

Can Collective Impact sustain cultural learning?



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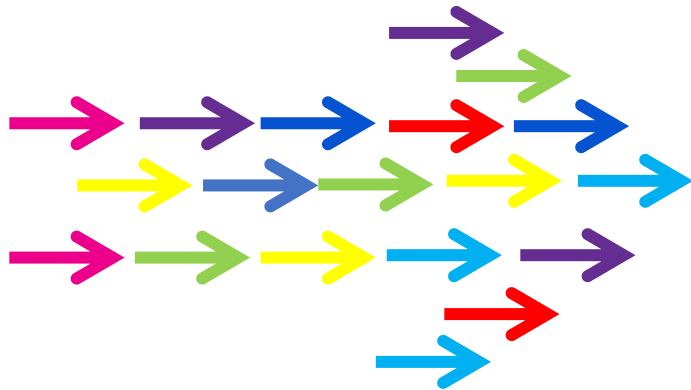
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Collective Impact



- Understand that social problems — and their solutions — arise from interaction of many organisations within larger system
- Cross-sector alignment with government, non-profit, philanthropic and corporate sectors as partners
- Organisations actively coordinating their action and sharing lessons learned
- All working toward the same goal and measuring the same things

Credit: <https://www.fsg.org>. Source: Collective Impact Masterclass, The Village Model Summit, by FSG, November 2016.

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Examples of collective impact and cultural learning

Big Thought Dallas City of Learning aims to make imagination a part of everyday student learning and fills a gap in provision by connecting youth with low- and no-cost learning experiences that cultivate creativity, build social and emotional skills and boost academic achievement through a citywide network of out of school learning experiences

Austin Independent School District Creative Learning Initiative works to increase access to the arts to ensure all students benefit from creative learning in school and out of school, with 92% participating schools reporting improved student engagement, 88% reporting improved student achievement and 85% reporting improved student behavior

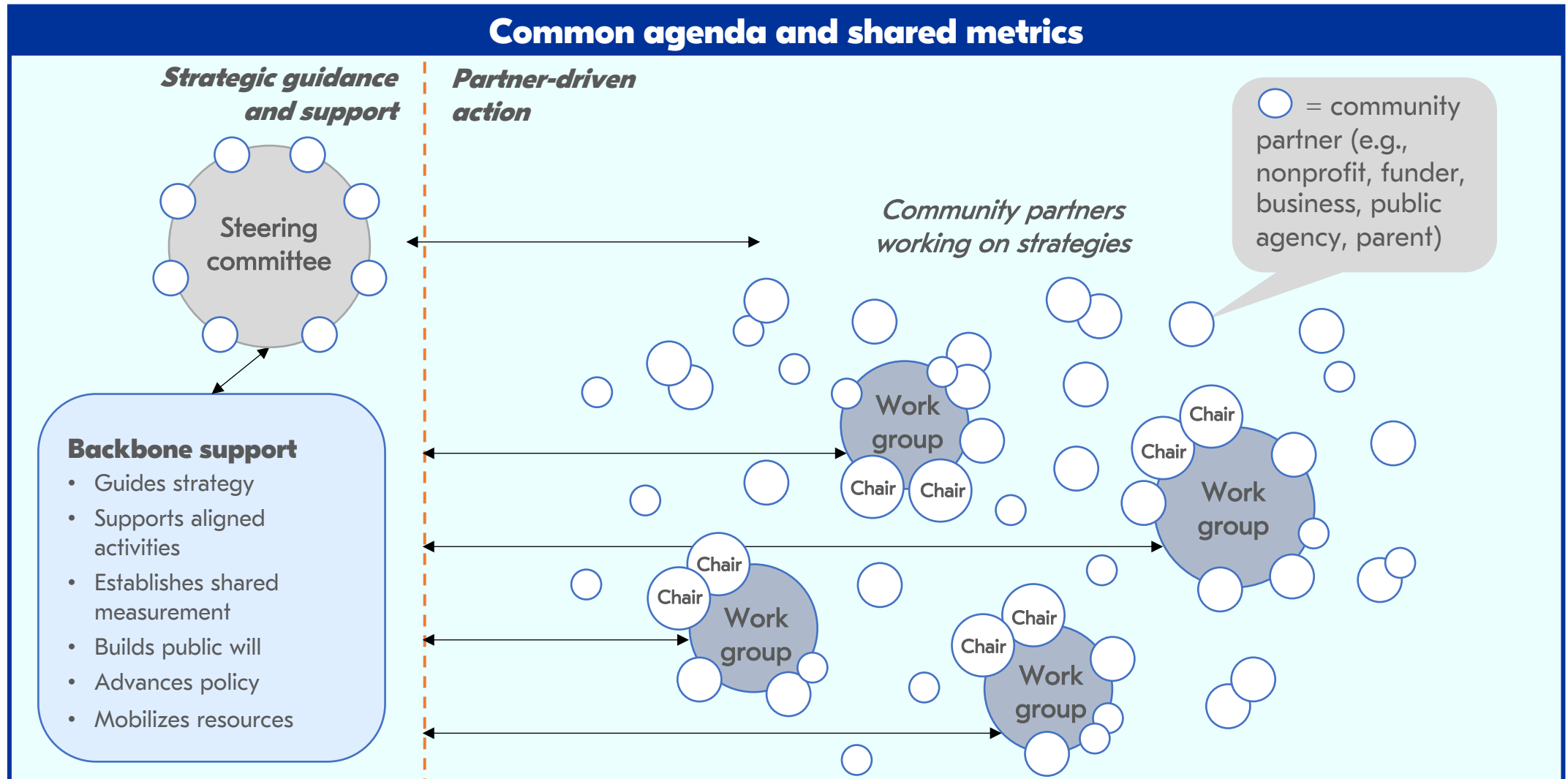
Ingenuity is Chicago's single hub for data, strategy, advocacy and partnerships related to arts education. They provide *artlook*®MAP, professional learning and a creative schools fund designed to support schools and teachers to expand the arts for students. Use cloud-based project management for systems wide planning, sharing data to track instruction and budgets and analyse impact on teachers, arts partners, students

Five essential key components

- **Common agenda:** a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions
- **Shared measurement:** collecting data and measuring results consistently across all partners to ensure efforts remain aligned
- **Mutually reinforcing activities:** differentiated partner activities are coordinated through a mutually reinforcing plan of action
- **Continuous communication:** consistent and open communication builds trust across stakeholders, assures mutually beneficial objectives and creates motivation
- **Backbone support:** creating and managing collective impact requires staff and skills to play the role of the backbone, and resources to provide coordination and administration

Credit: <https://www.fsg.org>, adapted from John Kania, and Mark Kramer, Collective Impact, Stanford Social Innovation Review, Winter 2011.

Implementing Collective Impact



Resourcing coordination and backbone support

- **ChalleNGe Nottingham:** hosted by Nottingham Trent University (strategic partnerships), representing education and culture and aligned to Nottingham's cultural strategy
- **Enjoy Great Yarmouth and Lowestoft Rising:** partnership working and shared coordination through the Making Waves Together project including priority for youth voice, co-creation and cross-place programming
- **Inspire Culture Learning and Libraries and Captivate:** cultural education partnership embedded in policy, planning and structures of trust delivering county-wide cultural services, specific borough/district priorities for Captivate
- **The City Classroom LeicesterShire:** distributed leadership through founder NPOs acting as connectors to key policy and strategy including the Children's Board and Culture Board, and stakeholder development with local authorities, universities and schools

Steps to sustainability Q&A



Take time to build a strong steering group, agree a common goal and a shared understanding of sustainability, create networked and connected development and delivery processes



Work in partnership, listen to stakeholders, enable different perspectives to shape future work on a continuous basis, including children and young people and parents



Create a plan and work through the process, use research and data analysis, celebrate quick wins whilst planning for long term impacts, implement a 1-3 year business plan which includes investment planning



Develop resilient behaviours* such as making the most of assets, empowering people to work together, understanding and responding to the needs of audiences, regularly reviewing priorities on the basis of evidence, advocating for arts and culture



Consider what form your partnership takes, what's desirable in terms of systems change and what's feasible in terms of partnership working – don't mistake Collective Impact for programme collaboration

[What is Resilience Anyway?](#), by Sophia Woodley, Patrick Towell, Richard Turpin, Sarah Thelwall, and Philippe Schneider, 2018