will consist of a series of purposeful conversations, with no Power point presentations!

The First Conversation.


Linda invited people into the first conversation with the others at their table. The questions for this were:

What do we love about Harrogate District?
What is working well here?
What do we value?

Linda herself said that what she loves about Harrogate is the beauty of spring on The Stray - the vast spread of crocuses, and then the row of cherry trees in blossom. There was a reminder too that this question refers to Harrogate the District, not just the town - i.e. it includes Ripon and a range of rural villages.

After a short time for conversation, participants at different tables were asked to say some of the things they love. Each table was also asked to summarise their ideas as an image on a star-shaped card, and a single sentence.

Examples were:



the environment
the ambience
attractive to all ages
a proud District
good quality of life
vibrant and happening
well-placed for country and city
wonderful place to live
unchanging landscape
a relaxed atmosphere
good quality of life
attractive place to live
sense of community
completeness
safe and civilised community
green spaces and charm
style

Participants also mentioned:

- a sense of community, especially around the voluntary sector which works well collectively
- when you're returning home after a holiday, it feels as if you are still away
- forward-looking - International Centre long before Leeds - innovative
- good facilities in the District
- Harrogate district is proud of its heritage, has good access, safe and diverse communities, excellent shops and restaurants, parks and gardens, with a good mix of urban, market and rural areas and there were many images of plants and flowers.

What's happening at the Harrogate District Strategic Partnership?

Rachel Bowles, Assistant Chief Executive of Harrogate Borough Council, introduced herself and gave her perspective on how the Partnership could work in the future. As a relative newcomer who came to work in the Borough Council to lead on Corporate Policy and Improvement in February this year, she is delighted to see this sixth conference so well attended. Recognising that the Partnership has grown and evolved organically over the years, she believes that now is the time to step back and reflect on where we are as a Partnership, where we want to be - and how to get there. There have been big changes in the world in the last six years and it is now time for the Strategic Partnership to re-focus on a smaller number of priorities.



Each person's information pack included an overview report for the HDSP for 2008 - 09, and a diagram of a proposed new structure for the Partnership. Rachael described how these proposals had been developed through a series of workshops, seeking to work with a smaller number of priorities so that in 2010 we will really be able to say what we have done. She had been heartened to hear what people value about the District and to feel the energy and commitment in the room.

Linda then introduced Carolyn who read a nineteenth century poem: ***The Blind Men and the Elephant*** by John Godfrey Saxe. It describes how six people can have six different perspectives on the same thing - each partly right and all wholly wrong! - without any understanding of each other's position. This will of course not happen here today!

Theme	Issue	Example
Carers and the needs of carers ●●●●●	Supporting vulnerable people to stay in their own homes ● Valuing the contribution of carers	Sustainable funding for volunteering it doesn't come free
How will we fund all these good things? ●●●	Secure existing facilities Effective use of volunteer management in all sectors Celebrate volunteering ●●	
Focus on the wider (whole) district ●●	Re brand as a communities plan ● Make it aspirational Involve young people in putting it together ● Look to the future with the new plan	
Developing a new social responsibility ●●●●●●●●	Support for families and singles/ to manage change ●●●●● Children and alcohol ● Looking out for vulnerable older people ● Personally see you own extended family (and friends) every week	Link to children and young peoples activities ● Divorce and separation
Finding new places for people to gather Change ●	A new building or reuse of old buildings – good value for money Not change for change sake Be sensitive	

Theme	Issue	Example
	Remember the carbuncle created in the past, don't turn the Harrogate elephant into a giraffe	
Affordable housing 🌟🌟🌟	Support to maintain accommodation 🌟🌟	
Maintaining and protecting economic prosperity 🌟🌟🌟🌟	More support for business Commerce and engaging with the private sector 🌟🌟🌟	
Transport 🌟🌟🌟🌟🌟🌟	Transport access, cost and timing of buses 🌟 School bus contracts mixed use including adults 🌟🌟 Rural access 🌟🌟🌟🌟	
Access and Inclusion 🌟🌟🌟🌟🌟	Advice about access for older people Transport issues – rural transport especially 🌟🌟 Young people and Older people	N Rigton getting to work 🌟
Older people 🌟🌟🌟	Central point for information and networking – not just older people 🌟 Prisoners in own homes Increasing numbers This crosses many themes, is an important reference point for the plan	
What the plan should address 🌟🌟🌟🌟🌟🌟🌟🌟	Rationalisation, partnership A sustainable third sector Building real trust – real partnership working Focusing on peoples needs	

Theme	Issue	Example
	<p>Integrated working to avoid duplication 🌟🌟🌟🌟🌟</p> <p>Including the private sector</p> <p>Consulting with and engaging all communities so that the plan is owned by the communities , asking what do people think, how do people see the community 🌟🌟🌟🌟</p>	<p>Use of transport – future planning 🌟</p> <p>Tacking deprivation together 🌟🌟🌟</p> <p>What do young people think? Where are they today? 🌟</p>
<p>Protecting children is our responsibility 🌟🌟🌟🌟🌟</p>	<p>Affordable activities for children and young people 🌟🌟🌟🌟</p> <p>Resources for training staff</p> <p>Alcohol</p>	
<p>Family life and friends 🌟🌟🌟🌟🌟</p>	<p>Support to families with children over 5 (children’s centre provide for less than 5years old)</p>	
<p>Culture Sports and Arts 🌟🌟🌟🌟🌟</p>	<p>Opportunities for young people 🌟🌟</p>	
<p>Harrogate town</p>	<p>Planning gain to support community halls 🌟🌟</p> <p>This is not a good town to be average</p> <p>Avoid ad hoc planning, think community not developer</p>	
<p>Health and well being 🌟🌟🌟</p>	<p>Access to health services for minority communities</p> <p>Alcohol 🌟</p> <p>Public health targets</p>	

Once all the ideas had been collected, it was time for coffee. During the break each participant was asked to vote on their priorities using three coloured sticky dots whose colours related to the stakeholder groups described earlier.



The World Café

Angela introduced the 'World Café' conversation, intended to build on the ideas already generated through the Mind Map. She spoke of Juanita Brown and David Isaacs, the creators of this methodology which recognises that some of our best conversations take place around dinner tables or in pubs or cafés, and tries to re-capture the passion and energy of these. The principles of the café include listening with attention; being curious; respecting differences and paying particular attention to disagreement in order to understand the alternative perspective; seeking to spot the emergence of themes and patterns.

The first question for the café was:

How could the LSP and the wider community best tackle these issues?

After about 15 minutes discussing this question, one person was asked to stay at the table as host to welcome new people, and the other three were asked to move each to a different table. This created new constellations of people at each table, and they discussed the same question for another 15 minutes then were asked to spend about 5 minutes on the second question:

What are your top three proposals or ideas to feed back?

Each of the three was written on a separate piece of paper and these were then placed in clusters on the wall.

The ideas that came from the café can be grouped under the nine themes shown, and are listed in more detail below.



Making best use of resources across the partnership

- ✧ Effective use of partners funding and grant
- ✧ Using community buildings for multiple purposes eg job centre staff once a week at the library or a police station so people don't have to pay for transport to receive benefits
- ✧ Link issues to resources and effective use(pooling resources and expertise)
- ✧ Share community resources - especially transport and carers

Community Engagement

- ✧ Involve the right people in projects - eg funding and influence
- ✧ Bottom up grass roots approach
- ✧ LSP to engage with the community to establish priorities in localities
- ✧ Taking Parish Councils into the partnership more. Using the resources which parish councils have. Empowering parish councils.
- ✧ Aspiration - (Future) needs analysis. What are the key issues on the ground
- ✧ Strengthening the family - recognising the 'family' and increased responsibility within the local community and broader aspects; look beyond individual needs but that everyone has responsibilities towards other groups/people

Increasing opportunities for young people's participation

- ✧ Developing youth forums. Taking young people forward to deliver the future
- ✧ Involving more young people e.g. Rural activities , motivating young people, breaking down social barriers within schools - aspiration, opportunity, ambition and inclusion
- ✧ Develop a social networking presence as a way of engaging young people in developing ideas and committing to action
- ✧ Youth cafes in rural areas

Creating the best structures and processes for the LSP

- ✧ 'Task and finish' - project based approach
- ✧ LSP to focus on a small number of deliverable projects
- ✧ Clear LSP structure - task and finish groups. All sectors - cross cutting
- ✧ Thematic group - one voice from each group eg Leeds older people's forum (run by older people) feeds in directly to Leeds Council and shapes policy. The



- Forum links in with older people's groups and older people in the city
- ✳ Having right representation at the right level to take decisions on behalf of their organisation both on the exec and task and finish groups
 - ✳ Simplified structure and how links with N.Y.S.P and other Government Agendas
 - ✳ Influence of assembly on the implementation board and on thematic groups. (no direct link in the proposed structure between the assembly and groups)
 - ✳ Create Forum Groups where like organisations can share ideas, suggestions/information: older people, young people, disabled people. Could create a dedicated meeting place where forum groups could meet.
 - ✳ Look at the task and decide without self interest, who are the best people to do the task regardless of sector - recognise talent
 - ✳ The Executive should be given 3 Specific topic areas to address and report back to the Annual Conference next year

The LSP as a hub of communication and ideas

- ✳ Real partnership working (Action - not just name) - All sectors: Voluntary, Public, Business and Community. Cross cutting themes: Transport, family and environment.
- ✳ Collate and share
- ✳ Communicating information to the public
- ✳ Communication and co-ordination between all partnerships. Clear and precise. LSP the central store for sharing information
- ✳ LSP enabling positive joint working to achieve tangible benefits
- ✳ LSP to enable people to talk to each other/share ideas - e.g. website, virtual forum
- ✳ Integrated thinking and working - eg Tesco delivering meals on wheels with their fleet of vans
- ✳ Provide information, advice and guidance and incentives to encourage partnership working
- ✳ Facebook - or equivalent - to communicate/engage. Fast/easy /wide reach



Organisational culture and branding for the LSP

- ✧ LSP to set an ethos to encourage organisations to shape/work together for the benefit of the community in general. LSP to recognise where small investment can make a big difference
- ✧ Improve awareness and understanding of the Strategic Partnership and what it can do
- ✧ Challenge and work on perceptions and stereotyping between sectors in order to harness the talent and put it in the best place
- ✧ LSP to adopt simple inclusive identity/branding - 'What's the big idea?' - eg York Pride
- ✧ Definition of Harrogate District - possible name unassociated with a place name
- ✧ How should the LSP be badged? Need to lose concentration on Harrogate District LSP. It needs to be clear what it is. Local rather than district? Need to address specific issues with specific people.
- ✧ More promotion of the LSP to develop a greater understanding in the community of what it does and how it can help
- ✧ Work on empowering people without people having to commit huge amounts of time. Harness people's strong views and passions.

Specific service development

- ✧ Small projects to be used as pilot projects to show evidence and progress and change
- ✧ One stop shops for integrated services and information
- ✧ Real employment in rural areas



Celebrating and supporting volunteering

- ✧ Tap internal resources more effectively by making it a condition of requests for help by requiring a parallel offer of help
- ✧ Recognise value of volunteers
- ✧ Volunteer management training
- ✧ Needs sustained funding to make best use of volunteers

Funding and support to the 3rd Sector

- ✧ Funding - 'speed dating' - i.e. trying to match needs to voluntary group projects with supply
- ✧ Restrictions within the commissioning measures of success are out of date in the current climate
- ✧ Remove and relax some of the constraints eg timescales

Moving Forward

Rachel closed the morning, thanking everyone for a good first (for her) conference and inviting everyone to stay for lunch. She believed this morning's work would help to bring clarity to the priorities of the LSP, and clarified that we have the combined resources of the Partnership with no additional money, so there will need to be some hard decisions on spending, which will require trust. Some of the big issues today have been environment and transport - national issues as well as local ones - and there was a lot of interest in new social responsibilities and how these can strengthen communities.

The flip side of this being a marvellous place to live is that there are so many things to buy - so if you haven't got huge pots of money maybe Harrogate doesn't feel such a good place to be? The interesting thing now is how we dig down together to make sure we make the best of the resources we have.

She thanked Linda, Angela and Carolyn for hosting this morning, and invited everyone to complete the evaluation form in their pack and hand in before leaving after lunch.

Delegate Attendance List

	First Name	Surname	Organisation
1	Harvey	Alexander	North Rigton Parish Council
2	Stephanie	Alexander	Printmakers
3	James	Allen	Foundation Housing
4	Dave	Allenby	Harrogate Borough Council
5	Jo	Austin	Darley & Menwithhill Parish Council
6	Nigel	Avison	Harrogate Borough Council
7	Carol	Barber	Harrogate Citizens' Advice Bureau
8	Mr R C	Barker	Harlow Community Centre Association
9	Keith	Barnes	North Yorkshire County Council
10	Lynette	Barnes	Ripon Council for Voluntary Service
11	Colin	Bayley	York & North Yorkshire Partnership Unit
12	Gareth	Bentley	Harrogate Borough Council
13	Anne-Marie	Bostock	Harrogate College
14	Rachel	Bowles	Harrogate Borough Council
15	Sandra	Boyle	Harrogate District Link/Harrogate PSI Group
16	Margaret	Burton	Holy Trinity CE Junior School
17	Ann	Byrne	Harrogate Borough Council
18	Carolyn	Caldwell	Facilitator
19	Sharon	Canavar	Harrogate International Festivals
20	Julie	Chandler	York & North Yorkshire Partnership Unit
21	Heather	Clarke	North Yorkshire County Council Adult Learning Service
22	Jim	Clark	Harrogate Borough Council
23	Mark	Codman	Harrogate Borough Council
24	Lyn	Costelloe	Little Red Bus
25	Nigel	Custance	Government Office Yorkshire and Humber
26	Julia	Davidson	Harrogate College
27	Margaret-Ann	de Courcey-Bayley	Harrogate Borough Council
28	Harriet	Dow	Harrogate and District NHS Foundation Trust
29	Hannah	Draper	Harrogate Theatre
30	David	Drury	Little Ribston Parish Council
31	Jean	East	North Yorkshire Forum for Older People
32	Cerydwen	Evans	Womens Aid
33	Jonathan	Foster	North Yorkshire Fire & Rescue
34	John	Fox	Henshaws Society for the Blind
35	Fiona	Friday	Harrogate Borough Council
36	Ian	Galloway	Harrogate Borough Council
37	Mike	Gardner	Harrogate Borough Council
38	Lynne	Garne	Harrogate District Sports Council
39	Nicky	Garside	Harrogate Borough Council
40	Jolan	Gergely	Stonham
41	John E	Gilligan	Dacre Parish Council
42	Robyn	Harrison	Ripon Council for Voluntary Service
43	Eve	Hartley	Harrogate District Tenancy Support Service
44	Angela	Hayes	Facilitator
45	Nigel	Heptinstall	Action for the Environment
46	Leigh	Hogan	Environment Agency
47	Heather	Hughes	North Yorkshire Probation Area

48	Deborah	Hugill	North Yorkshire County Council
49	David	Hunt	Harrogate Churches Together
50	Gwynneth	Jackson	Kirkby Malzeard Parish Council
51	John	Jagger	Yorkshire Dales & Harrogate Tourism Partnership
52	Kevin	Jeffrey	North Yorkshire County Council Adult Learning Service
53	Tom	Jenkinson	North Yorkshire County Council
54	Alan	Jenks	Harrogate Borough Council
55	Dorothy M	Johnson	Harrogate CAB
56	Andrew	Jones	Harrogate Borough Council
57	Chris	Laker	Littlethorpe Parish Council
58	Geoff	Langstaff	Carers' Resource
59	Emily	MacDowell	Harrogate Borough Council
60	James	Malcolm	North Yorkshire County Council
61	Linda	Marsden	Ripon and District CAB
62	Joe	McGuinness	Relate
63	Jack	Mears	Nidderdale Society
64	Joan	Mears	Nidderdale Society
65	Brian C	Milburn	Farnham Parish Council
66	Linda	Mitchell	Facilitator
67	Jane	Money	Harrogate Borough Council
68	Vicky	Monkman	Harrogate Borough Council
69	Bob	Nash	Harrogate Borough Council
70	Henry	Pantin	Friends of the Earth/Christian Ecology
71	Mrs M S	Pantin	Friends of the Earth/Christian Ecology
72	David	Parnaby	Harrogate Borough Council
73	Brian	Quinn	British Humanist Association
74	Keith	Roberts	Harrogate & District Neighbourhood Watch Association
75	Glyn	Robins	Harrogate District Sports Council
76	Judith	Simpson	Supporting Older People
77	Anne	Smyth	Carers' Resource
78	Jackie	Snape	Disability Action Yorkshire
79	Mick	Stanley	Ripon City Partnership
80	John	Swinburn	Harewood House Trust
81	Alan	Taylor	Harrogate Borough Council
82	Lars	Thompson	Keep Talking (inc The Family Mediation Service)
83	Sue	Vasey	North Yorkshire Learning Consortium
84	Jane	Venn	Learning and Skills Council
85	Karen	Weaver	Harrogate & Area CVS
86	Sarah	Whittington	Youth Justice Service
87	David	Wilford	Government Office Yorkshire and Humber

