

# COMMUNITY CHANGE INSTITUTE

CITIES OF THE FUTURE  
CO-CREATING TOMORROW



#CCI2017



## Workshop Overview



## OVERVIEW

- A Review of Collective Impact
- How to shift perspectives
- Building a common agenda
- Some Examples – Plans on a Page
- Gearing Up for the next Steps



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**Building a  
Common Agenda  
Five Steps**

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**The First 12 Months**

**“if only it were that easy”**

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## Setting the Stage for Collective Impact

# Four Important Considerations



Community Readiness



Community Context



Complexity of Issue



Collective Impact Approach

## Collective Impact

DOES NOT	DOES
<ul style="list-style-type: none"> <li>• Employ a single organization or sector approach</li> <li>• Focus solely on programmatic outcomes</li> <li>• Work on short term priorities</li> <li>• Resolve simple or complicated problems</li> </ul>	<ul style="list-style-type: none"> <li>• Require a backbone investment to steward the collective work forward</li> <li>• Require diverse perspectives</li> <li>• Use data to inform the issue and outcomes</li> <li>• Focus on the systemic barriers</li> <li>• Leverage policy change opportunities</li> <li>• Leverage existing assets and programs in an intentional and aligned way</li> <li>• Focus collective resources on Impact priorities</li> </ul>

**Collective Impact**

Collective impact occurs when organizations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts and using common measures of success.

**Preconditions for Collective Impact**

**Influential Champion(s)**

**Urgency of issue**

**Adequate Resources**



## The Five Conditions of Collective Impact

<b>Common Agenda</b>	All participants have a <b>shared vision for change</b> including a common understanding of the problem and a joint approach to solving it through agreed upon actions <b>Diverse Voices * Responsive * Community Aspiration</b>
<b>Shared Measurement</b>	<b>Collecting data and measuring results consistently</b> across all participants ensures efforts remain aligned and participants hold each other accountable <b>Exploring * Alignment * Tracking Progress * Results</b>
<b>Mutually Reinforcing Activities</b>	Participant activities must be <b>differentiated while still being coordinated</b> through a mutually reinforcing plan of action <b>Weaving * System * Supportive * Centered</b>
<b>Continuous Communication</b>	<b>Consistent and open communication</b> is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation <b>Trust * Transparency * Ongoing * Engagement</b>
<b>Backbone Support</b>	Creating and managing collective impact requires a dedicated staff and a specific set of skills to <b>serve as the backbone for the entire initiative and coordinate participating organizations and agencies</b> <b>Facilitate * Convener * Coordinate * Movement</b>

Source: FSG



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## First 12-18 months

Components for Success	Phase I Pre-Launch	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Implementing and Sustaining Impact
<b>Governance and Infrastructure</b>	Core team of local cross-sector stakeholders determine feasibility for collective impact	Identify champions and form cross-sector Steering Committee	Create backbone infrastructure; form work groups	Facilitate collaboration across groups; refine structure as needed
<b>Strategic Planning</b>	Hold dialogues about issue, community context, and available resources	SC members share understanding of problem and vision for change in preliminary common agenda	Finalize agenda (common goals and strategic priorities) and how it will be pursued	Data is used to learn, improve, and refine strategies and metrics
<b>Community Involvement</b>	Community stakeholders engaged to provide input on appropriateness and readiness for CI	Engage the community to help frame common agenda	Engage community and build public will around common agenda, and to add strategies	Community participates in decision-making / implementation; Consistent external updates shared
<b>Evaluation And Improvement</b>	Determine if there is consensus/urgency to move forward	Key issues and gaps are identified by SC using data and stakeholder input	Establish population level goals and shared measurement and approach	Data is collected, tracked, reported and used by partners to learn and improve

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## Shifting Thinking from Programs to Systems



## Thinking Systems Transformation

Moving “the system” from incremental change thinking to transformational change thinking requires catalyzing collective leadership.

### **Our work is to help system leaders to:**

- understand the greater system and the complexity of which they are a part.
- Foster a different, deeper type of dialogue that leads to greater clarity, understanding of difference and innovation.
- Shift collective focus from reactive problem solving to co creating the future

## Transformational Work Shifts

### Five shifts in Perspective



- From deficit based to asset based
- Putting trust and relationships at the centre
- Shift to inclusive data
- Energy (knowing who and what to emphasize)
- Finding blind spots

## Building a Common Agenda

### A common agenda is not a strategic plan.

*The problem is that (strategic) planning represents a calculating style of management not a committing style.*

*Henry Mintzberg*

### The Critical Importance of Testing the Idea

1. Start by Engaging a small team of people you trust
2. Build trust – ask, “what is the change we want to see”?
3. Map the system and identify the people you want to engage
4. Invite system leaders to join your group, welcome diversity. Develop an engagement strategy.
5. Build trust – learn everything you can from everyone you can - about the change you want to see.

### Next Steps: Adaptive Leadership

1. Build trust – understand relevant and obscure data. Discuss it with everyone. Learn together. Adapt...
2. Keep track of everyone, communicate with them regularly. (Database, direct mail etc.) Adapt...
3. When people are inspired to act, encourage them, help them. Share what they do with everyone. Let go.... Adapt
4. The momentum builds – use this to consider your next step. Take the next step together. Plan - Adapt...



### Strategic Planning Versus Building a Common Agenda

- **From** writing a plan **to** building a common commitment
- **From** involving experts **to** involving everyone who cares
- **From** a planning mentality **to** arousing and following our curiosity
- **From** a quick plan **to** taking the time for broad engagement

### Four Questions to Consider

- **Question one:** What is your community's history of collaboration on this issue?
- **Question two:** How important is this issue to your community?
- **Question three:** Is the appropriate leadership involved?
- **Question four:** Do funders care about what you are doing?

Any other questions to consider?

## The 5 Steps to Building a Common Agenda

1. Form a team that will work together for 12-18 months and are tasked to own the common agenda and shared measurement of your collective impact work.
2. Identify and bring together the top 100 people from the four sectors (Community or not for profit, Business, Government and people with lived experience) critical to the success of your collective impact work.
3. Implement a broad-based community engagement strategy in order to really hear your community.
4. Develop short term Action Teams (mandates of no more than 6 months) in order to implement early win strategies.
5. Write your common agenda and shared measurement strategy. Present the plan and solicit partnerships with your top 100 people and the organizations they represent.

## Your Turn



In table groups – pick one of the five steps to building a common agenda. Brainstorm components which should be included in this step.

# Des Moines Iowa year one

Staff  
support

Leadership  
roundtable

Listening  
Team

**Data  
team**

Action  
Team

Action  
Team

Action  
Team

## Draft your Plan

### Table of contents:

- Executive Summary
- Who are we, the consensus we have reached and why a collective impact approach?
- What is the change we want to see?
- What is happening now?
- Vision and Goals
- Strategy and Targets
- Governance Model
- Budget
- Appendices that support what we say

## Communicate your ideas

**A data base of names is one of your greatest assets.  
Actually worth a \$1 million.**

**Find a reason to communicate weekly – have various products:**

- Newsletter
- Data sheets
- Stories to inspire
- Social media

**The stories you share shape the behaviours you want to see**

## Build your engagement strategy

- **Inform - Consult – Involve is a package**
- **Excellent brochures, website, be creative**
- **Community conversations**
- **Learning Events**
- **Tours, movies, dinners, etc. be creative**
- **Big events and kitchen table events**

**Make it formal:**

- **Develop plan**
- **Set targets**
- **Establish budget**
- **Allocate leads to each strategy**

## Common Agenda: Plans on a Page



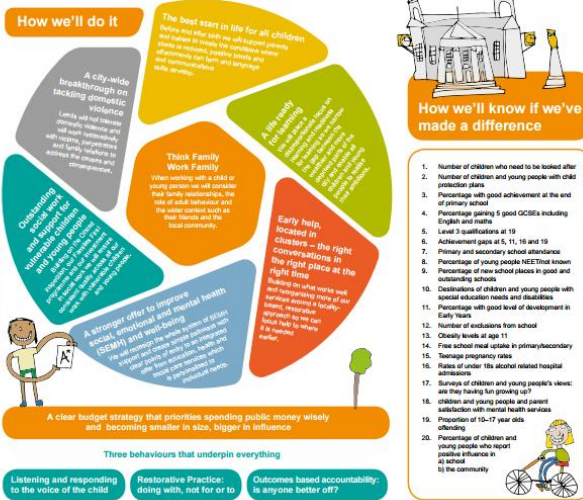
# Living SJ

## Leeds Children and Young People's Plan 2015-2019

### What we'll do

- One vision**  
 Our vision is for Leeds to be the best city in the UK and the best city for children and young people to grow up in. We want Leeds to be a great family city. Through our vision and ambitions we intend to create a city where children and young people can thrive and flourish.
- Five outcomes**  
 Conditions of well-being we want for all our children and young people:
  - All children and young people are safe from harm
  - All children and young people enjoy healthy lifestyles
  - All children and young people have fun growing up
  - All children and young people are active citizens who feel they have a voice and influence
- Fourteen priorities**
  - Help children to live in safe and supportive families
  - Ensure that the most vulnerable are protected
  - Improve achievement and close achievement gaps
  - Increase numbers participating and engaging
  - Improve outcomes for children and young people with special educational needs and/or disability
  - Support children to have the best start in life and be ready to learn
  - Support schools and settings to improve attendance and develop positive behaviour
  - Encourage physical activity and healthy eating
  - Promote sexual health
  - Minimise the misuse of drugs, alcohol and tobacco
  - Improve social, emotional and mental health and well-being
  - Reduce crime and anti-social behaviour
  - Increase participation, voice and influence
- Three obsessions**
  - Stably and appropriately reduce the number of children who are looked after
  - Reduce the number of young people not in education, employment and training
  - Improve school attendance

### Plan on a page



## Your Turn

### The Top and Bottom of the Plan on a Page

- The Name of the initiative and the aspirational goal or common agenda in a banner across the top of the page
- The address and contact information about the initiative across the bottom of the page including links to your social media profiles.

### The Centre Sections of the Plan on a Page (Pick the Top 4 Things to be Included)

- A graphic illustrating the framework or theory of change and the core strategies.
- Key data points that make the compelling case for this approach.
- Information about important research or evidence-based that informs the work.
- A list of the key strategic partners leading or supporting the initiative.
- The success measures used to track progress (Child Friendly Leeds calls these 'Three Obsessions').
- A list of outcomes that have been achieved to date.
- A way for the audience to connect and participate.

What would you include in your Common Agenda – Plan on a Page?

## Closing Thought

**“if only it were that easy”**

THANKS!

# GET EVENT RESOURCES

Access all event resources including PPTs and handouts.

[www.cci2017.sched.com](http://www.cci2017.sched.com)



# STAY IN TOUCH

To access tools, resources, webinars, and to stay up to date with the latest in community change, visit:

[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)



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