Centre for Regional Economic Development

University of Cumbria

CUMBRIA IMPROVEMENT & EFFICIENCY PARTNERSHIP
FUSION CUMBRIA LEARNING LAB:
ACTION LEARNING PROGRAMME
FINAL REPORT

Commissioned by:

Cumbria Improvement and Efficiency Partnership
Economic Development and Regeneration Theme –
Fusion Cumbria Learning Lab Steering Group

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CONTENTS

TABLES

FIGURES

ACKNOWLEDGEMENTS

EXECUTIVE SUMMARY

1. The Centre for Regional Economic Development was commissioned by the Cumbria Improvement and Efficiency Partnership (CIEP) Economic Development and Regeneration Theme Steering Group to implement an Action Learning Programme for the Fusion Cumbria Learning Lab (CIEP Fusion) for the year 2008-9. This project incorporated an action research programme in order that interventions could be made to CIEP Fusion to enable the achievement of outputs and outcomes to be maximised, and an evaluation of the programme. This is the Final Report of this project, and primarily focuses on the evaluation aspect.

2. Fusion Cumbria Learning Lab (Fusion) is a skills development programme intended to strengthen the capacity of individuals, organisations and partnerships involved in delivering economic development, regeneration and sustainable communities in Cumbria. Fusion aims to deliver this objective through providing a range of learning opportunities to economic development, regeneration and sustainable community practitioners in Cumbria. In addition, the Fusion 2008-9 programme was developed to address the recommendations of the 2007-8 Fusion Evaluation (CRED 2009[1]) and also to enable CIEP to link to the Cumbria Local Area Agreement (LAA) targets related to business, reducing worklessness, and raising skills levels (153, 171, 163 and 165[2]).

3. Learning opportunities offered by CIEP Fusion 2008-9 were: a 'Leadership Programme'; 'Sustainable Communities' workshops; 'Design and the Built Environment' workshops; 'Design and Planning' workshops; 'Mentoring' workshops; 'Sharing Your Learning' presentation and briefing paper; Raising Our Game (ROG) 'Certificate in Leading Sustainable Communities' course; and the CVS 'Skills in Sustainable Communities' course.

4. A number of providers were commissioned to deliver these learning opportunities, and in addition, local expertise was utilised wherever possible.

5. The objectives of the project were to:

   A: Specify the outputs and outcomes for the Economic Development Theme of the Cumbria Improvement and Efficiency Partnership for 2008-9.

   B: Develop a methodology of the final evaluation that is integral to the design of the programme as a whole.

   C: Conduct the final evaluation on an action research and formative basis, to ensure that interventions to the programme are made in order to achieve the outputs and outcomes.

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[1] CRED (2009) "Fusion Cumbria Learning Lab: Evaluation Final Report" CRED, University of Cumbria
[2] The programme will help provide the regeneration skills and expertise required to support sustainable communities through focusing on the following Cumbria LAA targets:
- The reduction in working age people claiming out of work benefits within the worst performing neighbourhoods (NI 153),
- Improving business growth (NI 171 – New business registration rate)
- Ensuring the population have the correct skills to meet business needs (NI 163 (Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher) and NI 165 (Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher))

D: Based on the evidence accumulated during the final evaluation, make recommendations regarding future delivery of the thematic programme.

Objective A – Developing outcomes and outputs

6. Following a mapping exercise of the outcomes for Fusion 2007/8 and the North West Improvement and Efficiency Partnership (NWIEP) and CIEP outcomes, **six outcomes** for the CIEP Fusion programme were developed (Outcome A):

i.   The CIEP Fusion programme is successful in targeting and attracting individuals working in areas that are likely to influence the targets for the National Indicators addressing worklessness, business and skills (153, 171, 63 and 165) as specified in the Cumbria LAA.

ii.   The extent to which involvement in CIEP Fusion activities has made these key change agents (including Elected Members) more confident in their capacity to deliver on the targets addressing worklessness, business and skills (153, 171, 163 and 165) as specified in the Cumbria LAA.

iii. Increase the confidence of key change agents (including Elected Members) to enable them to successfully lead economic development and regeneration programmes and projects in Cumbria.

iv.   Raise the knowledge and skills of key change agents to enable them to contribute towards improved performance in the National Indicators addressing worklessness, business and skills (153, 171, 163 and 165) as specified in the Cumbria LAA.

v.   Provide opportunities for key change agents within all levels of local government and across other organisations engaged in delivering economic development and regeneration in Cumbria to come together in order to facilitate collaboration / partnership working and sharing of knowledge, skills and ideas.

vi.   Enable key change agents to share information gained through CIEP Fusion with colleagues both within and across organisations.

7. The **32 programme outputs** were identified as: number of events; number of participants; Sharing Your Learning presentation and briefing paper:

Activities	Output Target
• 'Design & the Built Environment' (Jerry Spencer)	3 events with 30 attendees at each
• 'Design & Planning' (Jerry Spencer / CPTS)	4 events / 35 participants at each
• 'Skills for Sustainable Communities' (CVS)	1 cohort with 14 participants
• 'Cert in LSC' (Raising Our Game)	1 cohort with 21 graduates
• 'How to Mentor' (CRED)	2 events with 20 participants each
• Sharing Your Learning (CRED)	Briefing Paper & Presentation
• 'Sustainable Communities' (CRED)	4 events / 30 participants at each
• 'Leadership Programme' (CRED)	8 events / 25 participants at each

Objective B – Developing a methodology

8. In order to measure the achievement of the agreed programme outcomes, an e-survey was developed and distributed to participants 5 – 6 weeks following completion of an event or course. This enabled participants to use some of the skills and knowledge they gained through CIEP Fusion and also to reflect on their learning. Data from the rapid response feedback sheet completed by participants at each event was used to supplement data from the e-survey. In addition, a summary report highlighting the strengths and weaknesses of the CVS 'Skills in Sustainable Communities' course was utilised.

9. 246 e-surveys were sent to participants and **30.1% of the recipients responded**. In addition, the average response rate for the rapid response feedback sheets was 80.8%.

Objective C – Implementing the methodology

10. The e-survey was distributed between January and June 2009 to all participants in the Fusion programme. In addition, the CIEP Support Team provided summarised reports of the rapid response feedback sheets, and the CRED research team were also present at a large proportion of the events and Steering Group meetings.

11. Gathering evidence from these sources of information allowed interventions to be made to the events where necessary to meet the needs of participants and achieve the outputs and outcomes.

12. At the end of the programme **8 of the output targets had been Met, 20 Partially Met, and 4 Not Met.**

13. The output targets which have not been met are related to the cancellation of four events that were not viable due to lack of participants. The output targets which have been partially met are related to low participant numbers at some of the events.

14. Outcome i relates to targeting and attracting individuals working in areas that are likely to influence the targets for the National Indicators addressing worklessness, business and skills as specified in the Cumbria LAA.

    • **During the CIEP Fusion programme delivery period, 156 individuals representing 47 organisations engaged in addressing economic development, regeneration and sustainable communities in Cumbria participated in the learning opportunities offered through CIEP Fusion.** In addition, 10 individuals successfully completed the CVS 'Skills in Sustainable Communities' course.
    • **At least 2 learning opportunities were delivered in each of the Cumbrian Local Authority areas.**

15. Outcome ii addresses the extent to which involvement in CIEP Fusion activities has made the key change agents who participated in the programme more 'confident in their capacity to deliver on the relevant Cumbria LAA targets in relation to worklessness, business and skills'. The analysis shows that **most respondents feel more confident in the own capacity and the capacity of**

both their organisations and the partnerships that they work across to deliver on the specified targets.

16. Outcome iii relates to the confidence of key change agents to enable them to successfully lead economic development and regeneration programmes and projects in Cumbria**. Gaining confidence that they can influence the way things are done in their own teams, organisations and partnerships are important benefits derived by the majority of respondents participating in the CIEP Fusion programme.** However, fewer respondents gained confidence in influencing local policy agendas.

17. **Outcome iv** addresses raising the knowledge and skills of key change agents to enable them to contribute towards improved performance in the relevant indicators linked to worklessness, business and skills as specified in the Cumbria LAA. **'Improved knowledge' and being 'Better equipped to look for creative and innovative solutions to problems' are indicated as being the most important benefits gained by respondents.** However, 'Improved skills', 'New knowledge' and 'New skills' were also considered 'Important' by the majority of respondents.

18. In terms of **organisational knowledge and skills**, being '**Better equipped to look for creative and innovative solutions to problems' is the most important benefit** gained through the participation of individuals in the programme.

19. In relation to Outcome v, providing opportunities for key change agents to come together in order to facilitate collaboration / partnership working and sharing of knowledge, skills and ideas, the analysis has shown that **most respondents made new contacts** through participation in CIEP Fusion, and many **of these were followed up** after the events **regarding a wide range of issues including funding and shared services**.

20. '**Networking with others engaged in delivering regeneration programmes and projects in Cumbria'** is also considered to be a significant benefit gained through participation in the programme by respondents.

21. In addition, in relation to partnership working, the majority of respondents considered that **the CIEP Fusion programme has had a significant impact upon improving understanding of other professions and organisations engaged in delivering regeneration programmes and projects in Cumbria** in terms of 'Establishing working relationships with new partners' and 'Improving levels of trust between partner organisations.

22. Outcome vi aimed to facilitate the sharing of learning gained by participants through CIEP Fusion with colleagues in their team, organisation or across partnerships that they work with. **Most respondents had shared learning gained** at least once with their own teams and organisation and across partnerships. The types of learning shared included both specific skills and knowledge.

23. Analysis of the Leadership Programme and Design and the Built Environment workshop series responses shows that different groups of participants in the Fusion programme gain varying benefits from the broad range of learning

opportunities. This appears to be related to the different roles and levels in organisations that participants come from and highlights the importance of delivering a broad range of learning opportunities which is attractive to different groups of individuals engaged in delivering economic development, regeneration and sustainable communities.

Objective D - Recommendations

24. Based on the analysis, and discussions at the Steering Group meeting of the Fusion Cumbria Learning Lab on 15 September 2009, a number of recommendations have been made:

25. It is clear that participants on the Fusion programme find the opportunity to collaborate in learning and develop networks with others engaged in addressing similar issues a major benefit of the programme. Although there are other opportunities to meet and exchange ideas and knowledge, for example at partnership meetings, the Fusion programme provides an environment in which people can consider issues in a neutral forum, discuss them with others engaged in similar activities and learn new skills and knowledge which can help them to develop alternative methods to addressing issues. **This suggests that it is important that these opportunities to collaborate in learning continue to be made available in order that the networks which have begun to be developed through Fusion continue to grow and expand.**

26. Although the participants have found the networking opportunities provided by Fusion very useful, in addition to the new and improved skills and knowledge gained, the focus of the Economic Development and Regeneration Theme of the CIEP has changed for 2009/10. Consequently, the Fusion Programme will not continue to be delivered by this means. Therefore **it is recommended that the Steering Group give consideration to how such collaborative learning opportunities can be facilitated in the future**.

27. The **options** which could ensure the delivery of Fusion in future include **securing funding from external funding bodies.** This might include the North West Development Agency. As highlighted in the paper presented at the Steering Group meeting regarding the "Future of Fusion Cumbria Learning Lab outwith CIEP", "it is clear that NWDA see skills as a priority, and that capacity and capability to deliver investment are a recurring theme. There could be a strong case for successful funding …".

28. Alternatively, there may be opportunities to ensure Fusion activities are provided through collaboration between public sector agencies and authorities within Cumbria. These organisations are responsible for delivering regeneration, and economic development in the County and for addressing the LAA targets related to worklessness, business and skills levels in Cumbria. **It is recommended that approaches are made to appropriate departments within the Cumbrian Local Authorities to explore the possibility of a jointly delivered programme of skills and learning. This would need to take place fairly soon to fit in with budget planning process for the next year.** Discussion at the Fusion Steering Group suggested that this could cover common areas such as project management, organisational development and change management. A shared programme of this type could provide scale economies for Cumbrian Local Authorities.

29. Although facilitating opportunities for collaborative learning and networking is the main recommendation of this report, there are other issues which could be addressed through any future Fusion programme. However, some of these can be taken forward by individual organisations and partnerships.

30. Firstly, it is important that learning by individual members of staff is shared with teams when back in the workplace and consideration should be given by senior management as to how to provide opportunities for this. Sharing learning maximises the impact of the resources which have been used to provide the learning opportunities, such as time and cost, and in the context of the expected cuts to the public purse mentioned previously these are important considerations.

31. Any future Fusion programme might give consideration to how accredited programmes delivering the knowledge and skills required by the organisations engaged in addressing regeneration, economic development and sustainable communities can be developed in Cumbria. Currently there are no accredited programmes in the County delivering such courses.

32. Overall, the results indicate positive experiences derived from involvement in Fusion learning events. In designing any future collaborative programme of learning, it would be useful to assess the needs of practitioners. **It is recommended that prior to running any future programme an update to the Skills Audit (CRED 2008) is conducted, in order to ensure that the resource is targeted on activities and themes that are in demand.**

1:   INTRODUCTION

This document presents the Final Report of the Action Learning Programme which the Centre for Regional Economic Development at University of Cumbria was commissioned by the Cumbria Improvement and Efficiency Partnership's (CIEP) Economic Development and Regeneration Theme to implement.

1.1   Fusion Cumbria Learning Lab

Fusion Cumbria Learning Lab (Fusion) is a skills development programme intended to strengthen the capacity of individuals, organisations and partnerships involved in delivering economic development, regeneration and sustainable communities in Cumbria. Fusion aims to deliver this objective through providing a range of learning opportunities to economic development, regeneration and sustainable community practitioners in Cumbria. Fusion 2007-8 was funded by RENEW, the North West Centre of Excellence for Sustainable Communities with support from NWIN the North West Improvement Network. Following restructuring of regional agencies in April 2008, much of the work done by RENEW and NWIN was subsumed by the North West Improvement and Efficiency Network (NWIEP).

The NWIEP programme is delivered in Cumbria by the Cumbria Improvement and Efficiency Programme (CIEP). Year 1 of CIEP (2008-9) focused on four key themes: Community Empowerment and Neighbourhood Working; Economic Development and Regeneration; Efficiency; and Transformational Government and the Citizen. In order to minimise disruption, existing programmes were utilised to deliver these themes whenever possible in CIEP Year 1. Consequently, the existing Fusion Cumbria Learning Lab Steering Group delivered the Economic Development and Regeneration theme on behalf of CIEP for 2008-9. The programme is managed by the CIEP Support Team which is based within Cumbria County Council and chaired by Cumbria Vision on behalf of Carlisle City Council. Carlisle City Council is the Accountable Body for Fusion. The Steering Group and Reference Group members are listed in Appendix 1.

The Fusion 2008-9 programme was developed to address the recommendations of the 2007-8 Fusion Evaluation (CRED 2009) and also to enable CIEP to link to the

Local Area Agreement targets related to business, reducing worklessness, and raising skills levels. The Steering Group commissioned a number of providers to deliver the learning opportunities identified as being deliverable within CIEP Year 1, in addition to an Action Research Programme to inform the development of the learning programme and provide a final evaluation.

CRED was commissioned to deliver some aspects of the programme (Leadership Programme, How to Mentor workshop, Sustainable Communities workshops and Sharing Your Learning materials). Jerry Spencer, a private consultant who had also contributed to Fusion 2007-8, was commissioned to deliver two of the workstreams for Fusion 2008-9: continuation of Design and the Built Environment workshops; and some new workshops addressing Design and Planning which were developed and delivered in conjunction with the Cumbria Planners Training Scheme. In addition, Fusion 2008-9 funded a "Skills for Sustainable Communities" course in Barrow-in-Furness which was delivered by CVS Cumbria, and subsidised a cohort of Cumbrian economic development, regeneration and sustainable communities professionals to study on the Raising Our Game Certificate in Leading Sustainable Communities.

1.2   Fusion Cumbria Learning Lab – Action Research Programme

Rather than a traditional 'evaluation' of Fusion 2008-9 programme, the requirement was for an Action Research Programme to complement the Learning Programme. This was also the format of the original Fusion Evaluation. As highlighted in the Fusion Progress Report of April 2008[3] "Bryman (2001 p. 275[4]) emphasises that although 'there is no single type of action research, … broadly it can be defined as an approach in which the action researcher and a client collaborate in the diagnosis of a problem and in the development of a solution based on the diagnosis'. He also highlights that 'in action research, the investigator becomes part of the field of study' (Bryman, 2001 p. 275)". The action research approach was the basis of the successful *modus operandi* established between the CRED research team and the Fusion Steering Group during the evaluation of Fusion 2007-8, and it continued to work well during the delivery of Fusion 2008-9. Knowledge and information was shared openly between the research team and Steering Group, enabling each of the action research programme objectives to be achieved, and interventions made where

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[3] CRED (2008) "Fusion Cumbria Learning Lab: Evaluation Progress Report" CRED, University of Cumbria
[4] Bryman A (2001) "Social Research Methods" Oxford: Oxford University Press

appropriate. In addition, because CRED were delivering some of the learning opportunities, and attending the Steering Group meetings to provide regular updates, the research team were very much 'part of the field of study'.

In addition to the sharing of knowledge and information between the CRED research team and the Steering Group feedback from participants, gained both from the rapid response feedback sheets and in discussion with individuals, was able to be used to improve specific workstreams.

The working relationship described above meant that the objectives of this Action Learning Programme were developed by CRED in conjunction with the Fusion Steering Group. These are:

A: Specify the outputs and outcomes for the Economic Development Theme of the Cumbria Improvement and Efficiency Partnership for 2008-9.

B: Develop a methodology of the final evaluation that is integral to the design of the programme as a whole.

C: Conduct the final evaluation on an action research and formative basis, to ensure that interventions to the programme are made in order to achieve the outputs and outcomes.

D: Based on the evidence accumulated during the final evaluation, make recommendations regarding future delivery of the thematic programme.

The remainder of this document reports on the activity undertaken in achieving each of the Action Learning Programme objectives A – D: sections 2 and 3 addresses the development of the programme outcomes, outputs and methodology; sections 4 - 6 focus on the characteristics of the participants and their organisations, the learning opportunities and the findings of the evaluation; and sections 7 and 8 address the achievement of outcomes and outputs and make recommendations regarding the future of the Fusion Cumbria Learning Lab.

Centre for Regional Economic Development – Final Report

2:   DEVELOPING OUTCOMES AND OUTPUTS

The first objective (A) of the Action Learning Programme was to "Specify the outputs and outcomes for the Economic Development Theme of the Cumbria Improvement and Efficiency Partnership for 2008-9". This was achieved by mapping the outcomes specified in the original Fusion programme, the CIEP Delivery Plan (v0.4) and the NWIEP Strategy 2008/11[5] (Table 2.1). As shown in Table 2.1, there was some consensus across these documents regarding outcomes, particularly in relation to increasing the skills of individuals engaged in delivering economic development, regeneration and sustainable communities.

2.1   Outcomes

Although CIEP had already specified outcomes for the theme, in practice they were difficult to implement and measure as they were based on the achievement of targets for National Indicators as specified in the Cumbria Local Area Agreement, which the Economic Development and Regeneration partnership does not directly impact upon. Therefore, the purpose of developing outcomes was to link these overarching outcomes with what Fusion could practically do to contribute to the achievement of these in the timescale available (until the end of June 2009 for CIEP Year 1). As Fusion is a skills development programme, the Steering Group surmised that it could therefore have a direct, measurable impact on improving the knowledge and skills of individuals working for organisations engaged in addressing business issues, worklessness and low skills levels in Cumbria, all of which are key aspects of economic development, regeneration and sustainable communities. This activity would consequently raise the capacity of organisations engaged in addressing these issues.

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[5] NWIEP (2009) "NWIEP Strategy 2008/11" www.nwiep.org.uk accessed 17/10/08

Table 2.1: Mapping Fusion / CIEP / NWIEP Outcomes

Outcome	Fusion	CIEP	NWIEP
1	Individuals engaging with Fusion Cumbria Learning Lab have a better knowledge of the sustainable communities agenda and regeneration in Cumbria	Providing the effective development structure and partnership working arrangements to: • Support Cumbria's economic growth reflected in improved economic indices* • Support proposed LAA indicators for Economy with supplementary indicators to reflect progress in the rural economy*	Increased confidence of elected members in this role
2	Individuals who have attended Fusion Cumbria Learning Lab have expanded their skills	Support its' ability to effectively deliver large scale regeneration projects: • Implementation of Skills Audit findings to focus deliverables across the sub region • Provision of relevant accredited and non accredited development and learning programme of activities (continuation of Fusion CLL)	Increased skills of key "change agents" where support is not already being provided
3	Individuals engaging with Fusion Cumbria Learning Lab share information about sustainable communities with their organisations / partnerships		All authorities signed up to and actively working towards the Skills Pledge to improve the skills of the workforce
4	Fusion Cumbria Learning Lab contributes towards strengthened collaborative and partnership activity which occurs to address regeneration and sustainable development		Increased attainment of Level 2 skills across the North West to meet the challenges of the Leitch Review
5	The Fusion Cumbria Learning Lab web-site is a useful resource for individuals / organisations / partnerships interested in sustainable communities		Decrease in levels of worklessness

Following this mapping exercise, the intended outcomes of CIEP Fusion were developed as follows in collaboration with the Steering Group:

i. The CIEP Fusion programme is successful in targeting and attracting individuals working in areas that are likely to influence the targets for the National Indicators addressing worklessness, business and skills (153, 171, 163 and 165) as specified in the Cumbria Local Area Agreement.

ii. The extent to which involvement in CIEP Fusion activities has made these key change agents (including Elected Members) more confident in their capacity to deliver on the targets addressing worklessness, business and

skills (153, 171, 163 and 165) as specified in the Cumbria Local Area Agreement.

iii. Increase the confidence of key change agents (including Elected Members) to enable them to successfully lead economic development and regeneration programmes and projects in Cumbria.

iv. Raise the knowledge and skills of key change agents to enable them to contribute towards improved performance in the National Indicators addressing worklessness, business and skills (153, 171, 163 and 165) as specified in the Cumbria Local Area Agreement.

v. Provide opportunities for key change agents within all levels of local government and across other organisations engaged in delivering economic development and regeneration in Cumbria to come together in order to facilitate collaboration / partnership working and sharing of knowledge, skills and ideas.

vi. Enable key change agents to share information gained through CIEP Fusion with colleagues both within and across organisations.

2.2   Outputs

The **outputs** of the CIEP Fusion programme (Table 2.2) were identified as being related to the number of events delivered and the number of participants at each event plus the delivery of a Briefing Paper and Presentation to support participants in sharing the learning they gained through CIEP Fusion.

Table 2.2: Outputs of Fusion Cumbria Learning Lab 2009-10

Activities	Output Target
'Design & the Built Environment' (Jerry Spencer)	3 events with 30 attendees at each
'Design & Planning' (Jerry Spencer / CPTS)	4 events / 35 participants at each
'Skills for Sustainable Communities' (CVS)	1 cohort with 14 participants
'Cert in LSC' (Raising Our Game)	1 cohort with 21 graduates
'How to Mentor' (CRED)	2 events with 20 participants each
Sharing Your Learning (CRED)	Briefing Paper & Presentation
'Sustainable Communities' (CRED)	4 events / 30 participants at each
'Leadership Programme' (CRED)	8 events / 25 participants at each

Centre for Regional Economic Development – Final Report

3:   METHODOLOGY

Following the development of the Outcomes and Outputs for the CIEP Fusion Cumbria programme, a framework was designed by which to measure the achievement of these.

3.1   Measuring Outputs

As noted previously (section 2.2 and table 2.2) progress against outputs was measured by number of events / courses delivered and the number of participants at each plus the delivery of the Sharing Your Learning Briefing Paper and Presentation. Achievement of the outputs is reported in Section 7.

3.2   Measuring Outcomes

In order to measure the achievement of the agreed programme outcomes, an e-survey was developed (Appendix 2). This was distributed to participants about 5 – 6 weeks after they had attended an event or completed the ROG Certificate in Leading Sustainable Communities to enable them to have the opportunity to use some of the skills and knowledge they gained through CIEP Fusion and also to reflect on their learning, via a covering e-mail (Appendix 3). Follow-up e-mails were sent to participants who had not yet responded 2 weeks after the initial email. Data from other sources, such as the rapid response feedback sheet completed by participants at each event was used to supplement data from the e-survey.

Tables 3.1 – 3.6 below show each Outcome, the source of data used to measure it and a summary of the relevant questions in the e-survey.

Table 3.1: CIEP Fusion Cumbria Outcome i

Outcome	Source of data	Specific questions
The CIEP Fusion programme is successful in targeting and attracting individuals working in areas that are likely to influence the targets for the National Indicators addressing worklessness, business and skills (153, 171, 63 and 165) as specified in the Cumbria Local Area Agreement	• Database of participants and events • E-survey questions • Rapid response feedback forms	• Numbers of participants and geographic distribution of events • Distribution of participants by geography, sector, role and level in organisation • Number of organisations participating

Table 3.2: CIEP Fusion Cumbria Outcome ii

Outcome	Source of data	Specific questions
The extent to which involvement in CIEP Fusion activities has made these key change agents (including Elected Members) more confident in their capacity to deliver on the targets addressing worklessness, business and skills (153, 171, 163 and 165) as specified in the Cumbria Local Area Agreement	E-survey	• Q27: Extent participants feel more confident in their capacity, their organisation's capacity, and in the capacity of partnerships that they work across to deliver on the LAA targets related to worklessness, business and skills as a result of their participation in Fusion

Table 3.3: CIEP Fusion Cumbria Outcome iii

Outcome	Source of data	Specific questions
Increase the confidence of key change agents (including Elected Members) to enable them to successfully lead economic development and regeneration programmes and projects in Cumbria	E-survey	• Q8: Importance of benefits relating to confidence that individual can influence local policy agendas, the way things are done in their team, organisation and across partnership that they work with.

Table 3.4: CIEP Fusion Cumbria Outcome iv

Outcome	Source of data	Specific questions
Raise the knowledge and skills of key change agents to enable them to contribute towards improved performance in the National Indicators addressing worklessness, business and skills (153, 171, 163 and 165) as specified in the Cumbria Local Area Agreement	E-survey	Q8: Importance of benefits relating to skills, knowledge and finding creative and innovative solutions to problems Q11: Importance of organisational benefits related to a more skilled and knowledgeable staff and ability to find creative and innovative solutions to problems

Table 3.5: CIEP Fusion Cumbria Outcome v

Outcome	Source of data	Specific questions
Provide opportunities for key change agents within all levels of local government and across other organisations engaged in delivering economic development and regeneration in Cumbria to come together in order to facilitate collaboration / partnership working and sharing of knowledge, skills and ideas	E-survey	Q14: New contacts made Q15: Contacts followed up Q17: Extent participation in CIEP Fusion impacted upon aspects of partnership working

Table 3.6: CIEP Fusion Cumbria Outcome vi

Outcome	Source of data	Specific questions
Enable key change agents to share information gained through CIEP Fusion with colleagues both within and across organisations	E-survey	Q19: Number of times learning shared with colleagues in own team, organisation and partnerships

3.3   Survey responses

Response rates to the surveys by type of learning activity are below in shown in Tables 3.7 and 3.8[6]. In general, the response rates were very good for surveys such as these.

Table 3.7: E-survey responses

Type of event	Total participants	Total responses	Response rate
Design & the Built Environment workshops	85	24	28.2%
Design & Planning workshops	39	7	18.9%
Sustainable Communities workshops	26	8	30.8%
ROG Certificate in Leading Sustainable Communities	21	11	52.4%
How to Mentor workshop	8	4	50.0%
Leadership Programme	69	20	29.0%
Total	246[7]	74	30.1%

Table 3.8: Rapid response feedback sheet responses

Type of Event	Event	No. of completed feedback sheets	No. of participants	Response rate
Design & the Built Environment Workshops	Introduction to Urban Design	26	29	89.7%
	Design in Rural Locations	29	33	87.9%
	Conservation Area Appraisals & Village Design Statements	19	23	82.6%
Design & Planning workshops	Presentation and Negotiation Skills	11	11	100%
	Tools for Promoting Better Development	8	9	88.9%
	Putting theory into practice field trip (Carlisle)	11	13	84.6%
	Putting theory into practice field trip (Barrow)	5	6	83.3%
How to Mentor workshop		7	8	87.5%
Sustainable Communities Workshops	Sustainability & Tourism	6	10	60.0%
	Sustainability & Business	5	8	62.5%
	Sustainability & Tourism	8	8	100%
Leadership Programme	Workshop 1 (Carlisle)	4	12	33.3%
	Workshop 1 (Copeland)	7	12	58.3%
	Workshop 1 (South Lakeland)	14	14	100%
	Workshop 2 (Carlisle)	8	11	72.7%
	Workshop 2 (Eden)	9	11	81.8%
	Workshop 2 (Allerdale)	9	9	100%

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[6] These do not include responses from the 'Skills for Sustainable Communities' course which was delivered by CVS Cumbria as this was evaluated separately (reported in section 5.8), and the rapid response feedback forms do not include the ROG cohort.
[7] Note: Some respondents are included more than once in each survey if they participated in more than one learning activity

4:   PARTICIPANTS AND THEIR ORGANISATIONS

The characteristics of participants and their organisations reported in this section have been drawn from two main sources: the rapid response feedback sheets which participants are asked to complete at the end of each Fusion Cumbria Learning Lab event; and the database of participants compiled by CRED.

4.1   Participating organisations

The learning activities offered by CIEP Fusion Cumbria were designed to be useful to individuals working for organisations involved in delivering economic development, regeneration and sustainable communities from the public, private and Third sectors.   Outcome v consolidates this by highlighting the focus on providing opportunities for these individuals to meet and share information. Table 4.1 shows the organisations which sent participants on CIEP Fusion learning activities, and the sectors which they operate within.

As shown in Table 4.1, the majority of CIEP Fusion participants (120 or 76.9%) work for public sector organisations. However, the programme also attracted 17 participants from the private sector and 3 from the Third sector. There were also representatives from various regeneration partnerships (8) and some Housing Associations (7).

4.2   The participants

Table 4.2 shows that in total 156 individuals participated in the CIEP Fusion programme and that the majority of these (96) only participated in one learning activity. However, 41 individuals participated twice and 8 attended four or more times.   The remainder of this section focuses on the characteristics of the participants.

Turning to the role of participants in their organisation, Table 4.3 shows that a significant minority of individuals (46.8%) were officers or equivalent. However, other roles were also well represented, and interestingly 25 participants (16%) were Elected Members. This contrasts with the original Fusion programme, in which only 5 Elected Members participated.

Centre for Regional Economic Development – Final Report

Table 4.1: Organisations participating in CIEP Fusion Cumbria

Sector	Organisation	No. of participants
Public	Cumbria County Council	25
	Allerdale Borough Council	4
	Barrow Borough Council	4
	Carlisle City Council	12
	Copeland Borough Council	15
	Eden District Council	8
	South Lakeland District Council	18
	Dalston Parish Council	2
	Lazonby Parish Council	1
	Lake District National Park Authority	10
	Yorkshire Dales National Park Authority	4
	Cumbria Police	4
	NHS Cumbria	2
	NWDA	1
	Cumbria Vision	3
	West Lakes Renaissance	1
	Government Office North West	1
	University of Cumbria	2
	Lakes College	1
	Nuclear Decommissioning Agency	1
	Homes & Communities Agency	1
Private	Capita Symonds	3
	LANDATA Consultants	1
	Westlakes Scientific Consulting	1
	Story Homes	2
	Nenthead Pub	1
	AL Daines & Son	1
	Sellafield Ltd	1
	Cumbria Tourism	1
	Lovell	1
	Countryside Consultants	1
	Cumbrian Homes	1
	MoMo Architecture	1
	Finesse	1
	Freerange Artists	1
	Cumbria Rural Enterprise Agency	1
Voluntary	Action with Communities in Cumbria	2
	Cumbria Community Foundation	1
Partnerships	West Cumbria Strategic Partnership	2
	South Lakes Strategic Partnership	1
	South Workington Partnership	1
	South Lakes Development Trust	1
	Regen NE Copeland	1
	Tourism & Conservation Partnership	1
	South Whitehaven Neighbourhood Management Partnership	1
Housing Associations	Home Group	5
	Eden Housing	2
Total Number of Organisations - 47		156

Source: CRED participant database

Table 4.2: Participants

Number of events attended	1	2	3	4	5	6	Total
Number of participants	96	41	11	6	1	1	156

Source: CRED participant database

For the remainder of this section, the following key applies:

- D&BE – Design & the Built Environment workshops

- D&P – Design and Planning workshops

Centre for Regional Economic Development – Final Report

- SC – Sustainable Communities workshops
- Mentoring – How to Mentor workshop
- Leadership – Leadership Programme
- ROG Cert – Raising Our Game Certificate in Leading Sustainable Communities

The geographic areas which participants work across are shown in Table 4.3. Almost a quarter of respondents (55) work across the Carlisle district, and another 48 are based around South Lakeland. However, there was also significant attendance from Copeland district (34). Although there were fewer events delivered in Barrow, 11 respondents are based there, an encouraging figure which indicates that organisations and individuals value the learning opportunities offered by Fusion.

Table 4.3: Geographic area participants work across

Geographic area	Type of event / Number of participants						Total
	D&BE	D&P	SC	Mentoring	Leadership	ROG Cert	
Allerdale	6	3	2	3	6	1	21
Barrow-in-Furness	2	3	1	0	3	2	11
Carlisle	17	8	6	2	20	2	55
Copeland	7	5	6	0	11	5	34
Eden	11	1	2	1	11	0	26
South Lakeland	25	6	6	0	10	1	48
Cumbria /NW	3	6	0	1	3	6	19
National	1	1	1	0	0	1	4
Total	72	33	24	7	64	18	218[8]

Source: Rapid response feedback sheets / ROG student list

As shown in Table 4.4, the majority of respondents work for Local Government (135). However, organisations from other sectors were also represented, including the private sector, from which 17 individuals participated.

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[8] Totals for Table 4.3, 4.4, 4.5, and 4.7 add to more than the actual number of participants as rapid response feedback sheet would have been completed by each participant at each event, therefore participants attending more than one event will have completed more than one rapid response feedback sheet.

Table 4.4: Sectors participants work within

Sector	Type of event / Number of participants						Totals
	D&BE	D&P	SC	Mentoring	Leadership	ROG Cert	
Community & Voluntary	4	0	2	1	4		11
Education	0	1	1		3	1	6
Local Government	49	23	10	6	30	17	135
Health	0	1	1		1		3
Community Safety	0	0	3	1	4		8
National Government	0	6	3		1		10
Other public sector	5	3	0		1		9
Private sector	11	1	1		2	2	17
Housing	1	1	0		2	1	5
Other	3	0	0		1		4
Total	73	36	21	8	49	21	208

Source: Rapid response feedback sheets / ROG student list

The range of roles which participants work in is shown in Table 4.5. The most significant groups of respondents (46) are planners and economic development managers (20). However, 'Other' is also a significant group (46 respondents) and includes: police / crime reduction, community safety, Elected Members, regeneration, conservation, policy officers, programme and project managers and support officers, and LSP members.

Tables 4.6 and 4.7 examine the level at which participants work within organisations in general and by type of event. Table 4.6 shows that the events seem to have been generally successful in attracting participants from a range of levels within organisations. This is consolidated in Table 4.7 which indicates that the programme has been generally successful in attracting individuals at the right levels in organisations to the events which were organised to suit their needs. For example, the Design and Planning workshops were aimed at individuals below management level in the built environment sector (65.6% of respondents), and the Leadership programme and ROG Certificate in Leading Sustainable Communities were both focused on providing learning for managers (47.8% and 42.8% respectively).

Table 4.5: Roles of participants

Role	Type of event / Number of participants					Total
	D&BE	D&P	SC	Mentoring	Leadership	
Planner	23	18	1		4	46
Urban Designer / Architect / Landscape Architect	6	5	0		0	11
Engineer	2	0	0		0	2
Surveyor	4	0	0		0	4
Developer / Construction Manager	2	3	0		0	5
LSP Manager	0	1	1	1	2	5
Environment & Green Space Manager	1	0	2		1	4
Housing Manager	1	1	0	1	4	7
Economic Development Manager	1	1	3	1	14	20
Legal Professional	0	0	0		0	0
HR Professional	0	0	0		0	0
Business Adviser	0	0	2		0	2
Education professional	0	0	0		2	2
Neighbourhood & Community Development Professional	0	2	2	3	2	9
Paid VCS	0	0	1	1	0	2
Other	14	4	10		18	46
Total	54	35	22	7	47	165

Source: Rapid response feedback sheets

Table 4.6: Participants by level in organisation

Role	Participants	
	No	%
Director	17	10.9
Manager	34	21.8
Officer	73	46.8
Elected Member	25	16.0
Other / Not indicated	7	4.5
Total	156	100.0

Source: CRED participant database

Table 4.7: Participants by level in organisation – by event

Learning Activity	Level in organisation / Number of participants					Total
	Director	Manager	Officer	Elected Member	Other	
D&BE	4	8	42	15	3	72
D&P	1	8	21	0	2	32
SC	3	9	1	6	1	20
Mentoring	0	2	5	0	0	7
Leadership	8	22	8	5	3	46
ROG Cert in LSC	3	9	8		1	21
Total	19	58	85	26	10	198

Source: Rapid response feedback sheets / ROG student list

This section has outlined the organisations which have been represented at events and some key characteristics of individual participants regarding the geographical area and sectors across which they work, and their roles and levels within organisations for which they work. Overall, the programme appears to have attracted participants from relevant organisations and who address issues within their workload which are related to regeneration, economic development and a sustainable future for communities within Cumbria.

5:   FUSION CUMBRIA LEARNING OPPORTUNITIES

This section describes each individual component of the CIEP Fusion Cumbria Learning Lab Programme for 2008/9.

5.1   'Design and the Built Environment' workshops

These workshops were a continuation of the 'Design and the Built' Environment workshops which were delivered during the 2007/8 Fusion programme. Events delivered by Jerry Spencer during 2008/9 were as follows:

- 6 October 2008 – Introduction to Urban Design – Eden (Rheged) – 29 participants
- 13 January 2009 – Design in Rural Locations – South Lakeland (Kendal Town Hall) – 33 participants
- 24 February 2009 – Conservation Area Appraisals and Village Design Statements – Carlisle (Tullie House) – 23 participants

5.2   'Design and Planning' workshops

Jerry Spencer designed these workshops in collaboration with the Cumbria Planners Training Scheme and delivered them in partnership with an associate. The events were designed to link to each other, focusing on "Communicating a vision of better development". Four events were delivered as part of the CIEP Fusion programme:

- 25 March 2009 – Presentation and Negotiation Skills - Eden (Frenchfields Leisure Centre, Penrith) – 11 participants
- 22 April 2009 – Tools for Promoting Better Development – South Lakeland (Lantern House, Ulverston) – 9 participants
- 19 May 2009 – Putting theory into practice field trip – Carlisle (Tullie House) – 13 participants
- 2 June 2009 – Putting theory into practice field trip – Barrow (Forum 28) – 6 participants

5.3   'Sustainable Communities' workshops

These workshops were designed and delivered by CRED in collaboration with University of Cumbria Business School academics and previous graduates of the Raising Our Game Certificate in Leading Sustainable Communities. Building on the feedback from the Fusion 2007/8 programme, which contained a series of

'Introduction to Sustainable Communities' workshops, these events focused on the relationship between sustainability and particular issues – business at the Carlisle event, and tourism at Kendal and Whitehaven. The two events which focused on tourism also included additional presentations from external partners. Three events were delivered:

- 30 March 2009 – Sustainability and Tourism – South Lakeland (Kendal Town Hall) – 10 participants
- April 2009 – Sustainability and Business – Carlisle (Tullie House) – 8 participants
- 1 May 2009 – Sustainability and Tourism – Copeland (Rosehill Theatre, Whitehaven) – 8 participants

5.4 'Leadership Programme'

The Leadership Programme was developed to address the issues highlighted in the Skills Audit of Economic Development and Regeneration which was recently completed (CRED 2008), and to enable economic development, regeneration and sustainable communities practitioners to network and share information. The Programme was developed and delivered by CRED in collaboration with other University of Cumbria Business School academics and external partners. It consisted of two workshops which were each delivered three times throughout the County. The first workshop was entitled "A 'New' Leadership of Place?: Meeting the Challenge for Cumbria" while the second addressed "Making Better Use of Evidence".

The workshops consisted of a combination of presentations and practical activities and were linked by an online discussion forum, which was hosted by the Improvement and Development Agency (IDeA) 'Communities of Practice' web-site. Unfortunately, due to lack of take-up of available spaces at the Barrow events they were not viable and had to be cancelled. Informal inquiries highlighted that there is a perception of different ways of working in Barrow, with perhaps more outsourcing of contracts than in other areas of Cumbria. Events delivered were:

Workshop 1:
- 17 March 2009 – Carlisle (University of Cumbria Learning Gateway) – 12 participants

- 24 March 2009 – Copeland (Rosehill Theatre, Whitehaven) – 12 participants
- 26 March 2009 – South Lakeland (Shakespeare Centre, Kendal) – 14 participants

Workshop 2:
- 12 May 2009 – Carlisle (University of Cumbria Learning Gateway) – 11 participants
- 21 May 2009 – Eden (Rheged) – 11 participants
- 22 May 2009 – Allerdale (The Oval Centre, Workington) – 9 participants

5.5   Raising Our Game 'Certificate in Leading Sustainable Communities'

Twenty-one Cumbrian participants completed the Raising Our Game (ROG) 'Certificate in Leading Sustainable Communities' which was subsidised by the Achieving Cumbrian Excellence Programme Board in collaboration with CIEP Fusion. The Certificate is a Level 7 course which is delivered over 7 months by a combination of e-briefings, a Reflective Log, attendance at workshops and Action Learning Sets in Cumbria, and assignments. Six modules were studied during the Certificate:

- Sustainable Communities
- Team and Partnership Working
- Leadership and Vision
- Community Engagement
- Leading Project Implementation
- Personal Development Planning

The students attended a ROG graduation ceremony on 22 July.

5.6   'How to Mentor' workshop

The 'How to Mentor' workshop focused on mentoring, but included opportunities for participants to consider other ways of sharing their knowledge and skills and to reflect on their experiences of using the knowledge and skills they had gained or improved during their time studying the ROG Certificate in Leading Sustainable Communities in either 2007/8 or 2008/9, and the ROG Short Award in Project Management (part of the Fusion programme in 2007/8). The event provided an opportunity for graduates to consolidate the networks they had developed during their studies. Originally, the workshop was planned to be delivered 2 times,

however due to lack of take-up of places, one of the events was not viable and had to be cancelled. A telephone exercise to boost numbers highlighted the amount of commitments that individuals have which made it difficult for them to participate. The workshop which was delivered was held at Higham Hall in Allerdale on 9 June and attracted 8 participants. It was designed and delivered by CRED in collaboration with a Human Resources academic specialist from University of Cumbria Business School.

5.7 'Sharing Your Learning'

To enable participants to share their learning, and consequently maximise the impact of the CIEP Fusion programme, a Briefing Paper and Presentation were developed by CRED (Appendix 4). The Briefing Paper was distributed in the packs at each event held from the beginning of February 2009, and the Presentation was delivered at each event from then, except the Leadership Programme Workshop 2 sessions (as the majority of people at these had previously attended Workshop 1). The Briefing Paper and Presentation are also available on the CIEP website (www.ciep.org.uk) within the Economic Development and Regeneration Theme. They were deliberately designed to be 'soft touch', encouraging CIEP Fusion participants to consider how best they would be able to share their learning with colleagues.

5.8 'Skills for Sustainable Communities' course (CVS / Barrow)

This 8 day programme, designed and delivered by Cumbria CVS, is accredited at Level 2 or 3 by the Open College Network. CIEP Fusion Cumbria funded it to be delivered in Barrow-in-Furness from September to December 2008. Twelve participants originally registered for the course, of which 10 completed their studies. The report provided by Cumbria CVS highlighted the low recruitment from the public sector and indicated that the networks used for this activity and the Barrow environment could be factors in this. Most participants were from the voluntary sector. The main outcomes of the course were the raised awareness and understanding of the issues related to sustainable communities, and of partners and stakeholders, and also the work of Cumbria CVS. Challenges encountered in the delivery related to the departure of the Programme Co-ordinator and a change in tutor from the person who had developed the course. A private sector trainer delivered the course, and was assisted by local speakers presenting case studies. Suggested improvements for the future include a more condensed course with less paperwork to cover learning outcomes and encourage

more group interaction and reflective learning, and a link to social enterprise projects to strengthen the relationship between theory and practice[9].

5.9   Summary of learning opportunities offered by CIEP Fusion Cumbria

This section has described each of the learning opportunities offered by the CIEP Fusion Cumbria programme. Table 5.1 also summarises the whole programme.

Table 5.1: Summary of CIEP Fusion Cumbria learning opportunities

Type of Learning Activity	Output Target	Event Title	Date	Area of Cumbria	No. of participants
Design & the Built Environment workshops	3 events with 30 attendees at each	Introduction to Urban Design	6/10/08	Eden	29
		Design in Rural Locations	13/1/09	South Lakeland	33
		Conservation Area Appraisals & Village Design Statements	24/2/09	Carlisle	23
Design & Planning workshops	4 events with 35 participants at each	Presentation & Negotiation Skills	25/3/09	Eden	11
		Tools for Promoting Better Development	22/4/09	South Lakeland	9
		Putting theory into practice field trip	19/5/09	Carlisle	13
		Putting theory into practice field trip	2/6/09	Barrow	6
Sustainable Communities workshops	4 events with 30 participants at each	Building a Sustainable Community…: Tourism and Sustainability	30/3/09	South Lakeland	10
		Building a Sustainable Community…: Business and Sustainability	2/4/09	Carlisle	8
		Building a Sustainable Community…: Tourism and Sustainability	1/5/09	Copeland	8
Leadership Programme	8 events with 25 participants at each	Workshop 1: A New Leadership of Place?: meeting the Challenge for Cumbria	17/3/09	Carlisle	12
			24/3/09	Copeland	12
			26/3/09	South Lakeland	14
		Workshop 2: A New Leadership of Place?: Making Better Use of Data	12/5/09	Carlisle	11
			21/5/09	Eden	11
			22/5/09	Allerdale	9
Raising Our Game: Certificate in Leading Sustainable Communities	1 cohort with 21 graduates	6 modules – workshops and Action Learning Sets delivered in various locations in Cumbria	N/A	Venues in Eden	21
How to Mentor workshops	2 events with 20 participants at each	How to Mentor workshop	9/6/09	Allerdale	8
Sharing Your Learning	Briefing Paper & Presentation	N/A	N/A	N/A	N/A
Skills for Sustainable Communities course	1 cohort with 14 participants	8 week course delivered by Cumbria CVS	9/08 – 12/08	Barrow	10

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[9] Section 5.8 is based on "Report on Skills for Sustainable Communities training course Barrow" presented to CIEP Fusion Cumbria Steering Group meeting on 11 December 2008

6: FUSION CUMBRIA PROGRAMME

This section reports the aggregate findings of the CIEP Fusion Cumbria programme. In addition, sub-section 6.8 focuses on an analysis of the data derived from Leadership Programme and Design and the Built Environment respondents.

6.1 Benefits gained by individuals through participation in CIEP Fusion

Table 6.1 shows the benefits that individuals may have gained through participation in the CIEP Fusion programme and how important e-survey respondents have indicated them to be.

Table 6.1: Benefits of participating in CIEP Fusion Cumbria

	Not important		Quite important		Important		Very important		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
New skills	9	14.8	18	29.5	23	37.7	11	18.0	61	100
Improved skills	3	4.7	18	28.1	28	43.8	15	23.4	64	100
New knowledge	4	6.0	19	28.4	25	37.3	19	28.4	67	100
Improved knowledge	1	1.5	15	22.1	36	52.9	16	23.5	68	100
Improved personal practice	7	11.5	9	14.8	30	49.2	15	24.6	61	100
Confidence that I can influence local policy agendas	8	12.9	24	38.7	23	37.1	7	11.3	62	100
Confidence that I can influence the way things are done in my team	4	6.5	16	25.8	33	53.2	9	14.5	62	100
Confidence that I can influence the way things are done in my organisation	6	9.7	17	27.4	31	50.0	8	12.9	62	100
Confidence that I can influence the way things are done across partnerships that I work with	5	7.8	16	25.0	34	53.1	9	14.1	64	100
Better equipped to look for creative and innovative solutions to problems	1	1.5	16	24.6	28	43.1	20	30.8	65	100
Networking with others engaged in delivering regeneration programmes and projects in Cumbria	4	5.9	19	27.9	22	32.4	23	33.8	68	100
Gaining a qualification	32	54.2	13	22.0	9	15.3	5	8.5	59	100
Enhancing my career opportunities	20	33.3	14	23.3	17	28.3	9	15.0	60	100
Achieving some of my required CPD	19	31.1	18	29.5	18	29.5	6	9.8	61	100

Source: CRED e-survey

The benefit which the most significant proportion of respondents considers to be 'Very important' is 'Networking with others engaged in delivering regeneration in programmes and projects in Cumbria' (33.8%). A further 32.4% of respondents consider this to be 'Important'. This reflects the findings of the original Fusion programme evaluation. Further analysis highlights that of the 23 respondents who indicated that this benefit is 'Very important', 39.1% attended the learning opportunities aimed primarily at design professionals and over a third (34.8%) participated in the Leadership Programme.

With regard to the skills and knowledge gained through participation in the programme, 'New knowledge' was indicated as a 'Very important' benefit gained by 28.4% of respondents (37.3% also considered it 'Important'). 'Improved skills' and 'Improved knowledge' are also considered 'Very important' benefits gained by 23.4% and 23.5% of respondents respectively.

Although it is difficult to measure personal confidence levels, 67.7% of respondents indicated that 'Confidence that I can influence the way things are done in my team' is a 'Very important' or 'Important' benefit gained, inferring that they do feel more confident in this. Interestingly, a slightly higher proportion of respondents indicated that 'Confidence that I can influence the way things are done **across partnerships** that I work with' is a 'Very important' (14.1%) or 'Important' (53.1%) benefit gained than for 'Confidence that I can influence the way things are done in **my organisation**' (12.9% and 50.0% respectively). This may be related to the networking opportunities offered through the programme as discussed above. In contrast, less than half of respondents indicated "Confidence that I can influence local policy agendas" as a 'Very important' or 'Important' benefit gained through participation (11.3% and 37.1% respectively).

Nearly half of respondents (49.2%) indicate that 'Improved personal practice' is an 'Important' benefit gained, and 43.1% of respondents also consider that being 'Better equipped to look for creative and innovative solutions to problems' is an 'Important' benefit gained. These findings may relate to how new and improved skills and knowledge are implemented when the participant returns to their daily role, and how confident they feel in implementing these.

Although the majority of respondents indicate that 'Achieving some of my required CPD' and 'Enhancing my career opportunities' are at least 'Quite important' benefits gained through participation in the programme, around a third

consider these benefits to be 'Not important' (31.1% and 33.3% respectively). More than half of respondents (32 or 54.2%) considered that 'Gaining a qualification' was 'Not important' and interestingly this included 4 graduates of the ROG Certificate in Leading Sustainable Communities. It appears that individuals are interested in enhancing their skills and knowledge rather than in gaining qualifications.

In order to gauge what impact the CIEP Fusion programme is having, the e-survey asked respondents to comment on what changes they have made to the way they do things at work as a result of the learning they gained through participation. Some respondents highlighted that they now consider the 'bigger' picture more when implementing projects:

"Consider issues outside my own work"

"Think more about what else can be gained from applications instead of accepting what is submitted"

"Wider understanding of the views and needs of other stakeholders in the process"

"Look at alternative solutions/ 'bigger picture' after working with a wider range of colleagues from different disciplines"

"Consider a wider range of partners and stakeholders when developing or promoting enterprise related activities. Identify where linkages can be made between other organisations and my activities to develop enterprise in Cumbria"

Better understanding of Public Sector partner aspirations and view points, derived as a benefit of the course sessions, which provide an important Public / Private sector, learning and discussion forum"

Other respondents gave examples of how they have become more confident in particular aspects of their role as a result of participation in the programme:

"More confident in negotiating improved design"

"…more confidence in talking about the bigger design picture"

"Increased dynamism. Suggesting more aspirational objectives"

There was also comment on the increased use of creative techniques to address issues:

"Projecting and visioning where I/we/clients need to be and better identifying the steps to achieve in various aspects of work and project planning"

"More creative design solutions"

"Helped develop a more creative and professional approach to my work"

"More open ended creative sessions using techniques learnt on the course"

"Used some of the engagement techniques"

Developing a more reflective approach was useful to two respondents, and two others highlighted the networking benefits of participation. Other respondents highlighted "Leadership skills awareness", Improved range of partnership working techniques", "An increased understanding of the complexity of multi partner projects", "Better use of stats and data" as particular examples of how they had changed their ways of working.

The e-survey also asked respondents about why they may have found it difficult to apply the knowledge and / or skills gained through their participation. The main reasons for this can be categorised as 'cultural' and 'learning opportunity at wrong level'. Two respondents also noted that they had not had the opportunity to use the knowledge or skills yet. 'Cultural' barriers to applying the learning include:

"It takes more then one member to change the culture of an organisation"

"Entrenched attitudes and over cautious approach to design in some quarters"

"Colleagues who have not attended the course are not always receptive"

"Still feels difficult to influence organisational change to support community involvement in sustainable development, in an environment where cost cutting and delivery of "hard" regeneration projects focussed on economic benefits are the dominant drivers"

"In working with community groups it is difficult to put into practice the new skills because some people are not prepared to listen. They have prepared agendas, some are politically motivated and stem from jealousy"

The Evaluation of the original Fusion programme (CRED 2009) highlighted that it can be difficult to 'pitch' the learning at the right level for a broad range of people in the time available, and this also appears to have been an issue for some participants in CIEP Fusion:

"The course was wholly inappropriate for an experienced manager from a private sector firm. The level of teaching was close to entry level in Project Management, Leadership and Sustainable Communities"

"While it is pleasant to discuss design among other professionals I have found that recent courses do not break new ground for me. I think they would be more useful for younger professionals who were new to the field or to the locality. I do not think I am actually gaining new knowledge or skills"

"I didn't feel that the bulk of the course provided enough depth to really provide me with many new skills or approaches"

"Far too brief in application of methodologies"

It can also be difficult to provide examples which are relevant to everyone's experience:

"… Some case studies were utterly irrelevant to the geography and socio-economic lay"

"The event was focused on urban areas and bigger schemes, whereas the authority I work for is predominantly rural and applications are relatively small scale"

6.2 Organisational benefits of participation in CIEP Fusion Cumbria

The e-survey asked participants what they consider the benefits of their (and their colleagues) participation in the CIEP Fusion programme to be for their organisations (Table 6.2).

Table 6.2: Benefits of participating in CIEP Fusion Cumbria for organisations

	Not important		Quite important		Important		Very important		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Increased capacity to deliver regeneration projects and programmes	7	12.7	21	38.2	17	30.9	10	18.2	55	100
Better understanding between internal departments	15	26.8	19	33.9	20	35.7	2	3.6	56	100
A more knowledgeable workforce	2	3.4	15	25.4	28	47.5	14	23.7	59	100
A more skilled workforce	5	8.8	12	21.1	26	45.6	14	24.6	57	100
A more qualified workforce	17	30.9	13	23.6	18	32.7	7	12.7	55	100
Organisation practices changed to improve efficiency	8	14.8	20	37.0	19	35.2	7	13.0	54	100
Organisational practices changed to improve effectiveness	6	11.3	16	30.2	22	41.5	9	17.0	53	100
We are better equipped to look for creative and innovative solutions to problems	2	3.3	15	25.0	27	45.0	16	26.7	60	100

Source: CRED e-survey

The organisational benefit gained which was indicated as 'Very important' by the most significant proportion of e-survey respondents is that 'we are better equipped to look for creative and innovative solutions to problems' (26.7%). Having 'a more knowledgeable workforce' and 'a more skilled workforce' are also considered as 'Very important' benefits gained by nearly a quarter of respondents (23.7% and 24.6% respectively). Ten respondents (18.2%) also considered that 'Increased capacity to delivery regeneration projects and programmes' is a 'Very important' benefit gained for the organisation.

As partnership working is a significant activity in delivering regeneration programmes and projects, the e-survey also asked respondents about the importance of 'better understanding between internal departments' as a benefit for the organisation, as different departments in the same organisation can be involved e.g. planning and procurement. Although the majority of respondents

consider this to be at least a 'Quite important' benefit gained for their organisation, 26.8% indicate that this is 'Not important'. However, further investigation shows that 5 of these respondents (out of 15) work for private sector businesses in which departments may already have close working relationships.

The e-survey contained questions asking for specific examples of what changes had been made within participant's departments or across their organisations as a result of their (and their colleague's) participation in CIEP Fusion. Changes relate to specific activities, and how the knowledge gained through participation is useful across teams and departments. Examples of changes to specific activities include:

"Additional consideration of urban design issues"

"Better use of statistics"

"Revitalisation of a performance management framework"

"Practice of verbal communication - rehearsals are proving effective to enhancing communication"

"Once we move my current project to the design stage we plan using the design review process, something I would have been unlikely to know about had I not attended the CIEP workshop"

One respondent noted that "there are no visible signs of change but there is a very obvious upsurge in confidence when dealing in these areas". There are also examples of improved knowledge within the team, and across departments and external partners:

"Enhanced knowledge in team of sustainable communities agenda"

"Increased knowledge and understanding shared among team"

"Improved awareness within the Spatial Planning Team"

"The wider understanding gained, helps in communication of regeneration schemes, with both internal and external stakeholders (i.e. through a common language)"

"Internal departments understanding each other better"
"By drawing awareness of the techniques to other colleagues, they too can respond better to consultations and proposals for new development, where they affect our interests"

Across organisations, there appears to be a perception of wider awareness:

"Other colleagues are now aware of other organisations activities in Cumbria that they can link to"

"… better understanding of wider issues, and views held by other stakeholders"

Other ways in which change across organisations have been implemented include a "more cross-cutting approach to regeneration and other aspects" and different ways of dealing with the other departments in the organisation: "Bring skills to play when working with rest of organisation". One respondent was also able to give an example of a change with external partnerships: "Development of new programme of community consultation in partnership with other agencies".

6.3 Impacts of participation in CIEP Fusion for partnerships

As highlighted above, partnership working is a key activity in delivering regeneration. In order to identify the impacts of participation in CIEP Fusion for regeneration partnerships in Cumbria, participants were asked to what extent participation in the programme impacted upon a number of key aspects of partnership working.

In general, most e-survey participants indicated that there has been a positive impact on the aspects of partnership working asked about (Table 6.3). The majority of respondents noted that participation in the programme had had at least a 'Significant' impact upon 'Improving understanding of other professions engaged in delivering regeneration programmes and projects in Cumbria' (44.8% 'Significant' and 9.0% 'Very significant').

Table 6.3: Impact of CIEP Fusion on partnership working

	Not at all		Moderately		Significantly		Very significantly		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Improving your understanding of other professions engaged in delivering regeneration programmes and projects in Cumbria	4	6.0	27	40.3	30	44.8	6	9.0	67	100
Improving your understanding of other organisations engaged in delivering regeneration programmes and projects in Cumbria	3	4.5	32	47.8	27	40.3	5	7.5	67	100
Establishing working relationships with new partners	8	12.1	33	50.0	22	33.3	3	4.6	66	100
Strengthening working relationships with existing partners	10	14.9	31	46.3	22	32.8	4	6.0	67	100
Improving levels of trust between partner organisations	12	18.2	31	47.0	18	27.3	5	7.6	66	100

Source: CRED e-survey

The e-survey also asked respondents to give specific examples of changes that have been made in partnerships that they work with as a result of participation in CIEP Fusion. In general, better understanding appears to be one of the main changes which have been noted:

"Enabled you to look at things more clearly from the point of view of partner agencies"

"Improved understanding"

"Improved internal understanding of Housing and Social Care issues"

However, another change relates to consideration of the ways in which partnerships actually work – this can have an impact upon partnerships:

"We have a more considered approach to partnership working, recognizing when the partnership is not working and when energy expended is disproportionate to desired outcomes"

"Enhanced knowledge/ understanding of the dynamics of partnership working"

One respondent noted that changes to partnership working "depends to some degree on the level of attendance [at CIEP Fusion events] of staff from the partner organisations you are already working with", while another gave an

example of a partnership which is benefiting from "Closer partnership working …
at meetings".

Participants were also asked how many new contacts they made at the events
they attended, and whether they had followed any of them up. As shown in Table
6.4, the majority of respondents had made some new contacts (91.3%) and just
over half had followed some of these up (56.7%). Participants have contacted
people they met through CIEP Fusion about a wide range of issues including:
funding; shared services; business opportunities; events; potential delivery
partnerships; sharing best practice; distributed leadership; joint agendas;
planning applications; consultation; effects of the recession; support for business,
skills and employment; health issues; creative industries infrastructure;
cooperative working; making further contacts; community involvement.

Table 6.4: Contacts made at events

	Yes		No		Total	
	No.	%	No.	%	No.	%
New contacts made	63	91.3	6	8.7	69	100
Contacts followed up	38	56.7	29	43.3	67	100

Source: CRED e-survey

6.4 Sharing learning gained through participation in CIEP Fusion

Sharing the learning gained through participation in CIEP Fusion is one of the key
outcomes of the programme (Outcome vi). In order to measure how often this
sharing of learning occurs participants were asked to indicate the number of
times they had actually shared their learning formally within their own team, in
their own organisation and across partnerships that they work with (Table 6.5).
As would be expected, a significant majority of respondents had shared their
learning at least once with colleagues in their own team (78.7%). However, a
majority of respondents had also managed to share learning across their
organisations at least once (71.4%). A higher proportion of respondents had not
managed to share any learning across partnerships that they worked across
(38.1%), although encouragingly over 50% of respondents had shared their
learning more than once. These results indicate that the information shared with
participants at CIEP Fusion events is being further disseminated amongst
individuals who may not have been able to attend events.

Table 6.5: Learning shared formally

Times learning shared formally with colleagues:	0		1-5		6-10		11+		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
In own team	13	21.3	34	55.7	12	19.7	2	3.3	61	100
In own organisation	18	28.6	35	55.6	8	12.7	2	3.2	63	100
Across partnerships	24	38.1	32	50.8	7	11.1			63	100

Source: CRED e-survey

The e-survey also asked respondents to relate occasions where they may have had opportunities to share the learning gained informally. As these examples also mainly include sharing the learning at meetings both within teams and across partnerships, it is clear that individuals who have participated in CIEP Fusion are disseminating their learning widely when they are at work (and on some occasions in their personal time).

Many of the skills addressed within the CIEP Fusion learning activities appear to have been shared, for example: "Situational analysis tool"; "Visioning tools"; "Project management techniques"; "Risk assessments; bid writing; creative thinking techniques"; "Critical path analysis"; "Leading project implementation, partnership and teamworking, group dynamics etc"; "Brain storming and lateral thinking"; "Urban design skills"; and the "30 second CV - excellent lesson to take forward".

Much of the knowledge about a variety of issues has also been shared including in relation to specific design issues:

"Good design of buildings in the landscape"

"Some insights into the views/reactions of highway engineers to Design for Streets"

"Approaches to designing in context"

In addition, knowledge regarding the activities of other organisations has been shared:

"What other organisations are doing that we can link with to develop enterprise"

"Better understanding of the sustainable communities agenda, and the impact of council services across areas of the Egan wheel"

"… knowledge of partners in change"

Some respondents also cited examples of good practice that they had been able to share with colleagues:

"Highlighted some good practice gained at various events"

"Good practice examples from Cumbria Tourism"

Other issues about which learning had been shared include:

"Need to cooperate, share knowledge / information"

"I would single out the importance of clear, honest, open, communications"

The e-survey also asked respondents the reasons they may not have been able to share the learning they gained through participation at CIEP Fusion learning activities. Some respondents noted that time and resources were a factor in this, although others commented that there was a lack of interest from colleagues. One respondent noted that "Due to the nature of the design course, it is less easy to share unless it relates to a specific site. Nonetheless there are few avenues to share these improved skills with Senior Managers/Heads/Directors", perhaps hinting that sharing the learning gained at external events needs to be 'pushed' from senior management teams.

6.5 Sharing Your Learning

As part of the Action Learning Programme, the e-survey contained questions relating to the usefulness of the Briefing Paper and Presentation which were developed to support the achievement of Outcome vi. Table 6.6 shows that 80% of respondents found the materials at least 'Fairly useful'.

Table 6.6: Sharing Your Learning: Briefing Paper and Presentation

Usefulness of 'Sharing Your Learning' Briefing Paper and Presentation:	No.	%
Not useful	13	20.0
Fairly useful	27	41.5
Useful	21	32.3
Very useful	4	6.2
Total	65	100.0

Source: CRED e-survey

When asked what parts of the materials were most useful, several responses indicated appreciation of the whole package, and one respondent noted that the materials are "a good reminder and trigger to sharing knowledge and best practice at every opportunity". Other responses highlighted particular methods as being particularly useful:

"The simple steps"

"The outline of methods to try"

"The references to sharing at Team meetings"

6.6 Capacity to deliver LAA targets related to worklessness, business and skills

Outcome ii of the CIEP Fusion programme relates to "the extent to which involvement in CIEP Fusion activities has made key change agents (including Elected Members) more confident in their capacity to deliver on the targets addressing worklessness, business and skills as specified in the Cumbria Local Area Agreement". The e-survey contained questions to measure the extent of any increases in confidence to deliver on these targets as a result of participation in the programme.

Table 6.7: Extent of increase in confidence due to participation in CIEP Fusion

	Not at all		Slightly		Moderately		Significantly		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Your capacity to influence the successful delivery of the LAA targets related to worklessness/business/ skills in Cumbria	12	18.8	28	43.8	18	28.1	6	9.4	64	100
Your organisation's capacity to deliver on the LAA targets related to worklessness/ business/skills in Cumbria	13	20.3	28	43.8	18	28.1	5	7.8	64	100
The capacity of partnerships in which you are involved to deliver on LAA targets related to worklessness/ business/skills in Cumbria	15	23.4	25	39.1	20	31.3	4	6.3	64	100

Source: CRED e-survey

Table 6.7 shows that in general there appears to have been an increase in the confidence of participants in their individual capacity to deliver on the LAA targets related to worklessness, business and skills in Cumbria. The majority of respondents (81.2%) were at least slightly more confident in their own individual capacity to influence the successful delivery of the LAA targets due to their participation in the CIEP Fusion programme. In addition, there is increased confidence that organisations and partnerships have the capacity to deliver. Nearly 80% of respondents were at least slightly more confident in their organisation's capacity to deliver on the relevant LAA targets following participation in the programme.

The proportion of respondents who felt at least slightly more confident that partnerships which they are involved with had increased capacity as a result of the programme was slightly lower at 76.6%. Even so, approximately a quarter of respondents indicated that their confidence had not been increased as a result of participation. Further investigation reveals that these 15 respondents attended a range of learning opportunities, work in different levels in their organisations, and are spread across 13 different organisations. This suggests no particular pattern in terms of negative responses to this question.

6.7 Improvements suggested by participants

The survey included an opportunity for participants to make suggestions for future improvements to the Fusion Cumbria Learning Lab. Twenty-four participants took the opportunity to suggest improvements and these cover a

wide range of topics from number of events to teaching methods. Some key issues that emerge are in relation to the structure of the CIEP Fusion programme, accreditation, and the level at which the learning is pitched.

Two participants highlighted that because of the varied experience and knowledge of the individuals at each learning opportunity, it is difficult for training providers to 'pitch' the session at the correct level to suit everyone's needs and that it may be more effective to do this:

> "I would find it helpful to have some of the events structured round different levels of competency i.e. beginner, intermediate, advanced. At present the audience is extremely mixed in terms of knowledge and understanding and the presentations therefore steer a middle course"

> "…'Group' participants better according to experience/role to ensure that the whole group is able to learn at a suitable level - our programme was pitched at a more introductory level which wasn't appropriate for many of the participants…"

Two other participants commented that they would like to see some form of accreditation from more learning opportunities:

> "Some sort of an assessment after events with the potential to lead onto a qualification"

> "A structured accredited urban/rural design course"

In addition, three other participants noted that they would like the learning opportunities to be more structured:

> "More structure…"

> "A fundamental review of the course structure is required. It is important we raise the expectation for performance, including the availability of modern practices"

> "I would also like to engage in a structured programme like Common Purpose in Cumbria"

Some other participants commented that they wanted the events to have wider participation, and one respondent highlighted that "More group exercises with officers, councillors and other partners" would be useful.

6.8:   Focus: Leadership Programme / Design and the Built Environment

This sub-section explores the findings in more depth for the two individual components of the CIEP Fusion programme which attracted most e-survey responses: the 'Leadership Programme' (Leadership) / 20 responses; and the 'Design and the Built Environment' series of workshops (D&BE) / 24 responses[10]. Although most of the data relates to the programme outcomes, additional commentary is included.

As in the survey as a whole (Table 6.8), responses show that in most cases, the majority of attendees of the 'Leadership Programme' and 'Design and Built Environment' events indicated the skills and knowledge gained by participation has been important to them as individuals. Those who attended the 'Leadership' events gave particularly positive feedback on the extent to which "new skills" and "new knowledge" was gained. This perhaps largely reflects the content of these events that exposed practitioners to new debates about the nature of leadership in regeneration.

In terms of the skills and knowledge gained and improved through participation in these two learning opportunities (Outcome iv), the more technically trained people who participated in the Design and the Built Environment workshop series (Table 4.5) are likely to be affiliated to a professional organisation specifying a minimum amount of Continuous Professional Development (CPD) to be undertaken by members on an annual basis. Therefore, although they find the benefits gained from participation in CIEP Fusion useful, they are perhaps more regularly exposed to new skills and knowledge in other contexts.

Table 6.8 also shows the benefits for organisations of participation in the programme by individuals. In terms of skills and knowledge (Outcome iv), e-survey respondents have indicated that the benefits for organisations are fairly equal for both types of learning opportunity.

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[10] It is important to note that not all e-survey respondents answered every question and therefore some responses may not correspond to the full number of e-survey respondents for each type of learning opportunity.

Table 6.8: Benefits of participation in CIEP Fusion for individuals and organisations

		Leadership		D&BE		Total	
		Important / Very Important		Important / Very Important		Important / Very Important	
		No.	%	No.	%	No.	%
What are the most important benefits you have gained from participation in CIEP Fusion Cumbria?	New skills	11	68.8	11	55.0	34	55.7
	Improved skills	12	75.1	14	63.7	43	67.2
	New knowledge	12	75.0	13	56.5	44	65.7
	Improved knowledge	15	79.0	15	65.2	52	76.4
	Better equipped to look for creative and innovative solutions to problems	13	81.3	15	65.2	48	73.9
	Confidence that I can influence local policy agendas	11	73.3	8	36.3	30	48.4
	Confidence that I can influence the way things are done in my team	12	80	13	59.1	42	67.7
	Confidence that I can influence the way things are done in my organisation	11	68.8	14	63.6	39	62.9
	Confidence that I can influence the way things are done across partnerships that I work with	15	83.3	13	59.0	43	67.2
	Networking with others engaged in delivering regeneration in programmes and projects in Cumbria	15	83.3	10	45.5	45	66.2
What are the most important benefits that your organisation has gained through participation of you (and your colleagues) in CIEP Fusion Cumbria?	Increased capacity to deliver regeneration projects and programmes	7	46.7	8	42.1	27	49.1
	A more knowledgeable workforce	11	73.3	14	70.0	42	71.2
	A more skilled workforce	10	71.5	14	70.0	40	70.2
	We are better equipped to look for creative and innovative solutions to problems	12	75.1	13	68.4	43	71.7

Source: CRED e-survey

In relation to Outcome iii, increasing the confidence of key change agents to enable them to successfully lead economic development and regeneration programmes and projects, Table 6.8 shows that again the relevant indicators for this are perceived as more 'Important' or 'Very important' benefits by a higher proportion of 'Leadership Programme' participants. This may also be related to the level at which participants work in their organisations, as a higher proportion of officers participated in the 'Design and the Built Environment' workshop series (58.3%) than the 'Leadership Programme', which had a higher proportion of managers (47.8%). Consequently, participants on the 'Leadership Programme'

may have more opportunities to influence the way things are done in their own teams, organisations and across partnerships with which they work, and also to be able to comment on local policy agendas.

Tables 6.8, 6.9 and 6.10 also contain data which is pertinent to Outcome v, addressing the provision of opportunities for key change agents within all levels of local government and across other organisations engaged in delivering economic development and regeneration in Cumbria to come together in order to facilitate collaboration / partnership working and sharing of knowledge, skills and ideas.

Although over 80% of 'Leadership Programme' respondents indicated that they found 'Networking with others engaged in delivering regeneration programmes and projects in Cumbria' to be an 'Important' or 'Very important' benefit of participating in CIEP Fusion, only 45% of respondents in the 'Design and the Built Environment' workshop series indicated this benefit as being 'Important' or 'Very important'. However, many professional bodies such as the RTPI have local branches which facilitate regular events for CPD purposes, and therefore to some extent, the networking provided by CIEP Fusion would be additional to these networking opportunities for this group. Therefore, it is particularly encouraging that a high proportion of respondents (81%) in the Design and the Built Environment workshops still made new contacts through participation in CIEP Fusion (Table 6.9), and that 42.9% of respondents followed-up these contacts.

Table 6.9: Contacts made and followed up

	Leadership		D&BE		Total	
	No.	%	No.	%	No.	%
New contacts made	18	100.0	17	81.0	63	91.3
Contacts Followed up	11	61.1	9	42.9	38	56.7

Source: CRED e-survey

In terms of facilitating partnership working, four of the aspects asked about which can help partnerships to work well attracted fairly equal responses from both groups of respondents. The exception to this is "Improving your understanding of other organisations engaged in delivering regeneration programmes and projects in Cumbria", which 8 (44.5%) 'Leadership Programme' respondents agreed was impacted upon 'Significantly' or 'Very significantly', in contrast to the 'Design and the Built Environment' group of respondents of which only 5 (23.8%) indicated was impacted upon 'Significantly' or 'Very significantly'. Again, this may be

related to the broader remit of the individuals participating in the 'Leadership Programme'.

Table 6.10: Impact on partnership working

To what extent did participating in CIEP Fusion Cumbria impact upon:	Leadership Significantly / Very significantly		D&BE Significantly / Very significantly		Total Significantly / Very significantly	
	No.	%	No.	%	No.	%
Improving your understanding of other professions engaged in delivering regeneration programmes and projects in Cumbria	9	50.0	10	47.6	36	53.8
Improving your understanding of other organisations engaged in delivering regeneration programmes and projects in Cumbria	8	44.5	5	23.8	32	47.8
Establishing working relationships with new partners	5	29.4	6	28.6	25	37.9
Strengthening working relationships with existing partners	6	33.4	7	33.3	26	38.8
Improving levels of trust between partner organisations	7	41.2	8	38.1	23	34.9

Source: CRED e-survey

Outcome vi for the CIEP Fusion programme related to enabling key change agents to share information both with colleagues within their own organisation and across partnerships that they work with. Table 6.11 shows that the 'Leadership Programme' respondents have been slightly more successful at sharing their learning than the 'Design and the Built Environment' respondents, particularly across partnerships that they work with (81.3% compared to 50.0%). However, it is likely that this is again related to the different roles of the respondents, as the individuals on the 'Design and the Built Environment' workshop series may be less likely to work across external partnerships than those participating on the 'Leadership Programme'.

Table 6.11: Sharing learning

Times learning shared formally with colleagues:	Leadership		D&BE		Total	
	No.	%	No.	%	No.	%
In own team	12	80.0	14	73.7	48	78.7
In own organisation	13	81.3	12	60.0	45	71.5
Across partnerships	13	81.3	10	50.0	39	61.9

Source: CRED e-survey

Table 6.12: Confidence in capacity to deliver on LAA targets

In general, because of your participation in CIEP Fusion Cumbria, to what extent do you feel more confident in:	Leadership Moderately / Significantly		D&BE Moderately / Significantly		Total Moderately / Significantly	
	No.	%	No.	%	No.	%
Your capacity to influence the successful delivery of the LAA targets related to worklessness / business / skills in Cumbria	8	47.0	4	23.5	24	37.5
Your organisation's capacity to deliver on the LAA targets related to worklessness / business / skills in Cumbria	4	23.6	6	35.3	23	35.9
The capacity of partnerships in which you are involved to deliver on LAA targets related to worklessness / business / skills in Cumbria	6	35.3	6	35.3	24	37.6

Source: CRED e-survey

In relation to outcome i, the extent to which participation in the CIEP Fusion programme has made key change agents more confident in capacity to deliver the specified LAA targets, it is significant to note that responses from attendees at these two types of events were very similar when considering questions relating to "capacity to deliver". Attendees at the Leadership events commonly believe, for instance, that the new knowledge gained will help them to influence local policy agendas (73% - Table 6.8) but this does not translate into greater confidence in delivering on LAA targets (47% for individuals, 23% for organisations – Table 6.12).

In comparison, attendees at the 'Design and the Built Environment' workshops are generally much less certain that the events helped then to feel more confident about influencing local policy agendas (36%) but were much more positive about applying their learning to the "ways things are done" in their organisation (64%) and having a more skilled workforce (70%).

These patterns suggest that differences between responses of individuals who attended different events in large measure reflect the objectives of events and the interests of participants which varied considerably.

This section has summarised the analysis of the e-survey for the whole of the CIEP Fusion Cumbria Learning Lab programme. Sub-section 6.8 shows that different groups of respondents clearly have varying perceptions of the benefits

that they and their organisations gained from participation in the CIEP Fusion programme. It is likely that these differences are related to the roles that the participants on various components of the programme undertake on a daily basis, and demonstrates the importance of delivering variable learning opportunities to attract a wide range of individuals engaged in addressing economic development, regeneration and sustainable communities in Cumbria.

7:   PERFORMANCE AGAINST OUTPUTS AND OUTCOMES

This section summarises the performance of CIEP Fusion Cumbria Learning Lab 2008/9 in terms of performance against the programme outputs and outcomes, in improving significantly the effectiveness of individuals, organisations and partnerships involved in economic development, regeneration and sustainable communities in Cumbria and providing a focus for learning that can be used in Cumbria and elsewhere.

7.1   Performance against Output Targets

This section reports on the performance of the CIEP Fusion against the agreed target outputs. In total there were 32 individual output targets (number of events + participants at each event + Sharing Your Learning Briefing Paper and Presentation). At the end of the programme 8 of these output targets have been Met, 20 Partially Met, and 4 Not Met.

Table 7.1: Outputs of Fusion Cumbria Learning Lab 2008-9

Activities	Output Target	Actual Achieved
'Design & the Built Environment'	3 events with 30 attendees at each	3 events delivered – Met 1 workshop with >30 attendees – Met 2 workshops with <30 attendees – Partially Met
'Design and Planning'	4 events / 35 participants at each	4 events delivered – Met 4 workshops with <30 attendees – Partially Met
'Skills for Sustainable Communities'	1 cohort with 14 participants	1 course delivered – Met <10 participants – Partially Met
ROG 'Cert in LSC'	1 cohort with 21 graduates	1 course delivered – Met 21 graduates - Met
'How to Mentor'	2 events with 20 participants each	1 event delivered – Partially met 1 event <20 participants – Partially Met 1 event 0 participants – Not Met
Sharing Your Learning	Briefing Paper Presentation	Met Met
'Sustainable Communities'	4 events / 30 participants at each	3 events delivered – Partially Met 3 workshops with <30 participants – Partially Met 1 event 0 participants – Not Met
'Leadership Programme'	8 events / 25 participants at each	6 events delivered – Partially Met 6 events with <25 participants – Partially Met 2 events 0 participants – Not Met

In general, the output targets which are Not Met are due to cancellation of events because of lack of participants, despite the significant amount of time and energy which the CIEP Support Team and the CRED team spent in attracting participants,

and output targets which are Partially Met are due to low participant numbers at some events.

7.2   Performance against Outcomes

This section highlights the performance of the programme against the agreed outcomes.

Outcome i: The CIEP Fusion programme is successful in targeting and attracting individuals working in areas that are likely to influence the targets for the National indicators addressing worklessness, business and skills (153,171, 163 and 165) as specified in the Cumbria LAA.

A number of measures have been used to monitor progress against this outcome:

- Numbers of participants: 156
- Number of organisations: 47
- Geographic distribution of learning activities:
    - Allerdale   2
    - Barrow   1
    - Carlisle   5
    - Copeland   2
    - Eden   3
    - South Lakeland   4
    - The ROG Certificate in Leading Sustainable Communities meetings were held in Eden (Roundthorn Hotel, CREA or Rheged)
    - The CVS Skills for Sustainable Communities course was delivered in Barrow in September – December 2008
- As shown in Section 4, participants in CIEP Fusion activities represented each area of Cumbria, and covered a wide range of sectors, roles and levels within organisations.

Outcome ii: The extent to which involvement in CIEP Fusion activities has made key change agents (including Elected Members) more confident in their capacity to deliver on the targets addressing worklessness, business and skills (153,171, 163 and 165) as specified in the Cumbria LAA.

Figure 7.1 shows that 81% of respondents indicate that they are at least 'Slightly' more confident in their individual capacity to influence the successful delivery of the specified LAA targets. In addition, 80% of respondents are at least 'Slightly' more confident in the capacity of their organisation to deliver the targets, and 77% are at least 'Slightly' more confident in the capacity of partnership that they are involved in to achieve the targets.

Figure 7.1: Extent of increase in confidence in capacity to deliver
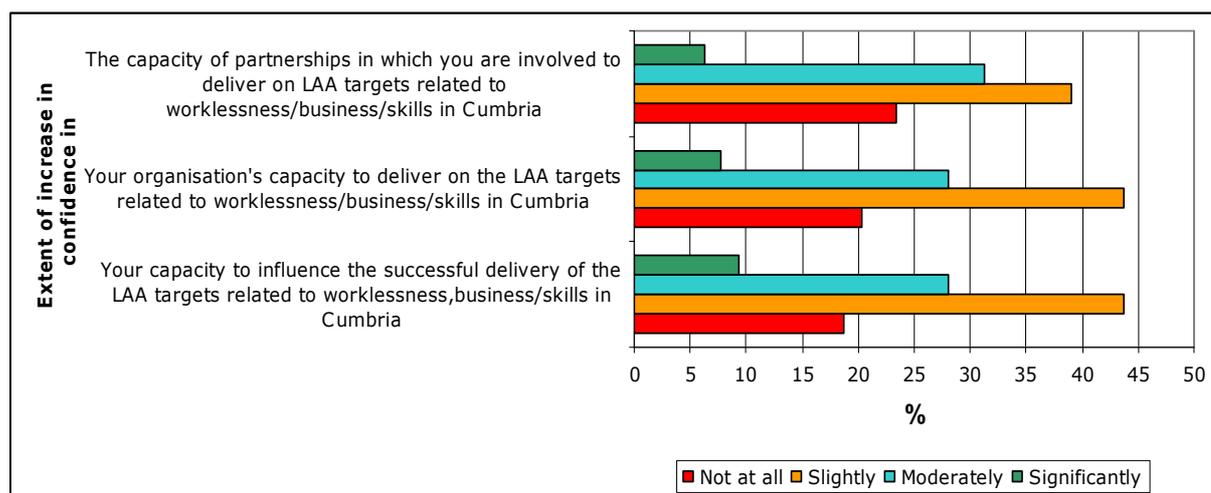
Source: CRED e-survey

Outcome iii: Increase the confidence of key change agents (including Elected Members) to enable them to successfully lead economic development and regeneration programmes and projects in Cumbria.

Figure 7.2 shows that 87% of respondents consider that "Confidence that they can influence local policy agendas" is at least a 'Quite important' benefit they have gained through participation in the programme. Nearly all e-survey participants (94%) indicate that "Confidence that they can influence the way things are done in their own team" is at least a 'Quite important" benefit they have gained, while 90% of respondents consider "Confidence that I can influence the way things are done in their organisation" is at least a 'Quite important' benefit gained. Finally, 92% of respondents have indicated that "Confidence that I can influence the way things are done across partnerships that I work with" is at least a 'Quite important' benefit gained from their participation.

Figure 7.2: Importance of benefits gained through participation in CIEP Fusion Cumbria in relation to confidence
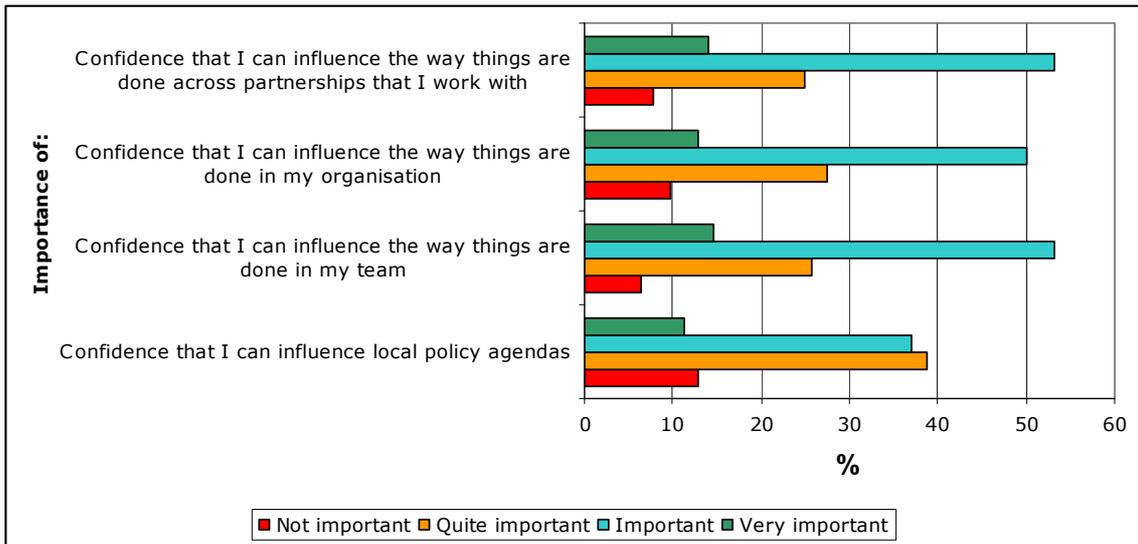
Source: CRED e-survey

Outcome iv: Raise the knowledge and skills of key change agents to enable them to contribute towards improved performance in the national Indicators addressing worklessness, business and skills (153,171, 163 and 165) as specified in the Cumbria LAA.

As shown in Figure 7.3, a significant majority of respondents consider that the benefits they have gained in relation to the new or improved skills and knowledge through participating in Fusion are at least 'Quite Important' (85%, 95%, 94% and 99% respectively). In addition, the majority of respondents (98%) also consider that it is at least 'Quite Important' that they are "Better equipped to look for creative and innovative solutions to problems".

The organisations that respondents work for have also gained benefits from the participation of employees in the programme. A significant majority of respondents consider that gaining a more knowledgeable and skilled workforce is at least 'Quite Important' (97% and 93% respectively. In addition, 97% of respondents indicate that it is at least 'Quite Important' that their organisation is "Better equipped to look for creative and innovative solutions to problems".

Figure 7.3: Most important benefits gained by individuals in relation to skills and knowledge through participation in CIEP Fusion Cumbria
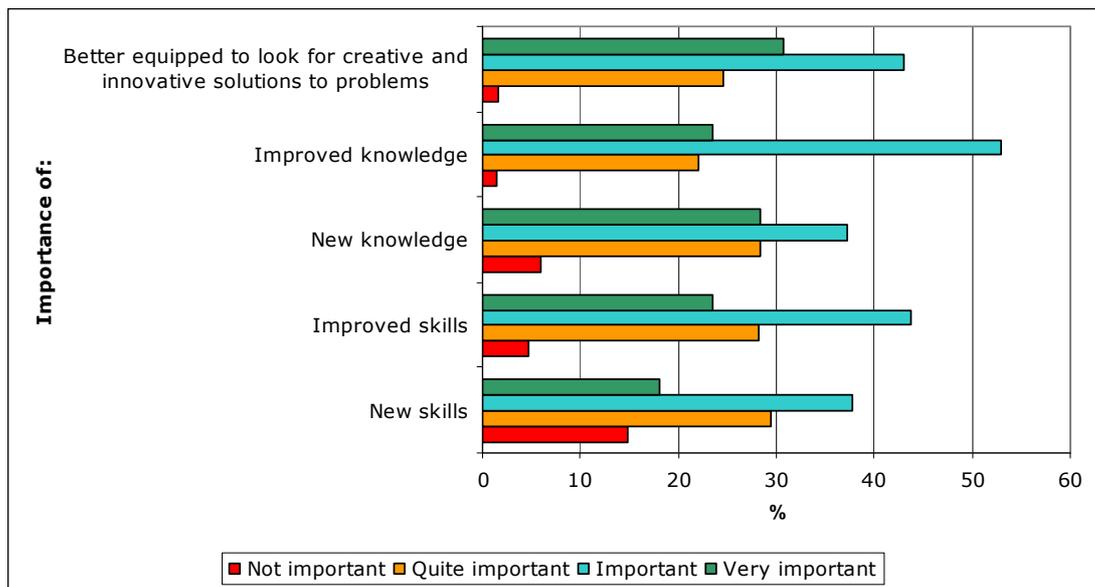
Source: CRED e-survey

Figure 7.4: Most important benefits gained by organisations in relation to skills and knowledge through participation in CIEP Fusion Cumbria
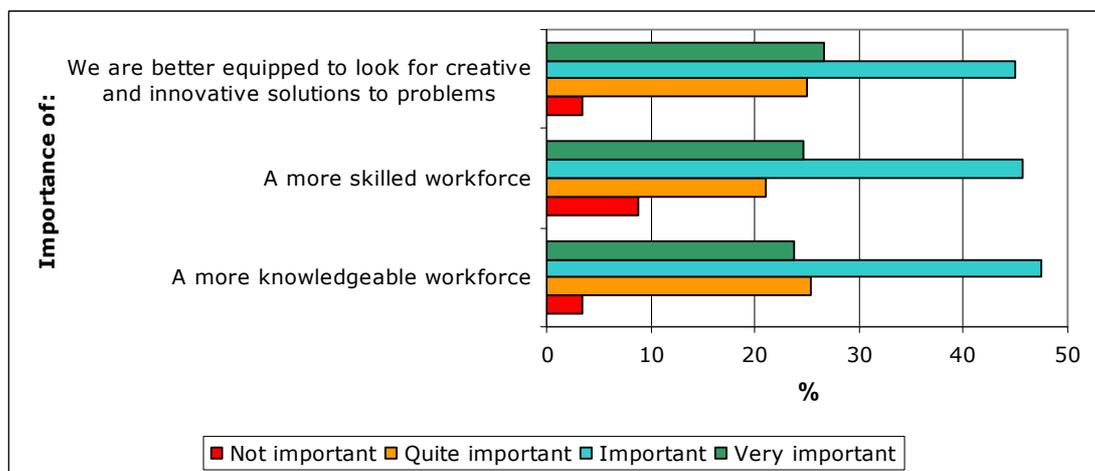
Source: CRED e-survey

Outcome v: Provide opportunities for key change agents within all levels of local government and across other organisations engaged in delivering economic development and regeneration in Cumbria to come together in order to facilitate collaboration / partnership working and sharing of knowledge, skills and ideas.

Figure 7.5: Contacts made and followed up through CIEP Fusion
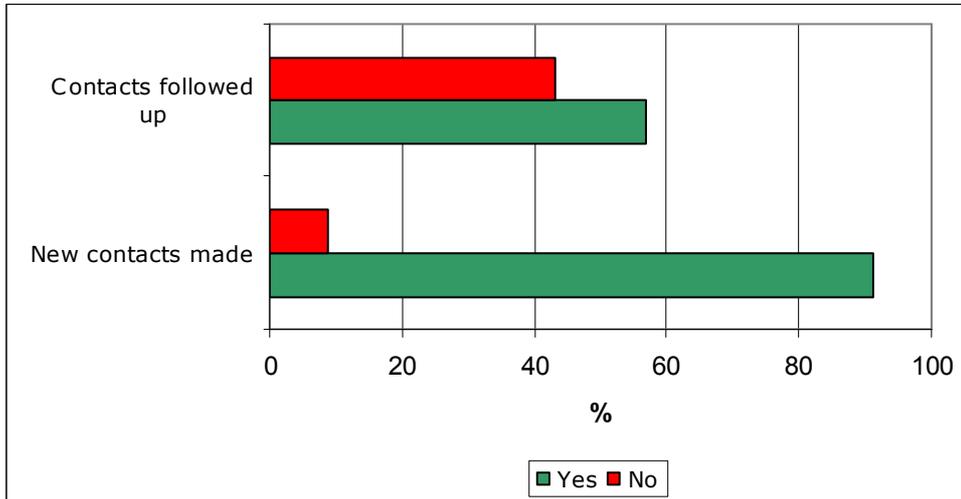
Source: CRED e-survey

Figure 7.6: Extent of impact on partnership working
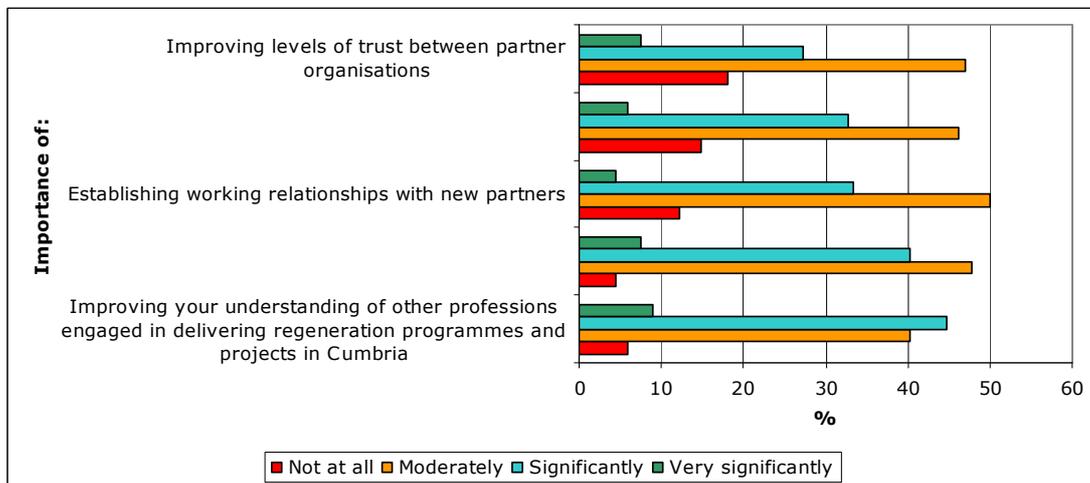
Source: CRED e-survey

Figure 7.5 shows that 91% of respondents made new contacts through participation in the CIEP Fusion programme and 57% of respondents have followed up at least one of the contacts made.

With regard to partnership working, 94% of respondents considered that it was at least 'Quite Important' to "Network with others engaged in delivering

regeneration in programmes and projects in Cumbria" (see Section 6.1). Figure 7.6 also shows that a significant majority of respondents indicated that participation in CIEP Fusion learning activities has had at least a 'Moderate' impact upon "Improving levels of trust between partner organisations" (81.8%). Most respondents (87.9%) also considered that participation has had at least a 'Moderate' impact upon "Establishing working relationships with new partners" and 85% that it has had at least a 'Moderate' impact on "Strengthening working relationships with existing partners".

Outcome vi: Enable key change agents to share information gained through CIEP Fusion with colleagues both within and across organisations

Figure 7.7: Sharing information gained through CIEP Fusion
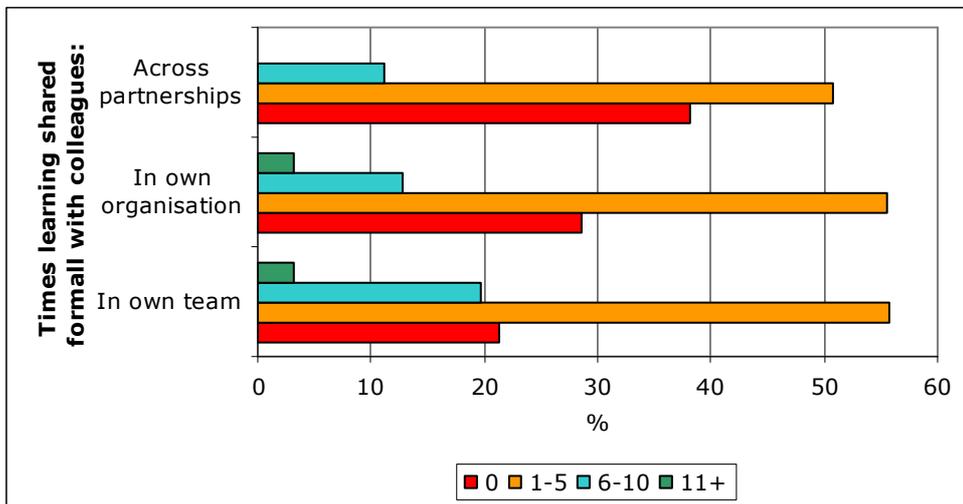
Source: CRED e-survey

This outcome is a key part of the CIEP Fusion programme, and encouragingly the majority of respondents have shared information gained through participation at least once (79% across own team; 72% across own organisation; and 62% across partnerships).

8:   SUMMARY AND RECOMMENDATIONS

This section briefly summarises the findings of this evaluation, and concludes with recommendations for the future development of Fusion Cumbria Learning Lab.

8.1   Summary

Fusion Cumbria Learning Lab (Fusion) is a skills development programme intended to strengthen the capacity of individuals, organisations and partnerships involved in delivering economic development, regeneration and sustainable communities in Cumbria. Fusion aims to deliver this objective through providing a range of learning opportunities to economic development, regeneration and sustainable community practitioners in Cumbria. During 2008/9 the Fusion programme has been delivered by the Cumbria Improvement and Efficiency Partnership's Economic Development and Regeneration Theme. The CIEP Fusion Programme was delivered by the Project Steering Group in collaboration with a number of commissioned learning providers from October 2008 to June 2009.

During this period 3 'Design and Built Environment' workshops, 4 'Design and Planning' workshops, 6 'Leadership Programme' workshops, 1 'How to Mentor' workshop, and 3 'Sustainable Communities' workshops were delivered. In addition, two cohorts were funded to complete the Raising Our Game 'Certificate in Leading Sustainable Communities' and the CVS 'Skills in Sustainable Communities' courses. Finally, learning materials were produced which aimed to help participants consider how they could best share their learning with colleagues within their own organisations and across partnerships with which they work, in order to maximise the impact of their participation in the programme. These learning opportunities attracted 156 participants from 47 organisations engaged in delivering regeneration, economic development and sustainable communities in Cumbria.

There were 32 individual output targets for the programme, of which 8 have been Met, 20 Partially Met and 4 Not Met. The outputs which were Not Met were all linked to the lack of participants, which meant that some events had to be cancelled or rescheduled.

In terms of outcomes, as shown in Section 7.2, significant majorities of respondents have indicated that they consider that they are more confident in

their capacity to deliver on the Cumbrian LAA targets addressing worklessness, business and skills, and that they are also more confident that their organisations and the partnerships which they work across have the capacity to deliver on these targets. In addition, participants are more confident that they can influence the way things are done in their own teams, organisations and across partnerships that the work across. They consider that new and improved skills and knowledge are important benefits gained through their participation in the programme, and that they and their organisations are better equipped to look for creative and innovative solutions to problems. There is also recognition of the networking opportunities offered by the programme, and there is a perception of a positive impact on partnership working. Finally, learning gained through the programme has been shared within teams and organisations and across partnerships, indicting that the impact of the programme is disseminated widely.

8.2   Recommendations

Based on the analysis, and discussions at the Steering Group meeting of the Fusion Cumbria Learning Lab on 15 September 2009, a number of recommendations have been made:

It is clear that participants on the Fusion programme find the opportunity to collaborate in learning and develop networks with others engaged in addressing similar issues a major benefit of the programme. Although there are other opportunities to meet and exchange ideas and knowledge, for example at partnership meetings, the Fusion programme provides an environment in which people can consider issues in a neutral forum, discuss them with others engaged in similar activities and learn new skills and knowledge which can help them to develop alternative methods to addressing issues. **This suggests that it is important that these opportunities to collaborate in learning continue to be made available in order that the networks which have begun to be developed through Fusion continue to grow and expand.**

Although the participants have found the networking opportunities provided by Fusion very useful, in addition to the new and improved skills and knowledge gained, the focus of the Economic Development and Regeneration Theme of the CIEP has changed for 2009/10. Consequently, the Fusion Programme will not continue to be delivered by this means. Therefore **it is recommended that the**

Steering Group give consideration to how such collaborative learning opportunities can be facilitated in the future.

The **options** which could ensure the delivery of Fusion in future include **securing funding from external funding bodies.** This might include the North West Development Agency. As highlighted in the paper presented at the Steering Group meeting regarding the "Future of Fusion Cumbria Learning Lab outwith CIEP", "it is clear that NWDA see skills as a priority, and that capacity and capability to deliver investment are a recurring theme. There could be a strong case for successful funding …".

Alternatively, there may be opportunities to ensure Fusion activities are provided through collaboration between public sector agencies and authorities within Cumbria. These organisations are responsible for delivering regeneration, and economic development in the County and for addressing the LAA targets related to worklessness, business and skills levels in Cumbria. **It is recommended that approaches are made to appropriate departments within the Cumbrian Local Authorities to explore the possibility of a jointly delivered programme of skills and learning. This would need to take place fairly soon to fit in with budget planning process for the next year.** Discussion at the Fusion Steering Group suggested that this could cover common areas such as project management, organisational development and change management. A shared programme of this type could provide scale economies for Cumbrian Local Authorities.

Although facilitating opportunities for collaborative learning and networking is the main recommendation of this report, there are other issues which could be addressed through any future Fusion programme. However, some of these can be taken forward by individual organisations and partnerships.

Firstly, it is important that learning by individual members of staff is shared with teams when back in the workplace and consideration should be given by senior management as to how to provide opportunities for this. Sharing learning maximises the impact of the resources which have been used to provide the learning opportunities, such as time and cost, and in the context of the expected cuts to the public purse mentioned previously these are important considerations.

Any future Fusion programme should give consideration to how accredited programmes delivering the knowledge and skills required by the organisations engaged in addressing regeneration, economic development and sustainable communities can be developed in Cumbria. Currently there are no accredited programmes in the County delivering such courses (although there are some related to Leadership and Management at University of Cumbria).

Overall, the results indicate positive experiences derived from involvement in Fusion learning events. In designing any future collaborative programme of learning, it would be useful to assess the needs of practitioners. **It is recommended that prior to running any future programme an update to the Skills Audit (CRED 2008) is conducted, in order to ensure that the resource is targeted on activities and themes that are in demand.**

APPENDIX 1: STEERING AND REFERENCE GROUP MEMBERS

Steering Group:

Allerdale Borough Council

Barrow Borough Council

Carlisle City Council

Copeland Borough Council

Eden District Council

South Lakeland District Council

Cumbria County Council

Lake District National Park Authority

University of Cumbria

Cumbria Vision

Cumbria Council for Voluntary Service

West Cumbria Strategic Co-ordination Group

Achieving Cumbrian Excellence (ACE)

Reference Group:

- A.L Daines
- Border Construction
- Brathay
- Business Links North West
- Capita
- Cumbria Association of Local Councils
- Cumbria Chamber
- Cumbria Colleges
- Cumbria Fountain

- Cumbria Police
- Cumbria Tourism
- Dagon Services
- Day Cummins
- DCA Consultants
- Eric Wright Group

- Eversheds
- Furness Enterprise
- Genecon
- Gillespies

- Government Office North West
- Green Design Group
- Harrison Homes Cumbria
- Harvest Housing
- Hayward Associates
- Invest in Cumbria
- Job Centre Plus
- Jura-Consultants
- Learning Skills Council
- Nuclear Decommissioning Authority
- Raising our Game
- Royal Town Planning Institute
- South Ribble Borough Council
- South Workington
- Story Homes
- West Cumbria Development Agency
- West Lakes Renaissance
- Yorkshire Dales

APPENDIX 2: E-SURVEY

Welcome to the Cumbria Improvement and Efficiency Partnership (CIEP) Fusion Cumbria Learning Lab e-survey

University of Cumbria

learning lab
FUSION
Cumbria

Centre for **R**egional **E**conomic **D**evelopment

By participating in this e-survey you are contributing to the future development of CIEP Fusion, which provides a range of learning opportunities for people engaged in delivering economic, physical and social regeneration in Cumbria. This programme will help to strengthen the capacity of individuals, organisations and partnerships involved in the regeneration of Cumbria, supporting the creation of more sustainable communities.

CIEP Fusion Cumbria Learning Lab is linked closely with the Local Area Agreement, specifically the targets addressing worklessness, business and skills. You can see the outcomes of CIEP Fusion Cumbria Learning Lab, and the LAA targets which they link to, by clicking here

You can find the latest CIEP Fusion Cumbria Learning Lab Newsletter by clicking here and the programme of events can be accessed by clicking here (In addition, you can find out more about CIEP by clicking here).

Please note:

Throughout the e-survey, REGENERATION is used to encompass Economic, Physical and Social regeneration.

The information which you share in this e-survey is strictly confidential and will only be used in aggregated form to report on the performance of the programme. Any quotations used in the report will be anonymised.

Please follow this link to access the survey

CIEP
cumbria
improvement and efficiency partnership

nwiep
north west improvement and efficiency partnership

Section 1: Personal Information

1. Name:
Forename:
Surname:

2. Organisation:

3. Job title:
E.g. Elected member; Economic Development Manager; housing Officer; Careers Adviser etc.

4. In which sector do you mainly work?

Public ❏   Private ❏   Third ❏

5. If you have an affiliation to a professional body please state it here:
E.g. RTPI, CIPD, ICE, RICS etc

6. Please indicate which CIEP Fusion workshop you participated in:

Design and the Built Environment   ❏   How to Mentor ❏

Design & Planning   ❏   Sustainable Communities   ❏

A New Strategic Leadership of Place?: Meeting the Challenge for Cumbria   ❏

A New Strategic Leadership of Place?: Making Better Use of Evidence   ❏

Date of workshop

7. Please indicate which CIEP Fusion course you participated in:

Skills for Sustainable Communities   ❏

ROG Certificate in Leading Sustainable Communities   ❏

Section 2: Benefits of participating in CIEP Fusion Cumbria

8. What are the most important benefits you have gained from participating in CIEP Fusion Cumbria?

	Not important	Quite important	Important	Very important
New skills	❏	❏	❏	❏
Improved skills	❏	❏	❏	❏
New knowledge	❏	❏	❏	❏
Improved knowledge	❏	❏	❏	❏
Improved personal practice	❏	❏	❏	❏
Confidence that I can influence local policy agendas	❏	❏	❏	❏
Confidence that I can influence the way things are done in my team	❏	❏	❏	❏
Confidence that I can influence the way things are done in my organisation	❏	❏	❏	❏
Confidence that I can influence the way things are done across partnerships that I work with	❏	❏	❏	❏
Better equipped to look for creative and innovative solutions to problems	❏	❏	❏	❏
Gaining a qualification	❏	❏	❏	❏
Networking with others engaged in delivering regeneration in programmes and projects in Cumbria	❏	❏	❏	❏
Enhancing my career opportunities	❏	❏	❏	❏
Achieving some of my required CPD	❏	❏	❏	❏

9. Please summarise any changes you have made to the way you do things at work as a result of participating in CIEP Fusion Cumbria:

10. If you are finding it difficult to apply the knowledge and/or skills that you have gained at this event, please explain the reason why:

Section 3: Your Organisation and Fusion

11. What are the most important benefits that your organisation has gained through participation of you (and your colleagues) in CIEP Fusion Cumbria?

	Not important	Quite important	Important	Very important
Increased capacity to deliver regeneration projects and programmes	❑	❑	❑	❑
Better understanding between internal departments	❑	❑	❑	❑
A more knowledgeable workforce	❑	❑	❑	❑
A more skilled workforce	❑	❑	❑	❑
A more qualified workforce	❑	❑	❑	❑
Organisational practices changed to improve efficiency	❑	❑	❑	❑
Organisational practices changed to improve effectiveness	❑	❑	❑	❑
We are better equipped to look for creative and innovative solutions to problems	❑	❑	❑	❑

12. Please summarise any changes which have been made in your department as a result of participation in CIEP Fusion Cumbria by you (and your colleagues):

13. Please summarise any changes which you know about that have been made in your organisation as a result of participation in CIEP Fusion Cumbria by staff of your organisation

Section 4: Partnership Working

14. Did you make any new contacts from the events? **Yes** ❑ **No** ❑

15. Have you followed up any of the contacts you made through participating in CIEP Fusion Cumbria? **Yes** ❑ **No** ❑

16. Regarding what issues have you been in touch with the contacts you made through CIEP Fusion Cumbria?

17. To what extent did participating in CIEP Fusion Cumbria impact upon:

	Not at all	Moderately	Significantly	Very significantly
Improving your understanding of other professions engaged in delivering regeneration programmes and projects in Cumbria?	❑	❑	❑	❑
Improving your understanding of other organisations engaged in delivering regeneration programmes and projects in Cumbria?	❑	❑	❑	❑
Establishing working relationships with new partners?	❑	❑	❑	❑
Strengthening working relationships with existing partners?	❑	❑	❑	❑
Improving levels of trust between partner organisations?	❑	❑	❑	❑

18. Please summarise any changes which you know about that have been made in partnerships that you work with as a result of CIEP Fusion Cumbria:

Section 5: Sharing learning gained through CIEP Fusion Cumbria

19. How many times have you been able to formally share learning with colleagues in:

	0	1-5	6-10	11+
Your own team?	❏	❏	❏	❏
Your own organisation?	❏	❏	❏	❏
Partnerships you work with?	❏	❏	❏	❏

20. Have you had other more informal opportunities to share learning gained through CIEP Fusion? If so, what were these?

21. What learning from CIEP Fusion Cumbria have you been able to share with colleagues?

22. If you have not been able to share learning gained through participation in CIEP Fusion Cumbria, what has prevented this?

23. How useful were the 'Sharing Your Learning' presentation at the Fusion event and the Briefing Paper in your pack?

Not useful ❏ Fairly useful ❏ Useful ❏ Very useful ❏

The Sharing Your Learning Presentation and Briefing Paper are in your Delegate Pack for each Fusion event you attended, or they can be viewed at www.ciep.org.uk in the Economic Development and Regeneration Theme information.

24. What parts of the 'Sharing Your Learning' materials have you found useful in particular?

Section 6: CIEP Fusion Cumbria Learning Lab Programme

25. Thinking about all of the CIEP Fusion Cumbria Learning Lab activities that you have participated in, which have been the most useful and why?

26. What would you like to see improved or included in future CIEP Fusion Cumbria Learning Lab events?

27. In general, because of you participation in CIEP Fusion Cumbria, to what extent do you feel more confident in:

	Not at all	**Slightly**	**Moderately**	**Significantly**
Your capacity to influence the successful delivery of the LAA targets related to worklessness/business/skills in Cumbria?	❑	❑	❑	❑
You organisation's capacity to deliver on the LAA targets related to worklessness/business/skills in Cumbria?	❑	❑	❑	❑
The capacity of partnerships in which you are involved to deliver on LAA targets related to worklessness/business/skills in Cumbria?	❑	❑	❑	❑

Thank you for participating in this e-survey

APPENDIX 3: E-survey covering e-mail

Dear

You recently participated in the Fusion Cumbria Leadership Lab (type of learning activity) which was delivered by (provider) at (venue) on (date).

This e-survey is an important part of the Action Research Programme linked to the Fusion Cumbria Learning Lab. Although we realise that you will have given feedback at the end of the development session which you attended, completing this survey will give you the opportunity to reflect on the event, and how you have been able to put to practical use any skills or knowledge that you gained or developed. It will also enable you to reflect on how the learning gained through participation in the Fusion programme contributes to the achievement of some Local Area Agreement targets. The aggregated responses will be utilised both to provide feedback to the programme so that adjustments can be made where necessary to ensure it is meeting the needs of participants, and to develop the programme in future.

The survey should take no more than 15 minutes to complete, and is completely confidential. There are various documents to click on within the e-survey – please use the "Back" arrow on your screen to return to the survey after looking at these pages. If you have any questions regarding the action research programme or e-survey, please contact Flo Bell by e-mail at flo.bell@cumbria.ac.uk.

To complete the survey, please follow this link: www.cumbria.ac.uk/AboutUs/Faculties/FacultyofBSSS/Ourschool/SBE/Research/CRED/E-survey.aspx.

Finally, thank you for taking the time to participate in this survey, by doing this you have helped to shape Fusion Cumbria Learning Lab for the future.

The Centre for Regional Economic Development at the University of Cumbria in Carlisle has been commissioned to conduct an evaluation of the Fusion Cumbria Learning Lab by the Economic Development and Regeneration Theme Steering Group of the Cumbria Improvement and Efficiency Partnership.

APPENDIX 4: SHARING YOUR LEARNING BRIEFING PAPER AND PRESENTATION

Centre for Regional Economic Development
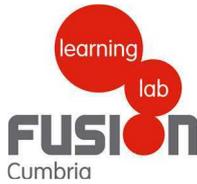
SHARING YOUR LEARNING

One of the key outcomes of the Cumbria Improvement and Efficiency (CIEP) Fusion Programme is to "enable key change agents to share information gained through CIEP Fusion with colleagues both within and across organisations" in order that the benefits from the programme are maximised throughout Cumbria. The tips below are aimed at helping you to consider how you can share the learning you have gained through participating in this Fusion workshop with colleagues both within your own organisation and across partner organisations.

Sharing Learning Tips

At most Fusion events, a folder is given out with a copy of the slides used on the day and other relevant information. On return to work, it is useful to spend a short time reviewing these. This will both:

Assist you in reflecting on what you have learnt at the Fusion event and how you can utilise it;

Help you to identify what information would be useful to which colleagues.

Once you have done this, you will need to consider the most effective way of sharing the learning:

Share learning in team meetings

Do you have regular team meetings – one of the best examples of sharing learning from the original Fusion programme was where participants shared information at their regular team meetings. Is there a slot set aside at these meetings so that colleagues can share what they have been up to and what projects they are working on? If not, is this something you can introduce to the team meetings?

Circulate information

Would it be useful to circulate colleagues a full set of the slides from the event, and any other information e.g. references / relevant web-sites? If so, you will be able to obtain an electronic copy from the Fusion Administrative Officer (see below).

Alternatively, could you summarise the event and what you have learnt from it and circulate it via e-mail, staff intra-net or 'Global' e-mail if your organisation has one? This method is regularly used by University of Cumbria School of Business and Enterprise staff who attend external conferences and want to share what they have learnt with colleagues.

If you decide on either of these approaches would it be useful to consolidate the learning, perhaps by running a discussion session a week or so later? Ask people what they think of the information and which aspects they would be most interested in discussing in more depth, and use this information to focus the session.

It may also be useful to display the information on a notice-board or in a staff room.

Develop some sessions

Could you adapt your learning into several short sessions focused on specific issues ($\frac{1}{4}$ to $\frac{1}{2}$ hour each)? This can be helpful in addressing time constraints. If so, it is useful to prepare about 6 slides – the first should highlight learning outcomes (maximum two for this length of time) and the last one should review these to check the learning of participants.

Apply learning with team in current work situations

Could you apply the learning from the event to a current work project and share the knowledge / skills with others by working through it together? Several participants in the Creative and Innovative workshops which were part of the original Fusion programme used the visioning and creative thinking tools learnt at the events at work, for example to develop a team vision for the future. This also allows you to practise new skills in a supportive environment.

Share learning in partnership meetings

If you attend partnership meetings with other organisations, is there a slot for sharing information about projects you are working on? This may be an opportunity to share learning gained through Fusion. An example of this is the Cumbria Observatory Research and Analysis Group – part of each agenda is devoted to each participant updating the rest of the group on the projects they are working on and events and courses they have attended which may be of interest or use to partners.

Continue the learning experience

Were there any useful examples highlighted on the day that you or your colleagues could research further, perhaps to identify good practice which could be applied in Cumbria? This may also be useful in maintaining networks which begun at a Fusion event.

Over to you…

Clearly, this is not a complete list – you may have other methods to share learning, or you may find that one method is much more effective than another. Therefore if you have any success stories in this regard it would be useful if you could advise the CIEP Administrative Officer, Claire Mallinson (claire.mallinson@cumbriacc.gov.uk), in order that they can be disseminated more widely through the quarterly CIEP Fusion Newsletter and the web-site (www.ciep.org.uk). We look forward to hearing from you.

## PRESENTATION SLIDES
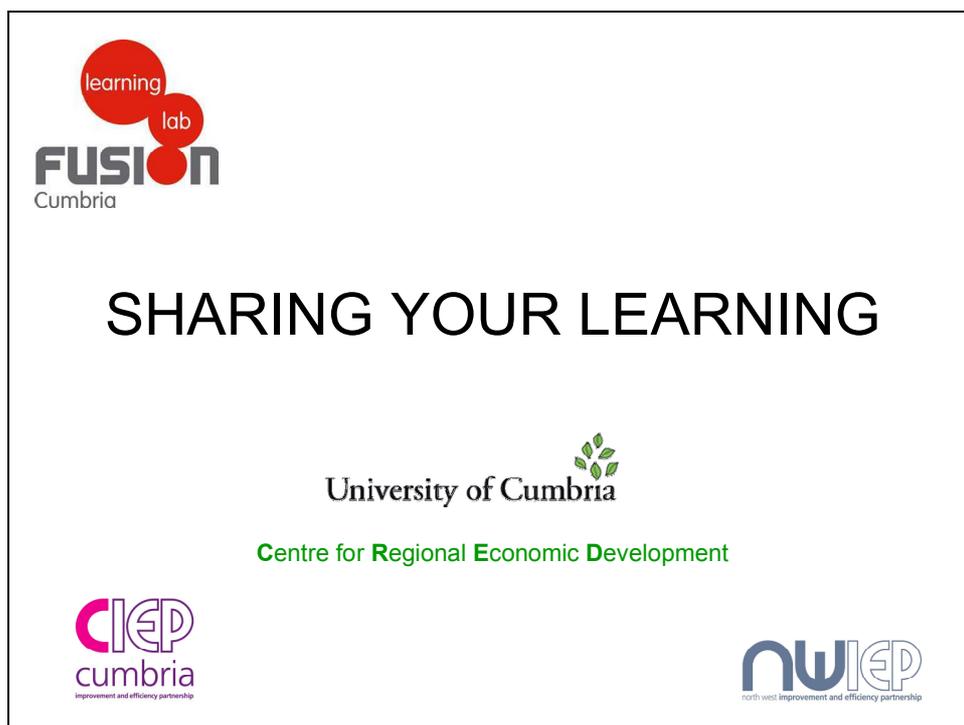
Rationale

- Key outcome:
  - "Enable key change agents to share information gained through CIEP Fusion with colleagues both within and across organisations"
- Important to share learning to maximise benefits of Fusion programme throughout Cumbria

How to Share Learning

- Review information distributed at Fusion event
- Identify what would be useful to colleagues
- Consider the most effective methods of sharing learning

Methods of Sharing Learning

- Circulate information
  - Then hold a discussion session to consolidate learning
- Develop some short, focused sessions
- Slot for sharing learning at team meetings
  - Within own team / organisation
  - At partnership meetings
- Applying knowledge / skills to a current project and working through with your team
- Continue the learning

Over to you…

- Share your learning
- Let Fusion know how you get on so we can all share learning better by:
  - Sending examples of effective practice to claire.mallinson@cumbriacc.gov.uk so they can be circulated in the quarterly CIEP Fusion Newsletter and on the web-site (www.ciep.org.uk)