



the
wheel

Stronger Charities.
Stronger Communities.

SUMMIT

Croke Park, 23 May

2023

All in' – Collaborating with Purpose

SOME SESSION ANNOUNCEMENTS

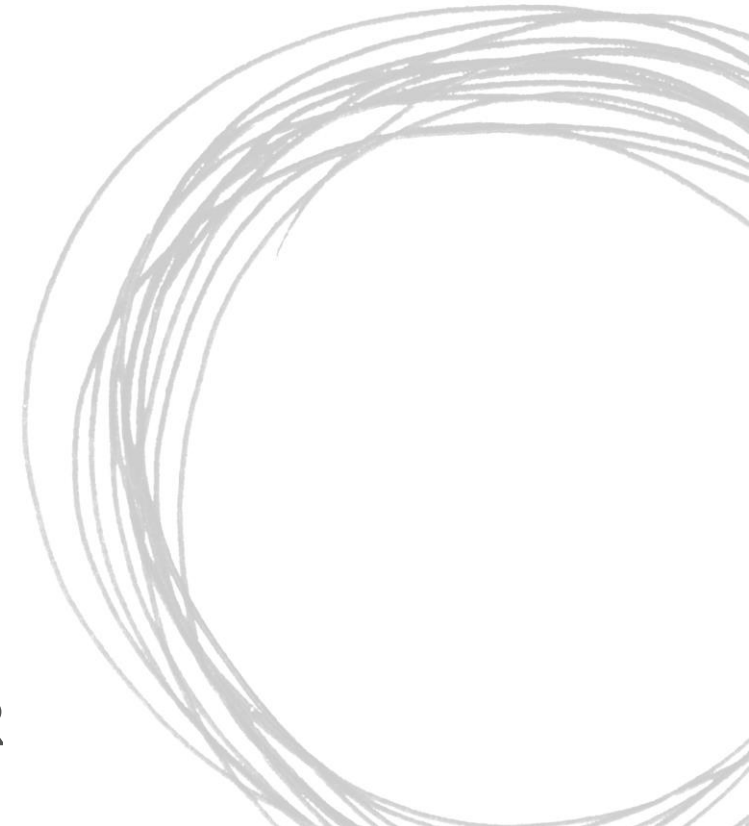
THIS SESSION IS BEING FILMED TO SHARE ITS INSIGHTS AND LEARNING TO OUR SECTOR ACROSS THE ISLAND

(PLEASE SPEAK TO US AFTER THE SESSION IF YOU WANT TO BE EDITED OUT OF THE FOOTAGE)

WE WILL BE REQUESTING SOME PEOPLE CONTRIBUTE AFTER THE SESSION IN SHORT VOXPOP INTERVIEWS TO HIGHLIGHT SOME KEY INSIGHTS

(WATCH OUT FOR POST IT NOTES THAT WILL FLAG YOU AS SOMEONE WE HOPE TO SPEAK TO US AFTER THE SESSION)

PLEASE USE OUR SUMMIT HASHTAG TO SHARE YOUR INSIGHTS FROM THIS SESSION



'All in' – Collaborating with Purpose



Ken Stanley

Senior Project Specialist,
Centre for Effective Services

www.effectiveservices.org



Dearbhaile Slane

Project Specialist
Centre for Effective Services





About CES

- Not-for-profit, all island organisation
- Key areas we work in: health, education, justice, children and young people.
- We work with government departments, service providers, community and voluntary organisations, research community.
- Share a vision in improving outcomes for people living in our communities.



About CES

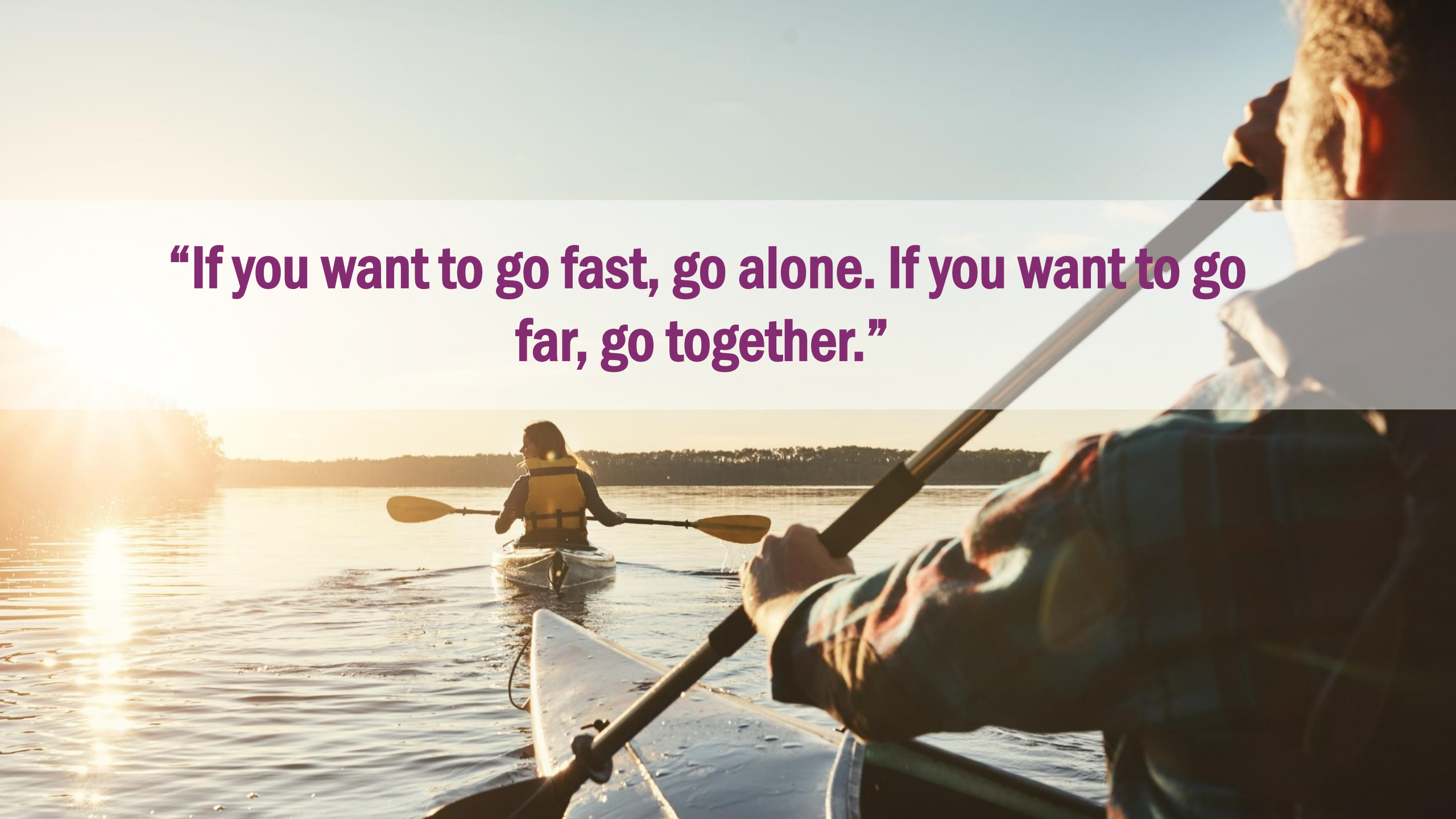
Our vision in CES is to be a trusted partner in the design, development, implementation and evaluation of public policies and services.

What does collaboration mean to you?



Go to www.menti.com and use the code **1919 6408**



A photograph of two people kayaking on a calm lake during sunset. The sun is low on the horizon, creating a bright, golden glow and reflecting on the water's surface. In the foreground, the back of a person's head and shoulders is visible as they hold a black paddle. In the middle ground, another person in a white kayak is paddling away. The background shows a dark line of trees under a clear sky.

“If you want to go fast, go alone. If you want to go far, go together.”

“



Coming together is a **beginning**,
staying together is **progress**,
and working together is **success**.

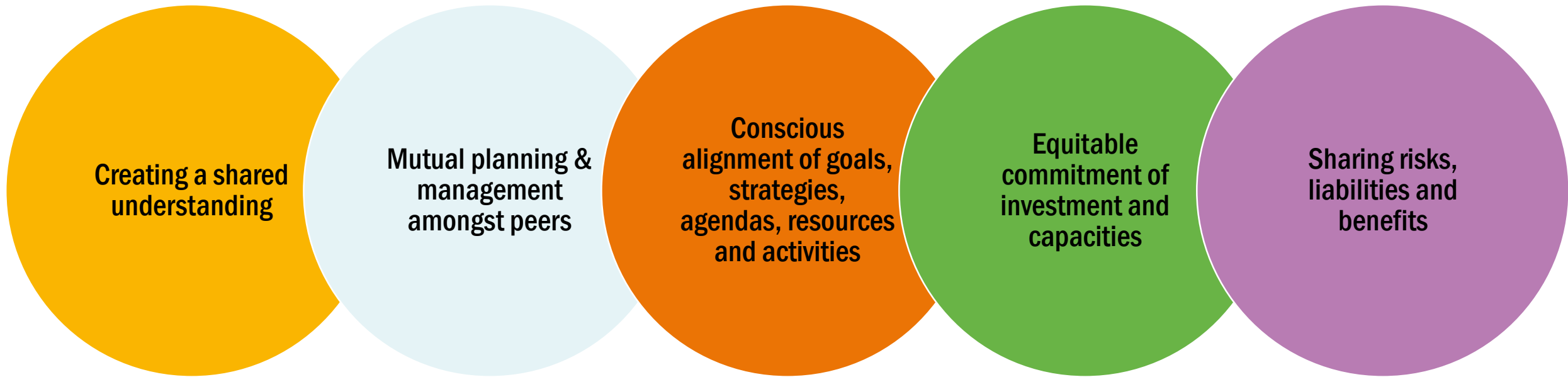
Henry Ford



A man with glasses and a purple shirt is pointing at a whiteboard. The whiteboard has a flowchart with steps like 'Provide client with proposal + plan', 'Clarify client's requirements', 'Send client one copy', and 'Deliver Training'. A large purple rectangle is overlaid on the image, containing the text 'What makes for effective collaboration?'.

What makes for effective collaboration?

Hallmarks of good collaboration



A collection of 2 or more individuals working together

Why Collaborate?

Different skills, knowledge,
expertise needed to progress
an outcome

Struggling in isolation with a
complex problem

**Shared goals or
values**

Need to create a stronger
voice

Broaden access to funding
and constituents

Collaboration – Benefits, opportunities & incentives

Improved outcomes	Agreement & buy-in	Broader perspectives	connections & networks
innovation	Learning	Coalitions	Openness & trust
Removes barriers	Improved efficiency	Potential for change	Communication
Co-ordination, reduced duplication	Profile	Engagement	Share resources

Benefits of partnership

Learning from the *Reaching Out, Supporting Families* programme



Families

- A greater awareness of supports
- Access to a network of supports



Cross agency advocacy

- Fewer gaps between services
- Seamless movement between services/tiers
- Improved advocacy and sense of safety in navigating supports



Organisations

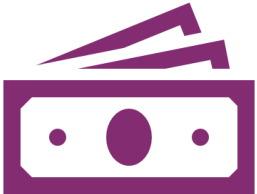
- Peer support
- Sharing resources
- Greater credibility
- Co-learning



Should we collaborate?



Benefits



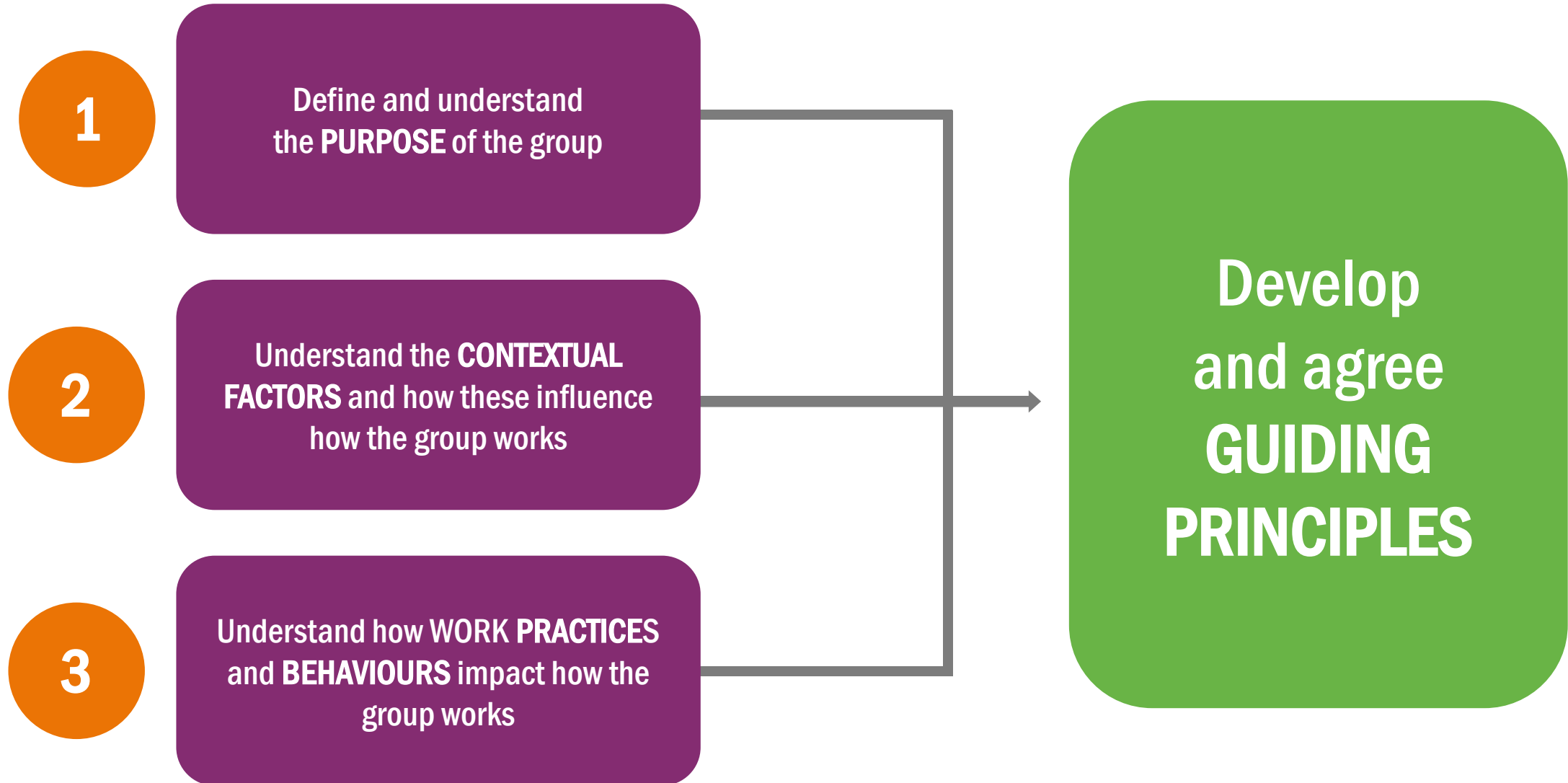
Costs



Risks



Three steps to establish effective collaboration



Step 1: Define and understand the PURPOSE of the group

Questions to consider

- What do we see as the primary purpose of this group?
- Fast forward, x months/years and what do we want have achieved?
- What does real success look like?
- What 3 items matter to others about what this group does?

Develop a mission or purpose statement



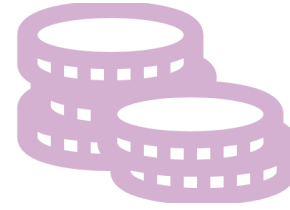
Step 2a: Identify the CONTEXTUAL FACTORS that influence how groups collaborate



Political Priorities



Global crises



Financial uncertainty



Organisational change



Changes to regulations or standards



Workforce pressures



Changing populations & service user needs



Technology

All may continue to change



Step 2b: Understand how these influence how the group works

Categorise...

- Is it an enabler?
- Is it a barrier?
- Is it both?

Measure...

- Most impactful?
- Most important?
- Most urgent?

Evaluate...

- What can be controlled?
- What can be influenced?
- What effort will it take?

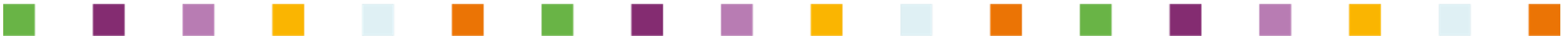
Critique...

- Is it a risk?
- Is it an issue?
- Is it an opportunity?



Group discussion

- What has been the biggest contextual factor that has enabled your organisation to collaborate?
- What has been the biggest contextual factor that has acted as a barrier to collaboration?
- What has your organisation done to try and overcome this barrier? What is working well and what remains challenging?



Step 3: Understand how **WORK PRACTICES & BEHAVIOURS** impact how the group works



What?



When?



Who?



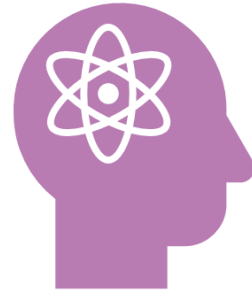
Take the right steps?



How do we behave?



Step 3: Understand how **WORK PRACTICES & BEHAVIOURS** impact how the group works



Design Thinking – The human rule:

No matter what the context, all design activity is social in nature, and any social innovation will bring us back to the “human-centric point of view”



Step 3: Understand how WORK PRACTICES & BEHAVIOURS impact how the group works

For groups that are forming...

- What practices or approaches do we need to take?
- What do we need to avoid doing?

For groups already in place
or who have worked together before...

- What do we need to do more of?
- What do we need to start doing?
- What do we need to leave behind us/stop doing?

Rank and Prioritise: Assess IMPACT vs EFFORT

Bringing it together: Guiding Principles and Commitments

Agree Guiding Principles for how the group will collaborate together

Agree on c.5 principles

Define the commitments that all will undertake to ensure adherence to the Guiding Principles

Agree on c.5 commitments



Bringing it together: Guiding Principles and Commitments

Guiding Principles – Examples

- All decisions will be taken in the best interests of the service user and not of any individual group or stakeholder
- The group will always strive for the best outcome – accept that sometimes this may not be realistic but will always try to push for the best outcomes

Commitments – Examples

- The group will leverage the collective wisdom and diverse thinking of our team
- Meeting agendas will always issue at least 3 days in advance and a meeting summary issued no more than 3 days after the meeting
- We never pass the blame and take responsibility for the impact of our actions





Sustaining collaboration

Seven reasons why collaborations fail to deliver...



1
Low levels of commitment and buy in

2
Belief in the resources/ capacity to collaborate

3
Lack of leadership, poor planning, mission drift

4
Organisational climate/ culture

5
Limited time for relationship building

6
Competing priorities, lack of agreement

7
Power imbalance



Impacts of poor collaboration



Group discussion

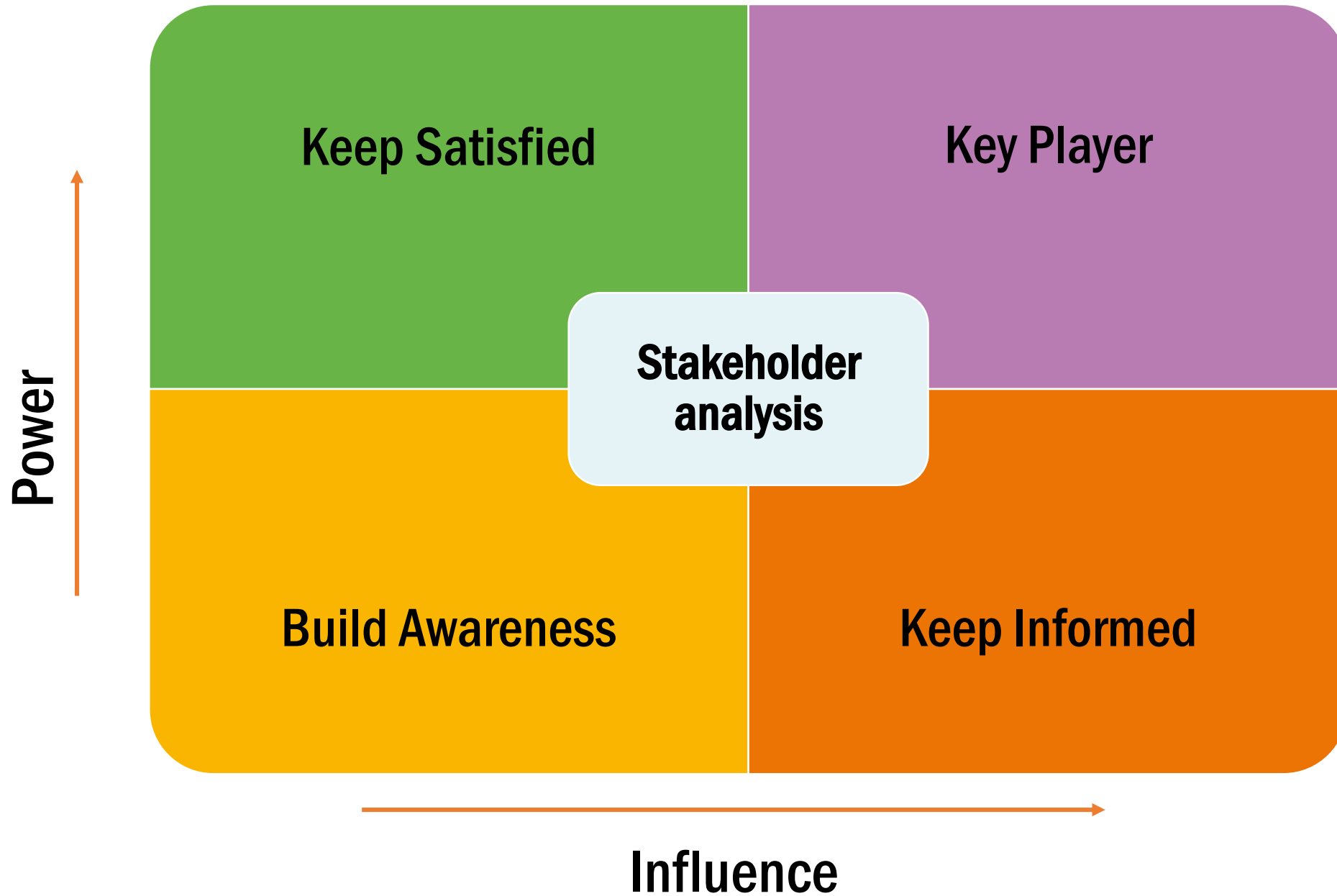
- **Why do some collaborations fail to deliver or fall apart?**
- **How can we avoid failure and ensure that collaborations deliver?**





Tools and frameworks

Supports to avoid failure and ensure that collaborations deliver



Stakeholder analysis

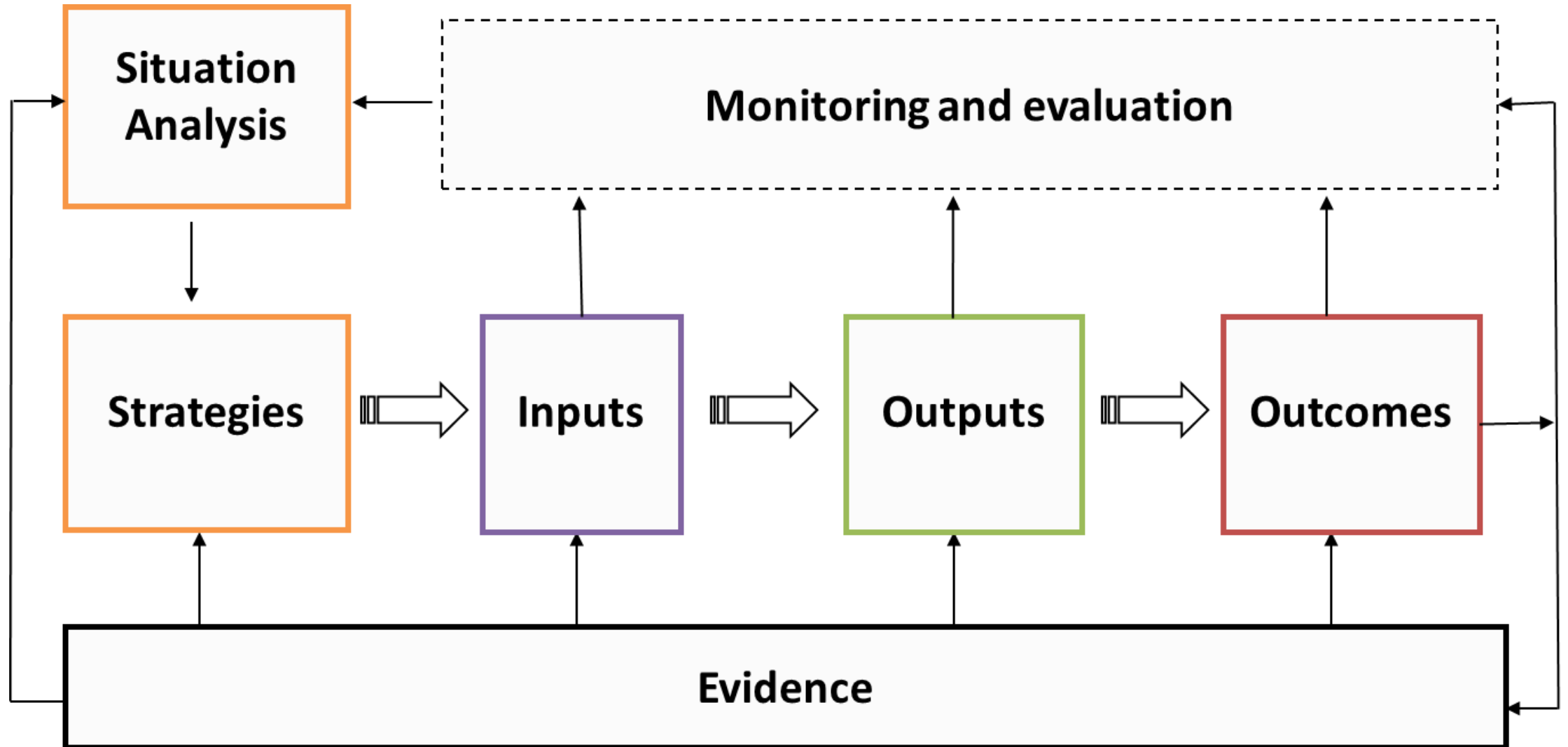
<https://tools4dev.org/wp-content/uploads/stakeholder-analysis-matrix-screenshot.png>

Stakeholder	Stakeholder Type 1) Build Awareness 2) Keep Informed 3) Keep Satisfied 4) Key Player	Impact How much does the plan impact on them? (Low, medium, high)	Influence How much influence do they have over the project? (Low, medium, high)	What is important to this stakeholder? What are their expectations from the project?	How could this stakeholder contribute to the project?	How could this stakeholder block the project?	Strategy for engaging the stakeholder.

Simpler version: <https://www.edrawsoft.com/templates/pdf/individual-employee-stakeholder-analysis.pdf>

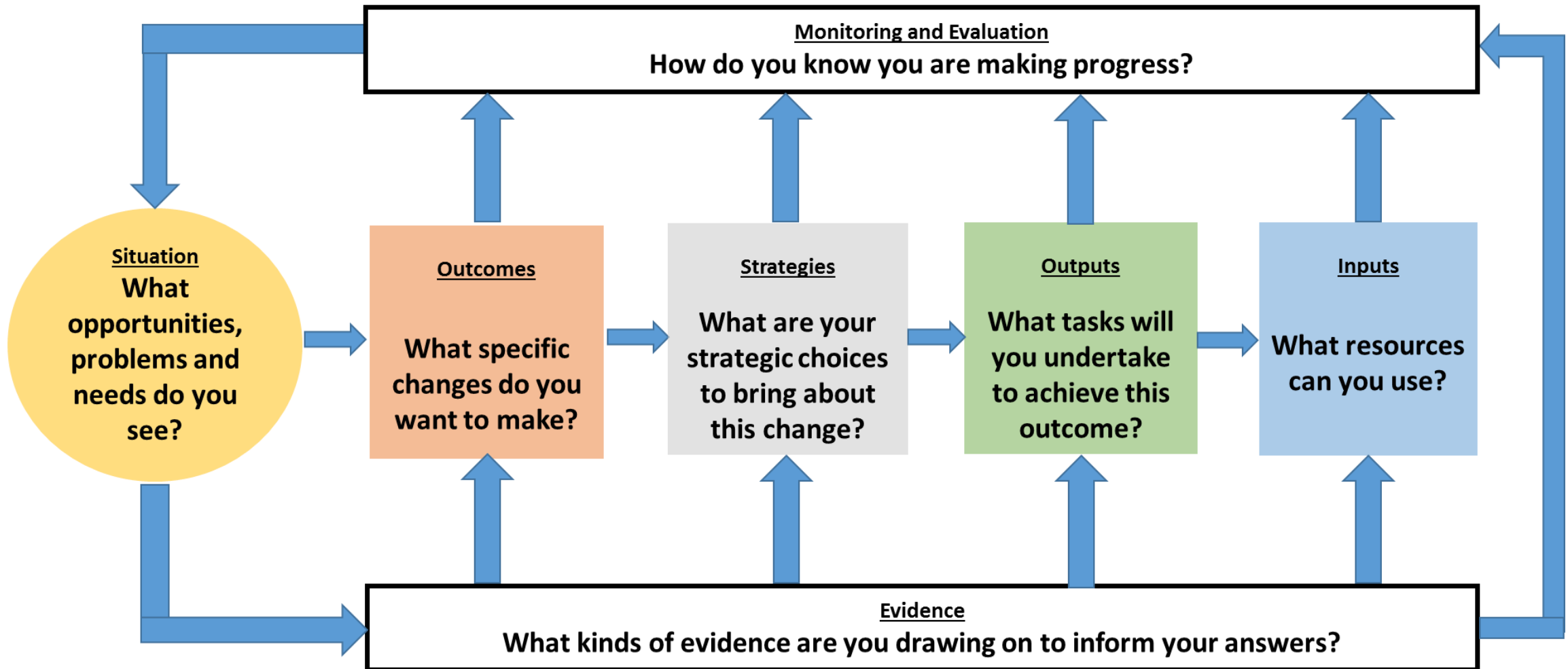


Theory of Change & Logic Model



Logic model - the process

In the context of your work and your organisation.....



RACI Matrix

Activity Description	Party 1	Party 2	Party 3	Party 4
Task A	A	R		
Task B		A/R	C	C
Task C	A	I	R	
Task D			A	R

Responsible: The person(s)/ group(s) who has responsibility to complete the action/activity

Accountable: Overall accountable person/ group for a particular activity (Note: only one stakeholder can be accountable for an activity)

Consult: Some activities may require that other stakeholders be consulted in order to complete the action/activity

Inform: Some activities may require that other stakeholders be informed of an action/decision

Actions log & Decisions log

Project ABC - Actions Log				
Date identified	Agreed Action	Action Owner	Due date	Status (Open, In Progress, Closed)

Project ABC - Decisions Log						
Date identified	Description of decision taken or needs to taken	Decision owner	Status (Open, In Progress, Closed)	Due date (for decisions to be taken)	Final decision taken by	Date of decision



Closing Remarks – Key Note Listeners

Celine Mc Stravick,

Chief Executive Officer, Northern Ireland Council for
Voluntary Action

Colma Nic Lughadha,

National Co-ordinator for Children and Young
People's Services Committees at Tusla - Child and
Family Agency



Thank You

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THANK YOU!

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