



LEADERS FOR LEEDS

NETWORK EVALUATION REPORT
AT A GLANCE

December 2013

This evaluation explored the impact of Leaders for Leeds on the city, organisations and people involved. It also used research on network effectiveness to review the network's approach.

Leaders for Leeds is not a project – it is a network where we co-create the future, because we are the future.

We aren't giving answers, but we'll help you bump up against others to find your own answer.

Of the 319 people in the Leaders for Leeds Network, 26 were interviewed:

Sector	Number Participating	Low involvement	Moderate involvement	High involvement
Third Sector	7	1	4	2
Private Sector	6	3	2	1
City Council	6	1	2	3
University/Health	7	4	2	1
TOTAL	26	9	10	7

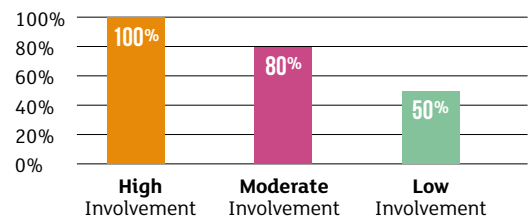
Low involvement: <2 meetings; Moderate involvement: 2-4 meetings; High involvement: >4 meetings

The impact of Leaders for Leeds on participants appears to be directly correlated with participation levels.

IMPACT

Of those who attended at least one event, 65% (n=15) reported a personal impact, and 70% (n=16) reported that their involvement had catalysed or brought new approaches, people or resources to help address issues.

% of interviewees reporting impact of Leaders for Leeds

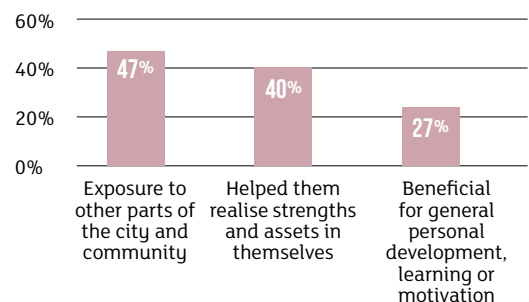


15 participants reported a Personal Impact:

“It's felt very empowering... I think it validates the way of interacting which hopefully kind of fitted with how I've tried to work with people... in a way, it's giving permission to see yourself as a leader...it shifted the relationships. But there is a need to shift how you are as well. So it's something about for me about having been given permission to be different, and to be more on a level and equal. Something about the environment enabled that.”

PUBLIC SECTOR

Ways in which Leaders for Leeds has benefited those who reported a personal impact:



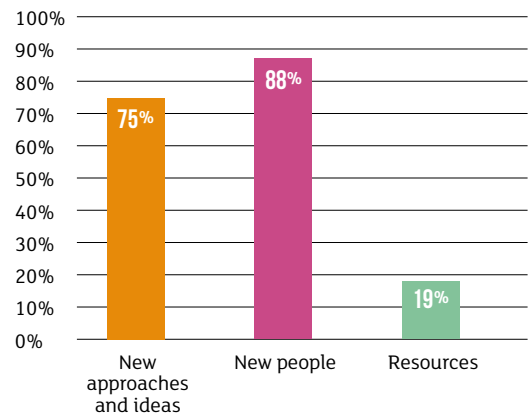
CATALYST

16 participants reported that Leaders for Leeds catalysed or brought new approaches, people or resources to help address issues:

“ I think for me it was the broader challenges in the city, in society, hearing similar stories over and over again. And I think ... meeting some of the various groups that were there have brought it to life a little bit more. And on the back of that ... how can we, as a business, make a positive response to that, and that was part of the challenge for us. So I've taken that and we use that internally in the business now. So it's part of our training and staff development. We talk about the importance of us being an effective and responsible corporate citizen. We talk about challenges faced within Leeds as a city.”

PRIVATE SECTOR

Areas in which Leaders for Leeds had catalysed or had an effect:



Leaders for Leeds appeared to have different impacts on participants depending on from which sector they came. Those from the public sector appeared to have gained more of a and strategic impact, while the impact for those in the third sector tended to be more personal in nature. Those in the private sector appeared more to have gained useful knowledge to bring back to their organisations.

There are a number of initiatives and partnerships that have been started or catalysed through the Leaders for Leeds network. Most represent intersectoral collaborations.

CASE STUDY: LEEDS ACTS!

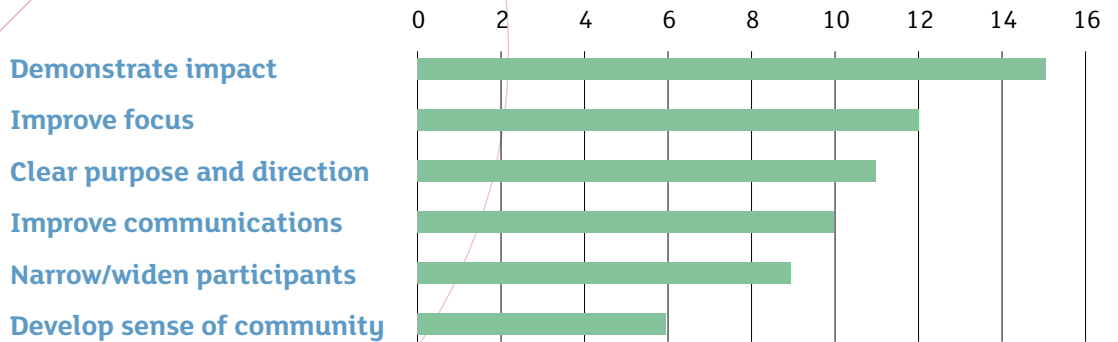
Leeds ACTS! (Academic Collaboration for the Third Sector) is “an exciting partnership programme which aims to drive collaboration between the third sector and higher education institutions in the city” (CIHM, n.d.). According to the interview subjects, part of the intention of Leeds ACTS! is to help “structure community-based projects in ways that make them visible for the researcher community in a way that’s not exploitative of the community.”

The idea of setting up this organisation had already been percolating, but Leaders for Leeds was the catalyst for moving it forward: Leaders for Leeds provided a venue for making some additional connections. And then in turn based on the ties that we were building... we got some pilot funding for a very small set of initial meetings.

Leeds ACTS! now has a five-year plan as committed to by the people involved, and through coordination with the third sector, higher education institutions and City Council there are plans for it to move forward into the next phase of its existence. In the words of one interviewee: “We know that there’s good work to be done, a willingness to do it, and it’s part of the broader mission of the University.”

IDEAS TO MOVE LEADERS FOR LEEDS FORWARD

Top suggestions for Leaders for Leeds



Participants generally wanted to see successes and impacts from Leaders for Leeds. They asked for a clarification of the scope, purpose and direction, and to have this clearly communicated. Suggestions for participation often reflected the sector from which participants came: the private sector generally suggested a greater representation of those from the private sector, and the public sector generally suggested the network be more inclusive of all.

“ *I think a bit of clarity about the purpose... would help us as well... So if it is just an opportunity to informally network around a few themes, great. Let's just be clear that that's what it's about. If it's really about, let's try to forward the strategic goals of the city, then this is what we'll do, great, let's be clear that's what it's about. If it's just a bunch of random seminars, people sharing stuff, great, let's just say that's what it's about. But I don't think it should do all three of those things, because it will get messy and lose its thread.”*

COUNCIL

Other Ideas...

Ensure an accurate record is kept of who attended which events.

Review the published literature on network transitions to learn how networks move from an emerging to established state, and use this information to inform next steps.

Secure sustainable funding and resources to ensure ongoing viability of the network.

SELECTED RECOMMENDATIONS

Based on feedback and Health Foundation research on what makes networks effective

Have a Shared, Compelling Purpose and Identity, Address Big Issues, and Have Adapted Leadership

- Clarify purpose and state this clearly on all communications.
- Change website by-line to one more representative of the nature of the network.

Meet Member Needs

- Add wording to website & event emails about how events usually run, and what potential new members can expect to do and encounter when they attend.

Foster Strong Relationships and Ties

- Work with the network to raise awareness of resources available to them within L4L.

Generate Helpful Outputs

- Disseminate stories showing impact of L4L on members, their organisations and the wider community.
- Follow up on all L4L events to ascertain impact, and disseminate this information to all members.

EFFECTIVE NETWORKS