Greenhill, Broadwaters and Horsefair Big Local Partnership Day

9th September 2017

Building a legacy

Qualities and values emerging from good partnership working:

We told stories from our own experience to identify success factors

Qualities (arranged alphabetically):	Values (arranged alphabetically):
• Approachable • Committed • Communications • Finisher • Honesty • Leadership (followership) • Motivated • Needs led • Organising • Resourceful • Respect • Willingness	• Belief • Common goals • Delegation • Letting go • Non-judgemental • Openness • People first • Respect • Stubbornness! • Supportive • Team values • Trust • Understanding • Welcoming

The Five Dysfunctions of a team (Patrick Lencioni):
We gave consideration to the five dysfunctions of a team as a means of developing core strengths within our partnership. Link to Prezi: https://prezi.com/view/3s3WSzO4yOjFnJZSjxpo

Dysfunction 1: Absence of Trust
This occurs when partnership members are reluctant to be vulnerable with one another and are unwilling to admit their mistakes, weaknesses or needs for help. Without a certain comfort level among team members, a foundation of trust is impossible.

Dysfunction 2: Fear of Conflict
Partnerships that are lacking on trust are incapable of engaging in unfiltered, passionate debate about key issues, causing situations where partnership conflict can easily turn into veiled discussions and back channel comments Partnership members do not openly air their opinions, inferior decisions are the result.

Dysfunction 3: Lack of Commitment
Without conflict, it is difficult for partnership members to commit to decisions, creating an environment where ambiguity prevails. Lack of direction and commitment can make volunteers disgruntled.

Dysfunction 4: Avoidance of Accountability
When partnerships don't commit to a clear plan of action, even the most focused and driven individuals hesitate to challenge their peers on actions and behaviours that may seem counterproductive to the overall good of the partnership and programme.

Dysfunction 5: Inattention to Results
Partnership members naturally tend to put their own needs (ego, interests, recognition, etc.) ahead of the collective goals of the partnership when individuals aren't held accountable. If a partnership has lost sight of the need for achievement, the programme ultimately suffers.

Enabling and Disabling Attitudes and Actions

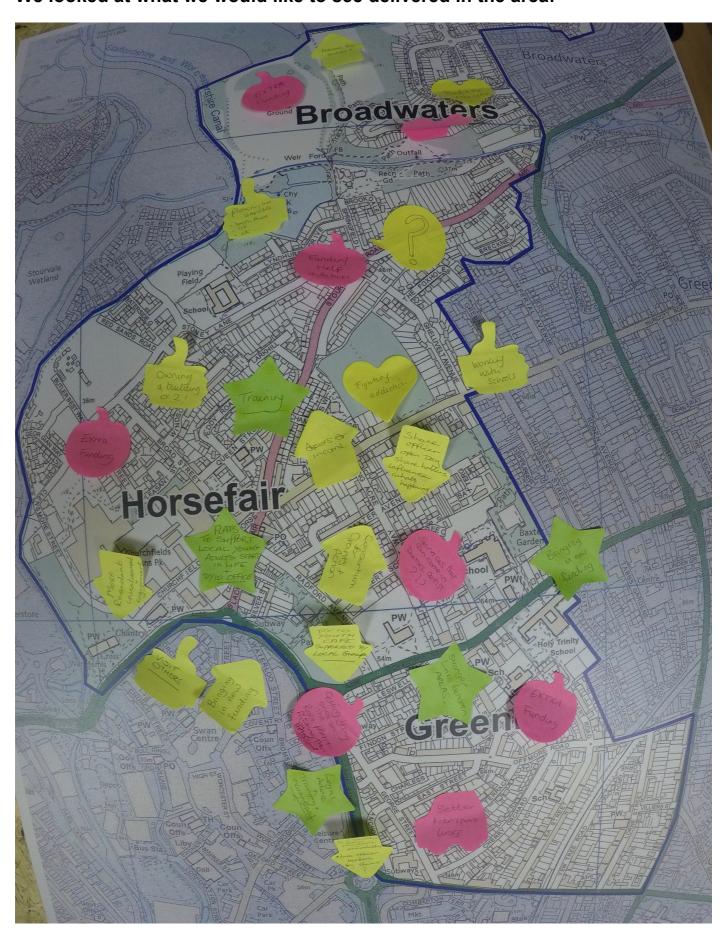| Enabling (our building blocks)	Disabling (what we will not abide)
What makes trust?	**What breaks trust?**
• Clear guidelines and expectations • Commitment to goals • Delivering what's promised • Dependability • Genuineness • Honesty • Keeping confidentiality • Talking in the right way with the people you're working with	• Breaking confidentiality • Cover up what they haven't done. • Dishonesty • Hidden agendas • Lack of integrity • Manipulation of people and things • People lying, not doing what they say they're going to.
What dispels fear of conflict?	**What promotes fear of conflict?**
• Clear guidelines, policies and procedures • Conflict resolution being achieved • Encouraging comments • Expectations of behaviours of others • Good communication and listening • Listening and understanding • Openness and trust • Partnership agreement and contract	• Aggression • Being degraded • Bullying • Ego • Fear of consequence from raising issues • Lack of respect • Not being listened to • Overpowering behaviour
What enables commitment?	**What disables commitment?**
• Appreciating work and achievement • Being listened to • Being open to new people • Caring about individuals • Getting things done • Positive actions • Seeing progress • Valuing people	• Cliquey • Lack of achievement • Lack of interest • Not feeling valued • Not going forward • On workable groups • Too much talking and not enough doing
What helps accountability?	**What restricts accountability?**
• Being held accountable • Clear guidelines • Common goals • Communication • Effective leadership • Following up on actions • Friendly challenge • Policies, plans and actions with a timeline	• Aggressive challenges • Being shamed • Fear of conflict • Ineffective leadership • Lack of clear guidelines • No framework and no plan • Not following up on targets and goals
What produces success?	**What guarantees failure?**
• All of the above • A clear plan • A great chair • An effective community worker • Effective communication • Good preparation • Strong teamwork • Tangible results • Team commitment • Use of strengths • Working together	• All of the above • Individual egos • Lack of commitment, trust and accountability • Poor leadership • Poor management • Poor planning • Poor teamwork and communication • Team lack of commitment • Team not knowing tasks

Maintaining Good Will
Bearing in mind the above, we also considered the health warning from Charlie Cattell.

"One thing that should be remembered is that no matter how elegant and thorough a constitution may be it can never absolutely guarantee the smooth running of an organisation. There is a breakdown of goodwill between members, or if pressure is created by financial difficulties, the constitution can help by ensuring that procedures are in place to deal with such difficulties - but it can't necessarily solve them".

This means that the key challenges for the partnership to consider are:

1. Do partnership members openly and readily disclose their opinions?

2. Are partnership meetings compelling and productive?

3. Does the partnership come to decisions quickly and avoid getting bogged down by consensus?

4. Do partnership members challenge one another about their shortcomings?

5. Do partnership members sacrifice their own interests for the good of the rest of the partnership and the programme?

We looked at what we would like to see delivered in the area:

In the light of this, we considered what we needed our new organisation to achieve…

- Attract funding
- Be our own Local Trusted Organisation
- Community consultancy
- Community engagement and development
- Employ people
- Support capacity building

We decided, and formally agreed, to develop a Community Benefit Society with Charitable Objectives.

Structure:
Formed to serve a community benefit. Used to give a wider membership an equal say. It has charitable status.

Advantages:
- Directors can work for the organisation
- There can be a two tiered structure with directors and members
- Limited liability
- Suitable for not for profit models
- Most trusts will provide grants
- Reports to the FCA
- Has charitable status & therefore does not pay corporation tax & qualifies for gift aid.
- Can have an asset lock.
- Can raise finance by issuing shares

Disadvantages:
- More expensive to register- Approximately £900
- Relatively new structure not yet understood by all funders

And then we set a time line for development…

Training >>>>>>>>>>	Now	Support >>>>>>>>>>
	• Engage Community Action and Training Services (CAATS) for technical support in forming a Community Benefit Society with Charitable objectives (Ben Comm.) • Decide if the partnership will become the directorship of the Ben Comm, or they will be separate entities with separate governance. • Set a budget for development (CAATS plus registration)	
	Soon	
	• Visit other areas (Leicester and Wolverhampton?) • Develop the person specification and job description for new worker • Amend funding agreement with Local Trust if necessary	
	Later	
	• Take on lease for community flat • Become our own Local Trusted Organisation • Employ workers directly	