

COLLECTIVE IMPACT FACILITATORS

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An important part of the Prevention Translation and Support System being developed by the *CREATE-ing Pathways to Child Wellbeing Project* is the ongoing development of people who guide Community Coalitions through the CREATE Change Engine Cycle and the use of the electronic tools. We call these people *Collective Impact Facilitators (CIFs)*, or sometimes *Collective Change Facilitators*.

Goal of the CIF: The primary focus of a CIF is on the goals, roles, procedures, and relationships of the Coalition, with a view to enhancing the Coalition's functioning so that it aligns with the CREATE principles. The CIF does this by working alongside members of a Community Coalition to respond to and enhance their functioning. This includes supporting a mind-shift in how Coalitions, 'think about and do practice.' At the heart of this mind-shift is the concept of **Data-driven Decision Making and Planning** which is aligned with the A in CREATE - Accountability through shared, measurable goals - and the final E – Evidence-based. This mind-shift is supported by using a Learning Organisation approach and the adoption of a growth mind set.

Role of the CIF: CIFs work as both **critical friends** and **technical advisers** to their Community Coalitions. To do this, they need to work closely with the Community Coalition while also remaining independent of the work of the Coalition. That is, CIFs need to have a deep understanding of and empathy for the work of Community Coalitions, while maintaining a level of professional distance that enables them to support, guide and sometimes challenge practice. This is partly to ensure that each member of the Coalition understands that **the CIF is there to support the Community Coalition** and not individual organisations or agencies. The CIF must be able to reflect and interpret the operation of Community Coalitions in an unbiased way, and to present their observations on Coalition function back to Coalition leaders and members in order to highlight issues, share and celebrate success, and avoid or move past traps and sticking points that may occur at each step along the way (especially when conflicts arise). The ability to develop links with key leaders and organisations within the community is vital to the CIF role. Indeed, one of the key roles of a CIF could be to guide the Coalition through enabling authentic community voice, engagement and participation.

Collaborative Support – Critical Friend	Technical Adviser
The primary role of the CIF is to work alongside the Community Coalition to support their collective work. As a critical friend , the CIF is a step removed from routine service delivery so they can provide objective critiques of current practices. In this role the CIF and the Community Coalition work together to understand what is happening and how best to resolve any issues (be it their own functioning or the direction and practices they are engaged in). In so doing the CIF guides the Community Coalition through the CREATE Change Engine Cycle and also develops the capacity of the Community Coalition to do this work in the future, once they have gone. Thus, this role is about capacity building within the Community Coalition and is why we describe this role as being like a Sherpa — CIFs guide, support and educate, rather than being an 'extra pair of hands' for routine work.	Where relevant the CIF will provide the Community Coalition with advice and guidance on specific content areas. This role is especially relevant to capacity building. This may be in relation to a CREATE tool, other content areas such as the importance of risk and protective factors, program logic etc., or a process that helps them progress through the CREATE Change Engine Cycle (e.g., action planning). Where the CIF is not an expert they will work with the Community Coalition to source suitable expertise or guidance and provide ongoing support.

Thus, the CIF's role is not to do the work of the Coalition staff but rather to support them and the Community Coalition in their collective planning, assessment, implementation, and evaluation. It is important the CIF empowers Coalition leaders and members to be able to function when they are not there (which is part of their educational/capacity building role). The CIF may need to manage members who will want to abdicate their responsibilities to them. **Dealing with this takes a lot of skill; the challenge should not be underestimated!**

CIFs and the CREATE Change Engine Cycle

The CIFs work within the framework of the CREATE Change Engine, supporting Community Coalitions as they progress through this learning cycle.

- Advice from international experts indicates the cycle can take a minimum of 3 years to complete (recognising that the first time around the cycle Coalitions are learning and so it may take a bit longer)
- The first stage, **COMING TOGETHER**, focuses on the membership, structure and the wellbeing or quality of functioning of the Community Coalition
- This stage of the cycle is ongoing, with CIFs supporting the Community Coalition to review their membership and functioning. As part of this process CIFs will support Community Coalitions to:
 - Measure Community Coalition Functioning: The CIFs work alongside Community Coalitions to measure and improve their functioning using the CREATE Coalition Wellbeing Survey-Dashboard Tool.
 - With the support of the CIF an Action Plan for how to strengthen Community Coalition functioning is developed by the Community Coalition and actioned by the Coalition.
- The next stage, **DECIDING TOGETHER**, uses Prevention Science principles to establish 3 to 5 Priority Risk and Protective Factor Goals. Using CREATE tools that include processes for working through this data, the CIF will guide the Community Coalition to identify these Goals as a foundation for planning action
- In order to prepare for the next stage, **PLANNING TOGETHER**, CIFs will 'Sherpa' Coalitions through the **key transitional step** of assessing the adequacy of existing program activities and resources to respond to the priority risk and protective factors identified in the **DECIDING TOGETHER** stage. The audit should highlight the way existing resources may be refocused or realigned to enhance the efficacy of the community's collective response to priority risk and protective factors. In other words, the audit can help the Coalition leaders explore the way existing programs might be implemented in a more purposive way to target the priority goals from multiple angles. It should help the Coalition to align the work of the multiple partners and bring a range of programs together in a more mutually reinforcing way to achieve a greater impact on the priority goals.
- The next step of **PLANNING TOGETHER** concentrates on using the results of the audit including, where appropriate, the selection and implementation of new evidence-based strategies or programs within a comprehensive plan focused on addressing the priority goals identified in **DECIDING TOGETHER**.
- Within the **DOING TOGETHER** stage CIFs support the implementation of the plan developed in the previous stage by guiding training that supports program implementation and reporting requirements, and supporting implementation fidelity where necessary.
- Within the **REVIEWING TOGETHER** stage CIFs support their Community Coalition to review community data in order to evaluate processes and impact on risk factors and outcomes and where necessary adjust programming.
- Importantly throughout each stage of the Cycle, CIFs will also guide the Coalition to regularly **communicate** achievements and successes both inside and outside the Coalition, and conduct activities that **celebrate and sustain collaborative relationships**.

In summary, being a CIF includes the following actions and activities:

- Being a 'Sherpa' – someone who guides the Community Coalition by being a Critical Friend – someone who can challenge current practice and create a safe space that enables a mind-shift in how the Community Coalition is thinking and doing practice.
- Provide technical advice to Community Coalitions regarding prevention tools, processes or concepts.