Cardiff Partnership Board


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Background

A leadership development programme was held for key employees who are involved in Partnership Working across the area. Invitations were sent to all Partner Agencies and a total of 55 delegates attended the one day programme which was held over 4 consecutive dates. All Partner Agencies were represented with the exception of the Fire and Probation Services.

The aims of the programme were to prepare individuals working in the Local Authority, Health Service, Police Force, Fire & Rescue Service, Neighbourhood Management teams, Probation and the Third Sector to work confidently and effectively in partnership and to support the delivery of the integrated partnership strategy in practice.

Specific objectives of the programme were:

- To gain insight and understanding of the principles of effective partnership working
- To maximise the benefits and opportunities afforded through partnership working
- To learn skills in motivating and influencing others
- To enhance team performance through utilising individual strengths in the team

All objectives were met and a summary of evaluations is given at the end of this document.

Key Points from the Workshops

1. There is a high level of commitment to working in Partnership, with much effective practice already in existence in some areas, notably drugs and alcohol services, mental health and children and young people.
2. There is recognition of potentially conflicting culture and values across and within individual Partner Agencies. This needs to be addressed and there is a lack of awareness of how to support cultural change that could not be addressed sufficiently within the timescale of the programme.
3. The development of Partnership working is a transitional process and greater understanding is required of how to manage the transition.
4. There is a general agreement that staff at the ‘coal face’ understand and are operationalizing Partnership working. The human face of Partnering is already happening.
5. Leadership levels in organisations understand Partnership working, however this is not always apparent in transactional relationships.
6. There was a concern that it was the ‘same old’ faces present at the training, i.e. those who were already committed to Partnership working. How do we get those who need the training to attend?
7. It was observed that health is not as advanced as other organisations in the partnership agenda and that it is perceived by other agencies and organisations that partnership working has a lower level of priority within the health community.
8. There is a need for greater PR around Partnership successes.
9. Individual managers need more training in developing a business case for partnering opportunities and service development
10. Other training needs identified include: Conflict Management; Measuring and Demonstrating Outcomes and Evidence; Understanding and Demonstrating Spend vs. Outcome

**Evaluation**

An open question evaluation was completed at the end of each workshop and a number of common themes emerged.

The workshops were viewed as an interesting, practical and useful insight into some of the key principles of partnership working and provided participants with a range of techniques. “I enjoyed the day especially the afternoon session which certainly provided ‘food for thought’ in terms of techniques I can use to improve partnership working.” and “Interesting choice of theory and practice tools which will help breakdown some barriers and get a better idea of how to move forward together.”

Some delegates enjoyed the stimulation and thought provoking nature of the workshop: “Excellent, innovative and motivating content. Transferable knowledge and skills. Excellent delivery.”

The group work design of the workshop provided an opportunity for challenge, participation and practical networking “Great to work in a group who were prepared to participate actively” and “Very useful in generating ideas as to how to make partnerships actually deliver outcomes” and “Useful opportunity to network and reflect.”

Some delegates also enjoyed the professional development opportunity that the workshop facilitated, “Really useful to have critical space to reflect on personal/professional development and choices.”

The Facilitator was valued for her experience, expertise, skill and knowledge, “Very good facilitator, good experience” and “Impressed with standard of facilitator” and “Excellent, ten times better than expected. Fascinating and useful. You are well worth the money – I hope they get you to do this with everyone who is named on the work stream activities (IPB).”

Some recommendations were made for changes or improvements to the programme.

These included wider access to the programme across teams, “I think it would be useful to undertake this type of sessions within teams such as NMT; or IPB SROs together, or work stream leads together to create more bonding and linking.”

Comments were also made requesting that the day be provided over a longer time period of two days, “I personally could benefit from a second day to practice with/reflect on materials.” There were also some requests for more practical case studies that could have been incorporated into a longer programme, “Very quick run through some theories which if you weren’t familiar with is hard to translate to practical partnership working. Practical case study/examples of effective partnerships would be useful.”
One person commented that the precourse information did not do justice to the course “Pre course info sold the course short.”

Others also commented that there was a need to repeat the programme as the IPB matures. “Another similar training event when IPB is more mature.”

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