

FORMS AND FEATURES OF COLLABORATION:

**A synthesis for the Collaboration for
Wellbeing and Health**

December 2019

FINAL REPORT



This report was produced by Dartington Service Design Lab and Collaborate CIC and commissioned by The Health Foundation, an independent charity committed to bringing about better health and health care for people in the UK.

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ABOUT DARTINGTON SERVICE DESIGN LAB

The Dartington Service Design Lab is an independent research charity, committed to improving outcomes for children and young people by improving the systems and services that support them. We apply research and best evidence to everyday practice and balance this with the involvement of those people using and delivering services.

We believe it is critical to situate services in the context of the complex and messy systems in which they are delivered – be these public agencies or local communities. The Lab works with charities, local authorities, and funders to help them strengthen the design and delivery of what they do, and their understanding of how to further improve.

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COLLABORATE CIC

Collaborate CIC is a social consultancy that helps public services and organisations collaborate to tackle social challenges. We are values-led, not for profit and driven by a belief in the power of collaborative services as a force for social and economic progress. Issues such as rising inequality, multiple needs, devolution and fairer economic growth require collaborative responses. We create partnerships that get beyond traditional silos to deliver credible change on the ground. We are chaired by Lord Victor Adebawale CBE and are based in London, working UK-wide.

INTRODUCTION

If we are to address some of the most pressing and complex challenges of today then we must collaborate, and if we are to collaborate then we must build the readiness to do so. Purposeful collaboration takes time and commitment. We also know that the effort pays off: across the country, and abroad, we are seeing collaborations creating spaces for people to come together to learn, adapt and improve their practice. We are witnessing organisations re-orient to work alongside the communities they serve, leaders appreciating the need to shift from services to systems, and the blurring of old sector silos.

It is well-argued that form follows function, and this holds true when it comes to collaboration. The purpose that brings actors together is the foundation for collaborative practice. However, it is the form that brings collaborations to life. The form is the infrastructure required to drive the purpose: it shapes the way an ambition is articulated, the governance that enables activity, the type of actors engaged, the way resources flow and so on. If we are going to collaborate to tackle complex issues then we must build the form that will allow us to do so.

This document sets out a number of forms of collaboration. It describes the forms and outlines the shape of the core infrastructure required for each. The forms are then brought to life by case studies, demonstrating what is possible when purpose is supported by the form. The information provided is intended to stimulate a discussion about what is required for this particular collaborative; what will help you to achieve your purpose, and what you still need to work through.

Collaboration is an art, not a science. The essential underpinnings of all the forms presented are the relationships, the mindsets, and the behaviours. Collaborations evolve over time, and the various components of different forms can of course be drawn upon. The constant is the strong relationships required to carry the weight of the task. The form becomes the infrastructure that pulls you towards the collaboration.

We hope this short report helps shape some strategic decisions for you to make as a group.

NETWORKED COLLABORATION

Networked collaborations are a form of **loose collaboration** between individuals / autonomous organisations which differ in structure, focus, working culture and many other aspects but connect and/or **work together on issues of shared interest**. Networked collaborations work best over the long-term and with a degree of flexibility built in from the outset.



Value of networks: Connects a **range of people** to a vast amount of information; spreads ideas; develops shared commitment to specific activities or outcomes. Often viewed as a useful approach for organisations wanting to align with others in advance of their own objectives.

How purpose is designed and expressed: Often through **shared principles** for action rather than specific and/or measurable goals.

Focus (levels and area): The network form can operate at all levels but **works well for national and international advocacy and influencing agendas**. The form has the ability to build a critical mass required for significant change, this is helped by the (often) online function and the fact that the network links together organisations who are working on similar objectives.

The mechanics of the collaboration:

Governance	<ul style="list-style-type: none"> Loose, networked structure, not very hierarchical. Decision-making can take time but does not always require consensus.
Communications	<ul style="list-style-type: none"> Multiple voices, not strictly aligned internally but broad reach to an external audience.
Evaluation and learning	<ul style="list-style-type: none"> Learning from one another and sharing of information, insights and practice is often prioritised. Evaluation of progress can be difficult as contribution, expectations and responsibility may vary / shift between members. Members have to be prepared to not attribute success to their contribution.
Resources	<ul style="list-style-type: none"> Infrastructure provided centrally but light-touch. A network model often has a digital element (the bigger the network, the more likely it is to have a strong online model).

Make-up:

Closed or open membership	<ul style="list-style-type: none"> Open membership which evolves over time.
Bottom-up, top-down, combination	<ul style="list-style-type: none"> Context dependent, but often open to a range of actors across a range of levels (because strict commitment is not required and often working on an advocacy agenda).
Sector diversity / representation	<ul style="list-style-type: none"> Often multi- or cross-sector membership. Because of the broad membership, networks tend to have a range of assets and strengths and mini collaborations may be set up to leverage these for specific projects.

Case study

A Better Way (UK)

Background

A Better Way is a **network** of social activists from the voluntary sector and beyond (in partnership with the Carnegie UK Trust and the Esmée Fairbairn Foundation) that seeks to radically shift the provision of services away from public services and towards people and place-based approaches that build upon the assets within communities across the system.

Established in 2016, partly in response to rising costs within services, lower available funding and unsustainable forecasting, it is committed to eight **core principles** of:

- Prevention is better than cure
- Building on strengths is better than focussing on weaknesses
- Relationships are better than transactions
- Collaboration is better than competition
- Mass participation is better than centralised power
- Local is better than national
- Principles are better than targets
- Changing ourselves is better than demanding change from others.

The network was originally established by governing members of the Civil Exchange and is currently co-managed by the Civil Exchange. It engages a **broad range of local actors, encouraging bottom-up organisation** stemming from the community. It is also linked into the early action task force, with founding members sitting on its board.

What they do and how they do it

- A Better Way operates as a network of local autonomous cells across England, with each one bringing together 10 individuals (every two months) to **share learning**, insights and opportunities for collaborative working in relation to their eight core principles. Insights are drawn together into think pieces, with collaboration within and between cells seeking to **change practice and thinking**.
- Whilst support is provided to get cells started, they are expected to be **largely self-managing** and set their own agendas, as they know their community needs and opportunities best.
- A number of initiatives are run by A Better Way. However, these are only between some members and do not extend across the entire system. Examples are a local Better Way magazine, an informal think tank, and a collective impact project.
- The network promotes evidenced-based findings on early intervention and action that has been developed across the UK but currently does not add to the evidence base itself.
- Members are involved in a range of local and national initiatives and strategies which feed into the network's publications and thinking.

Key achievements and evaluations

- The network has started a community-based movement that lends greater importance to community agency and capacity under a consistent set of principles.
- The network has disseminated their insights via a report in collaboration with the Carnegie UK Trust. However, this is comprised largely of case studies, idea pieces and personal stories.
- The network has recently published their call to action which sets out their principles and insight pieces.
- Due to its diffuse nature, evaluations on the network as a whole unit have not been performed.

Strengths of the collaboration

- **Community voice:** Given the bottom-up structure of the A Better Way network, they have been effective at embedding a local voice in their published materials and collection of essays. Any functioning cell may also publish materials to their public blog, giving a wider platform for local concerns and insights. Agency is uniquely fostered within this format, giving legitimacy and power to local collaborations and cells.
- **Encourages diversity:** A facilitator of the A Better Way network's success lies in its **flexible power-sharing structure** that encourages self-organisation around a **common set of principles**. This appears to have enabled a large amount of opinion-shaping material drawing on **expertise from a diverse range of individuals**.
- **Dissemination of evidence:** The network is well-placed to disseminate evidence-based learning to a broad range of services.

Some less prominent features or potential "trade-offs"

- **Impact measurement:** Although changes in practice have been demonstrated within the published blogs and collected essays of cell members, the **extent of this impact is difficult to establish given the informal organisation of the network** (there being no formal registry of members or cells). Further, given the diffuse nature and broad goals of the A Better Way network, it is difficult to attribute specific achievements with regards to policy and commissioning.
- **Policy influence:** With only one major publication from the network thus far, the influence the Better Way network has had on policy appears to be limited, however, it is soon due to publish its call to action which may have clearer policy demands as well as influence within voluntary and community organisations. With a bottom-up network form of this type, it may be that effecting change at multiple levels (and particularly at a policy level) takes time, or it could be that its influence on policy is less visible, being attributed to influential members, rather than the network itself.

DECENTRALISED COLLABORATION

Decentralised collaborations are a form of **loose collaboration** between autonomous actors/organisations from all levels, with heterogenous structures and content. They operate with flat hierarchies and promote transparency among all members



Value of decentralised collaboration: A useful model to mobilise **grassroots activity** in pursuit of a **common agenda**. Its non-hierarchical design lends itself to **challenging traditional structures**, addressing complex societal issues, and confronting power imbalances.

How purpose is designed and expressed: An overarching ambition supported by a culture of trust and transparency. There may be **principles that underpin the ambition**, but these may be fluid and evolve as the work develops.

Focus (levels and area): The focus is on mobilising people throughout the system. A **bottom-up approach** is prioritised, viewed as the way to achieve change and **disrupt** the traditional models. Decentralised collaborations often advocate for a change in **policy** and a **redesign of practice and structures at a national level**. The bottom-up activity is used to demonstrate the inadequacy of the current structures.

The mechanics of the collaboration:

Governance	<ul style="list-style-type: none"> • Holacracy - decentralised governance. Authority and decision-making are distributed throughout self-organizing teams rather than being vested in a management hierarchy. • Absence of hierarchy. • Transparent decision-making
Communications	<ul style="list-style-type: none"> • Multiple voices and channels of communication with few or only informal rules. • Use of informal, immediate channels of communication.
Evaluation and learning	<ul style="list-style-type: none"> • An emphasis on learning from and with one another. • Attribution between activity and the goal can be difficult. • Awareness of activity by the wider public is a key metric. • Non-traditional measurement tools may be used (e.g. level of disruption).
Resources	<ul style="list-style-type: none"> • Multiple channels of communication. • Wide net of support and ideas. • Peer networks and support. • Relies on the activity, contribution, and commitment of many (from individuals to organisations).

Make-up:

Closed or open membership	<ul style="list-style-type: none"> • Open membership.
Bottom-up, top-down, combination	<ul style="list-style-type: none"> • Bottom-up.
Sector diversity / representation	<ul style="list-style-type: none"> • Often multi- or cross-sector membership. • Individuals connect with each other to share and leverage assets.

Case study

Extinction Rebellion (XR)

Background

Formed in May 2018 in a response to unsatisfactory UK Government action to reduce the effects of climate change, Extinction Rebellion aims to catalyse **radical policy change** in an attempt to preserve the natural environment. Their three **core demands** in the UK are:

1. Tell the truth – ‘Government must tell the truth by declaring a climate and ecological emergency, working with other institutions to communicate the urgency for change’
2. Act now – ‘Government must act now to halt biodiversity loss and reduce greenhouse gas emissions to net zero by 2025’
3. Beyond politics – ‘Government must create and be led by the decisions of a Citizens’ Assembly on climate and ecological justice’

The organisation applies tactics of nonviolent civil disobedience aimed at attracting full **public attention** and economic disruption as opposed to the traditional channels for levying political action from parliament. The organisation operates across 10 **core principles**:

- A **shared vision** for change to create a world fit for the generations to come
- Mobilising 3.5% of the population to achieve system change through momentum-driven organising
- The need for a culture that is health resilient and adaptable
- Openly challenging personal accountability and the toxic system
- Value **reflecting and learning**
- **Welcoming everyone** and every part of everyone
- Mitigate for power, using a **less hierarchical structure** for more equitable participation
- Avoid blaming and shaming
- Non-violence
- Based on **autonomy and decentralisation**

Extinction Rebellion comprises 650 groups across 45 countries, it was founded by a group called ‘Rising Up!’ which was set up in 2016 and has run a variety social campaigns.

The group is made up of a **wide range of individuals** (mostly volunteers) from a variety of backgrounds, professions, ages and economic status. The group does not align publicly with any political parties. It is stated they are working to improve diversity within the movement in response to criticisms that the groups lack inclusivity for black and ethnic minorities as well as individuals with non-left politics.

What they do and how they do it

- The organisation is best characterised as a **grassroots** movement, with **multiple actors** building **public visibility** and promoting civil disobedience via a network of online working groups and subgroups to secure **changes in UK policy**.
- There is not a central authority within the movement although there is a co-ordinating group to support activities. The use of a **'holocratic'** structure creates semi-autonomous circles that may organise their own actions and protests, provided they align themselves to the overriding principals of the organisation and adhere to the **loose set of rules** that have been established. *"The majority of the protests that happen this week I won't know about,"* says Sam Knights, one of the group's strategists.
- Although currently XR is organised largely on a **national basis**, it seeks to move to a more regional and localised model in an effort to become more sustainable and resilient.
- The group is primarily constructed of volunteers, however there are also paid teams and **specialised cells** that focus on finance, training, legal advice (arrest welfare), resource development, technology, citizens assemblies and internationalist solidarity.
- The organisation is funded from crowd funding (59%), trusts (31%) and individual donors (10%). Any individual donor giving more than £5000 has their name made publicly available in the interests of **transparency**, unless there are specific concerns which require anonymity.
- Income peaked in October 2019 with an income of over £1 million for the month. Expenditure is primarily directed towards reaching out and scaling up.

- The movement draws on a wide range of climate science as justification for the extent and intensity of their civil disobedience campaign, which have in turn shaped their demands from Government. With regards to specific policy adjustments the group requests a citizens' assembly for climate and ecological justice – these would be run by non-governmental organisations under independent oversight. This has been informed by successful citizens' assemblies implemented in Ireland, Canada, Australia, Belgium and Poland.

Key achievements and evaluations

- Declaration of a climate emergency within UK Parliament, although this has not manifested in further policy change thus far. However, party manifestos have included stronger environmental policy propositions.
- Spike in news coverage and public engagement with climate change discussion.
- XR has mobilised a section of the population towards tighter environmental regulation and advocacy for an economy less dependent on fossil fuel industries, however emissions are still at their highest level. Partly this is due to structural change required to manifest significant change and the short duration in which the movement has been functioning.
- No evaluations have been conducted upon the impact of Extinction Rebellion on climate change policy. Research into the group has primarily placed emphasis on the origin and application of their protest tactics.

Strengths of the collaboration

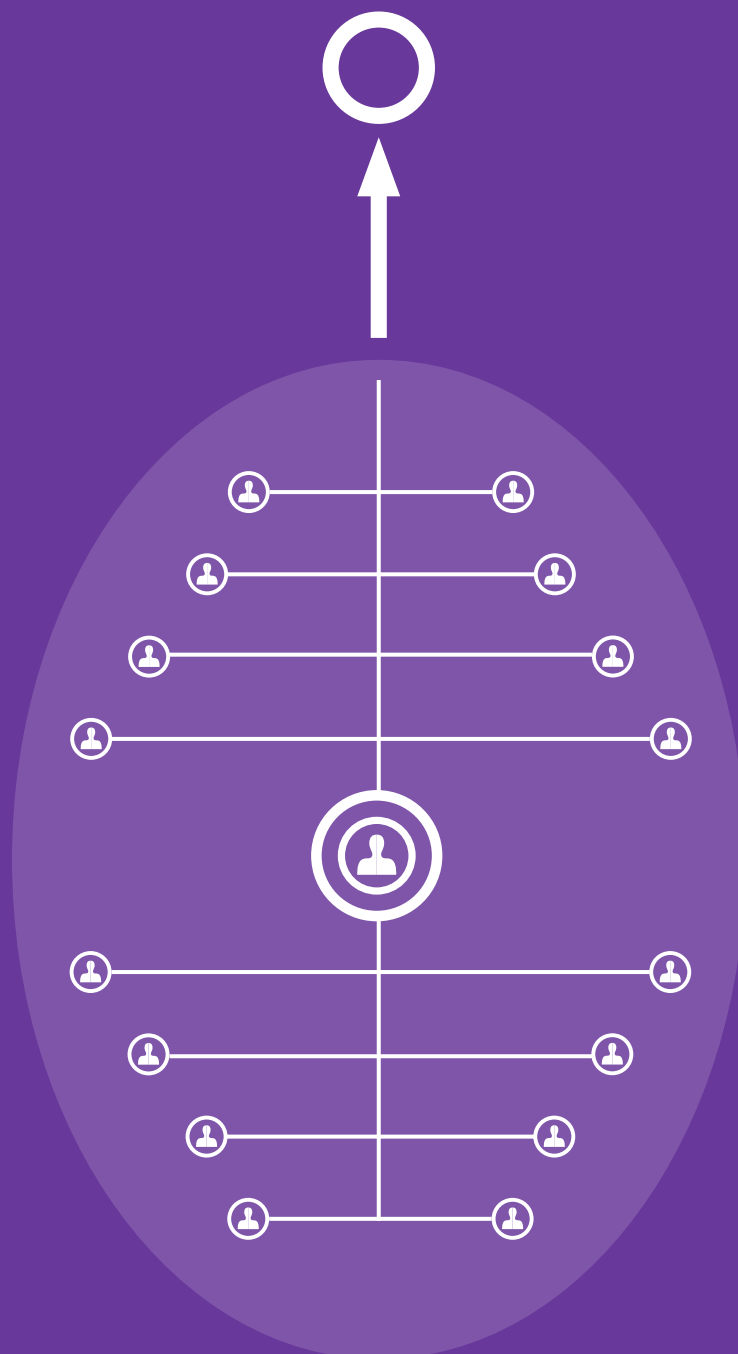
- **Community voice:** **Civilian voice** and autonomy is embedded throughout the XR movement and is a visible feature at XR demonstrations.
- **Reach:** The clarity of approach to protest tactics and the momentum this has created have legitimised the act of protest for Extinction Rebellion, allowing their reach to grow. This has created further momentum through the **wide media coverage** of protests. The use of clearly targeted disruption to attract public and media attention has also been effective by creating blockages in key transport routes and landmarks.
- **Flexibility and diverse assets:** The flexible organisational structure of the group has also been a key facilitator of its growth and public presence as any group of individuals can protest under the movement title provided the key principles are adhered to. This has allowed individuals to **pool valuable skills** and bring professionalism to the movement across a variety of domains.
- **Clear policy demands:** XR have made clear policy demands via their Climate and Ecological Emergency Bill which outlines their declaration, emissions target and citizens' assembly.

Some less prominent features or potential "trade-offs"

- **Engagement with policy makers:** A lack of state support appears to be the major barrier to the movement's success, with state blocking the right to legal protest and failing to meaningfully engage with the movement. It may be that this is also driven by the decentralised nature of the campaign, which whilst conducive to building wider public engagement, equally can create barriers to dialogue through a representative or authority figure.
- **Sustainability:** A question for XR will be how to sustain its activities in the longer-term given its lack of a central support function; a challenge common to decentralised collaborations.

COLLECTIVE IMPACT

Collective impact is a form of **tight collaboration** between defined actors/organisations who share a common agenda and are supported by a backbone organisation to facilitate the collaboration.



Value of collective impact: A popular approach for topics or issues that require systems change (change at multiple levels), and where you need the sustained, collective efforts of both organisations and the community.

How purpose is designed and expressed: Collective Impact approaches require a common agenda and agreed, joined-up approach. This is supported by a shared measurement system.

Focus (levels and area): Engagement and **activity at multiple levels** in an effort to support the shared ambition. Collective Impact lends itself to multiple areas of change, for example: advocacy, policy influencing and changing practice. Most often seen in local, regional, and sometimes national contexts as tighter collaboration is required which is more difficult at an international level.

Collective Impact initiatives have 5 core features that must be present:

1. **A common agenda:** a shared understanding of the problem and joined-up response
2. **Mutually reinforcing activities:** a diverse group working on activities that align to their strengths and are focussed on the shared agenda
3. **Shared measurement systems:** collecting data and measuring against a list of indicators. Helping to align efforts and create accountability
4. **Continuous communication:** a long-term commitment to building up trust and shared terminology
5. **Support of a backbone organisation:** dedicated staff to coordinate activity, manage projects, collect data, and sort logistics.

The mechanics of the collaboration:

Governance

- **Highly structured process for decision making.** The backbone organisation often facilitates this.
- The backbone organisation supports the work of the collective including; helping to align activity and establishing shared measurement practices.
- Evidence-based decision-making stemming from a structured process.

Communication

- **Continuous communication** among key partners to develop a common language, trust and encourage learning and adaptation.

Evaluation and learning

- **Shared measurement systems** and key indicators against which members can hold each other to account and ensure efforts are aligned.

Resources

- **Effectively pooling capacities** / human resources in pursuit of the common agenda.
- Backbone infrastructure which manages administrative and coordinating aspects of collaboration
- Draws on the assets of partners, setting up mini collaboratives where and when required.

Make-up:

Closed or open

- Open to partners who have a shared vision for change which includes a joint approach for solving it through agreed actions. All partners may not agree to all activities, but they must agree to the primary focus of the collective.
-

Bottom-up, top-down, both

- Both. Collective Impact often has a large membership of cross-sector partners and within this there are multiple levels of collaboration.
-

Sector diversity / representation

- Collective Impact is most effective when it has the commitment of cross-sector leaders, partners, and community members
- Partners play to their strengths, drawing on the distinct contribution they can make.

Case study

Western Australian (WA) Alliance To End Homelessness

Background

As a means of strategically co-ordinating efforts to address Western Australia's homelessness problem, eight organisations joined together in 2016 to form the Western Australian (WA) Alliance To End Homelessness. The Alliance seeks (by 2028) to ensure no individual in Western Australia is sleeping rough or staying in supported accommodation for longer than five nights before moving into an affordable, safe, decent permanent home with the support required to sustain it. This aim is supported through a nine-point "Vision" and **common strategic agenda** of:

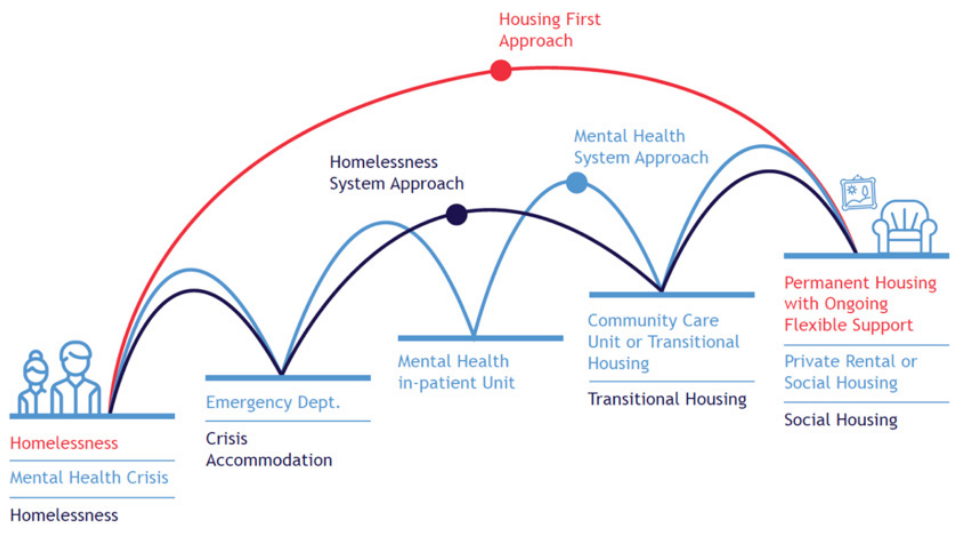
- Housing: ensuring adequate and affordable housing
- Prevention: focussing on prevention and early intervention
- Strong and co-ordinated approach: no 'wrong-door' system
- Data, research and targets: improve data and research, setting clear targets
- Build community capacity: never about us, without us

The eight founding organisations span the third sector, business and education sectors. The WA Alliance works in collaboration with the WA Government and has 'Alliance Partners' who **commit to the vision** and principles of the Alliance. These partners are **cross-sector**, spanning education, housing, justice, health, non-profit, business, regional and national government.

What they do and how they do it

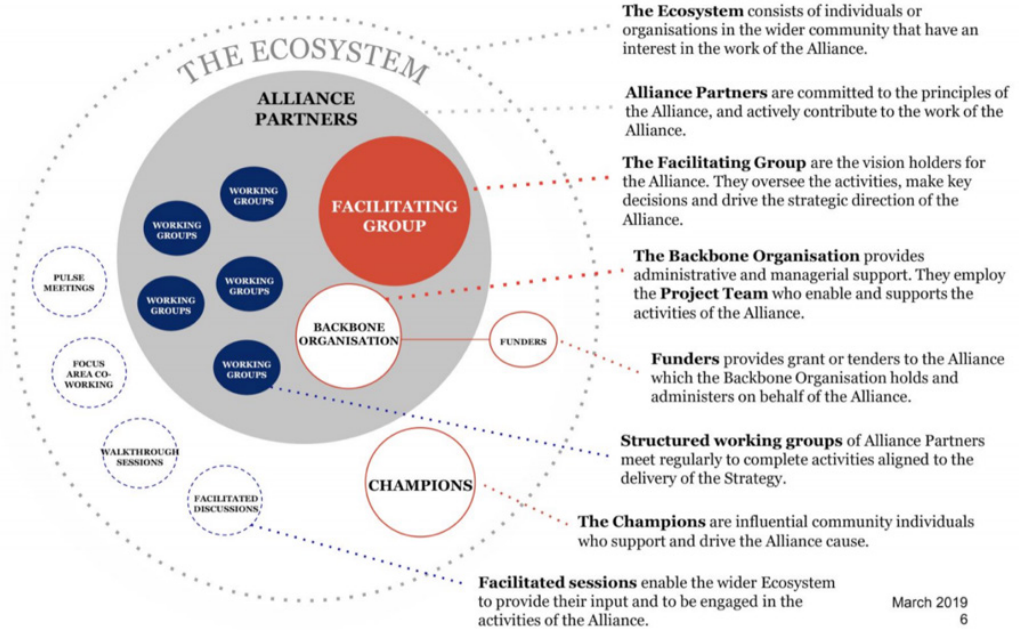
- The WA Alliance uses a three-stream approach to guide their work in ending homelessness: The housing first approach, a homelessness system approach and a mental health system approach (see below). As such, a **variety of activities** are performed from helping to source and develop affordable housing, supporting individuals to address underlying health and social issues which they face, prioritising vulnerable populations (aboriginal women and children in domestic violence relationships) and ensuring services are well linked. The leading partner in these activities is Shelter Western Australia.
- The WA Alliance uses a **three-tiered governance structure** that consists of a **backbone organisation** that holds and allocates donations and funding (from Lotterywest); a Facilitating Group containing representatives from the eight founding partner organisations which directs strategy; and wider Alliance Partners who support the work of the Alliance (mostly through the operation of working groups).
- The Alliance uses community champions to influence at the **community level** and drive the work on the ground. A variety of outreach sessions such as facilitated discussions and pulse meetings help to ensure community engagement.

- Through aligned strategy with the Western Australian Government, a **wide variety of actors** have been able to align their activities, from businesses, non-profits, **community organisations**, charities and **government**. This is termed in their strategy as the 'no wrong door' approach, so that irrespective of where an individual engages with the collaboration, they are part of a systems-wide pathway of support.
- Shared measurement** is a core component of the Alliance strategy. To this end an evaluation framework for assessing the impact of their activities in collaboration over the next 10 years has been developed. This broadly follows their three work streams of housing, homelessness and mental health.



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Overview of Governance Structure



[Overview of the WA Alliance to End Homelessness Governance Structure, prepared by PwC, March 2019]

Key achievements and evaluations

- Given the short operating time of the Alliance, the introduction of a ten-year strategy plan and public campaign to address both **systemic factors** and public awareness represents a notable milestone.
- The Western Australian State Government released a directions paper for the 10-year strategy on homelessness as a progress update and request for community feedback – the proposed strategic directions which have emerged from this have been directly influenced and informed by community consultation. The Department of communities has also assessed how all players across Western Australia government (national, local and community organisations) can best work together, this strategy works in tandem with the WA Alliance’s ten-year plan.
- A report of homelessness was published by the Alliance for 2019, however work towards targets wasn’t broken down into measures or an impact approach. Instead projects were aligned to each of the nine goals which they set out to achieve. As such it is not presently clear what the impact of the Alliance as a whole has been thus far, but instead is inferred through individual service reports.

Strengths of the collaboration

- **Influencing at local and national levels:** **Commitment of cross sector leaders** and strong collaborative ties with the state as well as local organisations have enabled the Alliance to communicate relevant policy advice up the chain and simultaneously align actions to a coherent strategy down the chain.
- **A systemic approach:** The Alliance is invested in a systems approach, with a **clearly mapped structure** of how both actors and work streams interact.

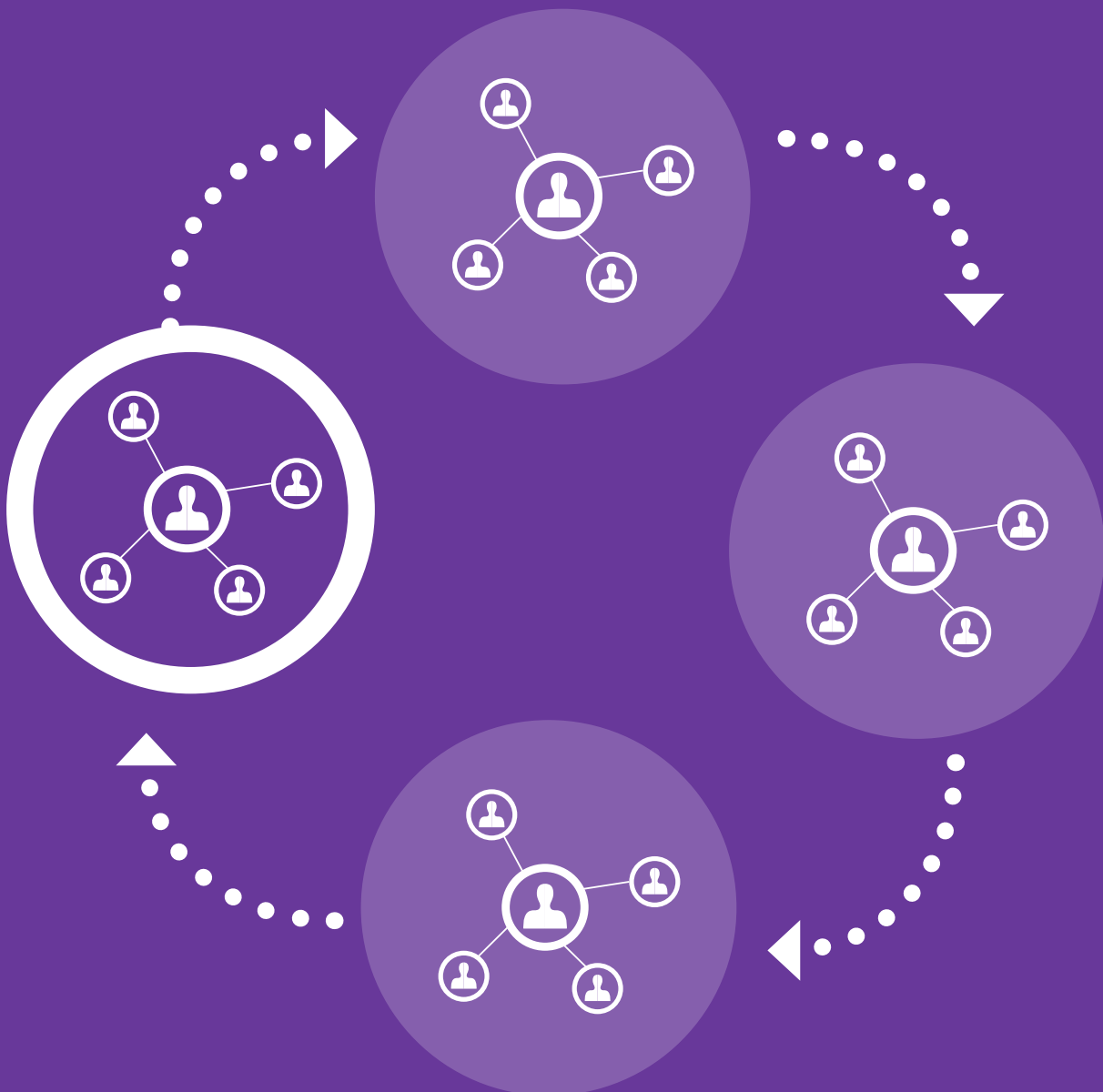
- **Mobilises diverse, cross-sector assets:** The WA Alliance brings partners from justice, health, education and housing to deliver a **co-ordinated approach** to homelessness reduction
- **Embeds community voice and agency:** The voices of frontline workers and individuals with lived experience of homelessness are built into the Alliance’s learning capture and reporting structure. The establishment of working groups helps foster agency that aligns with the strategic aims of the Alliance. The WA Alliance also has a publicly available co-design practice manual and toolkit which is followed when creating services to ensure user voice is central to the process.
- **Draws on and builds the evidence base:** **A wide range of research** has been generated by the WA Alliance and their partners since commencing operations with several publications a year. The design of interventions and housing policies have been informed by an international evidence base from a diverse range of sectors.

Some less prominent features or potential “trade-offs”

- **Lack of flexibility:** Despite positive steps towards stronger collaboration between sectors, there is still rigidity in how some organisations are working that create barriers to effective collaboration. This could in part be due to its commitment to a fixed agenda and approach, meaning the form of collaboration is less open than other models.

SYSTEM CONNECTORS

System connectors are a form of **systemic collaboration**, focussing on involving a wide eco-system of partners to address complex challenges. The approach appreciates the multi-faceted nature of many problems and brings together **different parts of the system** to collaborate for change.



Value of system connectors: An effective approach when organisations identify challenges that can only be solved through systems working, not by the intervention of single organisations. It offers a space and process for exploring complexity and draws on multi-sector actors. The focus is on **changing mindsets, behaviours and structures**. Because of the emergent nature of the work there is often less emphasis on quantitative evaluation.

How purpose is designed and expressed: **Shared ambition for systems-change**, often underpinned by principles for how the group will work together.

Focus (levels and area): System change requires activity at multiple levels. System connectors create the space to **share learning between usual and unusual suspects**; this can result in local practice and actors informing and influencing regional and national approaches.

The mechanics of the collaboration:

Governance

- Decision-making process agreed from the outset, often based around a set of values.
- The governance function appreciates that adaption and flexibility is an essential feature for systemic collaboration.
- Some adopt a 'system stewardship' role whereby they **take responsibility for the health of the system**, creating the conditions for effective collaboration (see [Exploring the New World](#) by Collaborate CIC and Dr Toby Lowe).

Communications

- **Open communication between partners** based on trust and transparency.

Evaluation and learning

- Learning and adaptation are core features of the system connectors collaboration.
- **Experimentation and adaptation is prioritised**, and 'failure' is viewed as learning.
- Organisations are comfortable with collectively contributing to a change process and appreciate that it is hard to directly attribute credit to a single organisation.

Resources

- Over time system connectors may explore how to share resources and build the system infrastructure required to collaborate more effectively in pursuit of their shared aim (data sharing mechanisms, for example).

Make-up:

Closed or open

- Open, dependent on the appetite of individuals and organisations to focus on genuine system change (rather than discrete interventions and traditional evaluation measures).
 - As connectors they focus on mapping the system and inviting others in/learning from their practice. This includes the 'unusual suspects'.
-

Bottom-up, top-down, both

- Both. System connectors **recognise the value in bringing different parts of the system together**. Diversity is a critical feature for system change.
-

Sector diversity / representation

- **Cross-sector, multi-agency involvement is essential**
- Work is done early on to identify the distinct skills and attributes of different partners and identify activities that need to run in parallel at multiple levels.

Case study

Scottish Violence Reduction Unit (SVRU)

Background

Formed in 2005 to tackle the significant violence problem that existed within Scotland, (specifically homicide and gang violence), the SVRU is a part of Police Scotland and takes an innovative approach to reducing violence by treating it as a public health crisis. The Unit **focuses on prevention** rather than enforcement and does this **using a cross-sector approach** (particularly health and education) with relationship-building at its heart.

The Unit was originally established by Strathclyde Police to cover the Strathclyde area and a year later was expanded to have national coverage. It is the only police member to sit on the World Health Organisation's Violence Prevention Alliance.

The SVRU is comprised of police officers and staff, experts and people with lived experience, including ex-offenders. They work in partnership with Police Scotland and the Scottish Government, as well as social enterprises and partners across health, education, social work and many other fields.

What they do and how they do it

- The SVRU has a primary, secondary and tertiary approach to violence prevention, followed by enforcement and criminal justice and attitudinal change.
- The SVRU funds, runs and supports cross-partner community projects to address violence which **connect cross-sector partners** such as the police, health, social services, education, housing, employment, as well as community and voluntary organisations and individuals. **Projects vary from small localised innovations to nation-wide initiatives.** A number of these projects are based around the 'bystander' approach to violence reduction, engaging communities as part of the solution.

Examples of projects are:

- **Community Initiative to Reduce Violence:** Targets gang violence through enforcement and reintegration. A&E Consultants, community leaders, victims, parents and senior police officers invite the gang member to a meeting, highlighting that if violent acts are committed then the whole gang will be pursued by police. The aim of which is to encourage gangs to police their own behaviour. Offending in those recruited was reduced by 46%.
- **National Anti-Violence Campaign:** Police driven, focussing on issues of weapon carrying, alcohol and domestic violence. This included use of stop and search in violent areas and increased use of metal detection.

- Community Safety Partnerships: A collaboration of public sector organisations to improve health and safety in local authorities. Includes introduction of safe zones with taxi marshalls, well-lit areas and better transport to safely disperse patrons.
- Medics Against Violence: Health care practitioners who visit groups of 13/14 year old school children in West Scotland aiming to change attitudes through education and awareness.
- The SVRU is the lead partner, with separate initiatives sitting beneath it. Key findings and policy recommendations are directly communicated to Scottish Government.
- The SVRU is active in policy influencing and is a respected generator of policy advice within Scottish Government. They have had particular success in relation to knife crime and related issues such as the unit cost of alcohol.
- The SVRU are **invested in innovation**; commissioning research and carrying out their own in relation to the root causes of violence and the best evidence on how to address it. This evidence then helps to inform their design and evaluation of services
- The SVRU model involves the active **mobilisation of wider community members** and particularly the roles of 'bystanders' in helping to reduce violence. In practice, this means training and supporting local community members to take active roles in addressing the violence they see. In this respect there is a strong emphasis placed on strengthening community ties.
- The SRVU **draws upon evidence-based practice** within the U.S., the WHO and disease prevention to inform its approach to gang related violence and serious violent crime. This has allowed a multistrand approach that draws from evidence on early intervention. Through taking a disease prevention approach to violence, the SRVU is widely regarded as an exemplar case study in innovative approaches to the reduction of violence and through strong state sponsorship, the SRVU has been able to consistently build the evidence base on reducing violence over the last 14 years
- The SVRU state they are commissioned by health, local authorities, police, PCCs, and prisons, and work with employers to provide apprenticeships and other employment opportunities. They **act systemically** in that they aim to *"knit these services together to reduce youth violence."*
- Scottish Government funds the SRVU at £1 million per annum and beyond this funds a suite of initiatives that are linked to the common goal of violence prevention. Overall this has been £20 million in the past ten years, with a plan to invest a further £18 million across 2019-2020. Funding for specific projects also comes from the European Commission.

Key achievements and evaluations

- During its operation, Scotland has seen meaningful decreases in serious violent crimes such as homicides, assaults and weapons offences. This decline has been significantly faster than the decrease in violent crimes globally. This has led to the lowest levels of violence in the past 41 years. In the last decade this has been a 39% decrease.
- Scottish Hospitals saw a 63% reduction in admissions from 2008-2015 and a 50% reduction in deaths due to sharp objects.
- School exclusions have seen a dramatic reduction, this has been attributed to the strong links the SRVU has with educational institutions.

- In 2004/05 there were 137 murders in Scotland but by 2016/17 the total had more than halved to 61.
- Violence prevention is embedded in the national policy framework in Scotland, partly due to the compelling results the SVRU has been able to produce within the last 14 years. The SRVU hosted the WHO global conference on violence at the Scottish Police College in 2007 – following this it was declared a public health crisis by the cabinet secretary for health.
- The SVRU has also influenced practice within England, with the establishment of the London VRU in 2018.
- The SVRU has influenced policies such as tougher sentencing for weapons and increasing the unit cost alcohol.
- Evaluations are mainly comprised of in-house reports from the SVRU and the projects they support.
- **Builds diverse relationships:** The projects focus not only on building quality relationships between delivery partners and professionals, but also between communities and community members, across different cultures and socioeconomic backgrounds.
- **Community voice and agency:** The community initiative to reduce violence was attended by former offenders who shared their experience with younger generations. **Community members are mobilised and empowered**, as the mentors in the violence prevention initiative teach young people leadership skills to help them support fellow pupils.

Some less prominent features or potential “trade-offs”

- **Impact measurement:** With so many prevention and intervention projects taking place concurrently, it is difficult to assess the extent to which any changes in violent crime can be attributed to the SVRU. This is also the case for tracking the impact of connecting institutions and actors, which is one of the major benefits of a system catalyst such as this.
- **The pace of change:** Dealing with a complex problem such as violence that involves actors at all levels and ecologies of the social system takes time. A Catch-22 case study reported that it took the SVRU around 10 years to really make an impact on the number of homicides in Scotland.

Strengths of the collaboration

- **Innovation and learning:** **Innovation based on the best available evidence** is at the heart of the SVRU model of violence reduction.
- **Cross-sector buy-in:** The strong links the SRVU has fostered between education, community organisations and national level policy has **mobilised a systems approach to violence reduction**.
- **Garners strong state support:** The embeddedness of the SRVU into policy development and application within the Scottish context has been a crucial component to sustaining the impact of its initiatives. Further to this, the **closely aligned missions of each partner** have enabled a wide-reaching approach to early intervention. Part of the units’ creation was in response to what was widely considered to be a crisis in Scotland, such urgency demanded an innovative and fresh approach to addressing violence within Scotland.

CATALYST COLLABORATIONS

Catalyst collaborations are a form of **systemic collaboration** in which partners think and act systemically and see long-term quality relationships as a core enabler of change. Partners work around a common vision or purpose. Learning and democratic access to information are viewed as core enablers of achieving the vision.



Value of Catalytic Collaboration: A relatively new and progressive model of collaboration, useful for those who want to amplify their mission and grow the field. This form prioritises deep relationships, the democratisation of learning and information sharing for the betterment of their entire field, rather than restricted to the members.

How purpose is designed and expressed: Shared ambition with an emphasis on developing trusted relationships.

Focus (levels and area): Because of the interest in systems change, this form works at engaging with, and effecting change at, multiple levels: advocacy, policy influencing and changing practice. The diversity of membership and democratisation of information lends itself to influencing practice and policy at a national and international level.

There are three essential features to catalytic collaborators:

- 1. Prioritisation of learning:** the focus is on learning not just for evaluation but for understanding trends and what initiatives have already been attempted. Learning is collected to inform their innovation work and informs their approach to sustainable impact
- 2. Think and act like a system:** taking a wide lens when understanding what is influencing and contributing to the issue they are tackling. This can include mapping the wider eco-system of actors.
- 3. Democratisation of access:** equity rather than individual ownership is prioritised, often in the form of open source technology and/or platforms.

The mechanics of the collaboration:

Governance

- There is a focus on **embedding trust in the governance model** and an emphasis on horizontal relationships across organisations.
- Enables people from diverse backgrounds to work through issues and share information. The governance group helps to frame the problems, set boundaries, and disseminate information. Where relevant, it sets up communities of practice to focus on specific issues and deepen relationships.

Communications

- Open communication enabled by **technology that promotes asset access** (rather than ownership).

Evaluation and learning

- Learning is at the heart of this model. Catalytic collaborators want to **create knowledge that contributes to sustainable impact**. This includes highlighting the success and failure of past initiatives

Resources

- Partners openly share their practice (the good and the bad).
- In some examples, crowd-sourcing has occurred to build the platforms for open-source sharing of information.
- Partners are **open to moving resources between organisations**.

Make-up:

Closed or open

- Open with a focus on creating transformational relationships.
-

Bottom-up, top-down, both

- Both. Bringing together the usual and unusual suspects.
-

Sector diversity / representation

- There is a focus on building the diversity of the collaboration, with an understanding that diversity brings intelligence.
- Long-term relationships are prioritised, with complementary activities evolving over time.

Case study

Robert Wood Johnson Foundation – Culture of Health

Background

Since 2014 the Robert Wood Johnson foundation has had a vision of creating a culture of health within the United States, aiming to drastically reduce health inequalities and ultimately ensuring everyone has the opportunity to live a healthier life. **10 principles** are used to outline this vision, with four associated action areas/workstreams acting as more specific goals to achieve population health, well-being and equity:

- Making health a shared value: **changing mindsets** and expectations, fostering civic engagement and building a sense of a community.
- Fostering **cross-sector collaboration**: building number and quality of partnerships.
- Creating healthier, more equitable communities: creating safe and inclusive environments that support well-being; improving social conditions and economic opportunities; policies promoting collaboration and improving health.
- Strengthening **integration of health services and systems**: making comprehensive, continuous care and health services available to all; improving health by balancing and integrating health care with public health and social services improving population health by providing consumer driven care.

These goals will be evidenced by: enhanced individual and community well-being; fewer incarcerations; a reduction in the number of children with adverse childhood experience; chronic diseases prevented or the risks of them reduced; and health care costs reduced.

The Robert Wood Johnson foundation is a health philanthropy organisation that has been operating since 1972 supporting research and programs targeting America's most pressing health issues across a broad range of areas. The collaboration towards creating a culture of health has been in response to the growing health inequalities across the United States, with nearly one fifth of Americans living in low income neighbourhoods with limited access to nutritious food, affordable housing, and job opportunities. Despite having some of the largest expenditure on health care in the world, the U.S. has poorer health outcomes than similarly economically developed countries.

The culture of health is stated as being “not a funding initiative of a program. Rather it is an organizing principle for fostering a deep commitment to improving health, well-being, and equity in America”. The main partner to RWJF is Rand Corporation (research and policy advice), who, together with experts, community members, and global leaders, developed the Action Framework upon which the initiative is based. The Culture of Health collaborates across multiple sectors including national government, health, education, and third sector. It has a broad range of grantee organisations across the U.S., from community well-being to targeted health improvement.

What they do and how they do it

- **Developing evidence-informed frameworks:** Working with the RAND Corporation the RWJF developed an action framework informed by research into the multiple factors which impact health, equity and wellbeing. Each Action Area includes several Drivers, providing a set of long-term priorities, both nationally and at the community level. In each of the five workstreams the RWJF has set out clear outcomes, how they are measured, and how over time their work can be evaluated against performance on these measures. Individual commissions contribute towards building the evidence base by adhering to their outcomes framework.
- **Leveraging existing assets:** The focus of the culture of health relies upon the present network and system of healthcare and community support within the United States, broadly seeking to influence the methods of practice of **diverse actors across the system** as a means of manifesting system wide change.
- Working with other groups and networks: The broad scale of the culture of health programme requires **collaboration at a state level** with government, commissioning **work with community organisations** and co-ordinating with a variety of health institutions.
- Focus on **shifting structures through quality relationships:** The workstream focussed on fostering cross sector collaboration seeks to change the way in which isolated sectors operate within the United States, primarily by building stronger collaborative relationships based upon a unified set of outcomes and delivery practices.
- Collective learning: Whilst the RWJF commissions some work, the main focus of the culture of health is in **connecting a variety of organisations** to a single goal. **Learning and policy advice is leveraged** from the network and communicated at a **state and national level**.
- **Commissions research:** The RWJF commissions a number of research projects which explore health outcomes, values, supports and contextual factors.
- **Improves access to information:** Develops dissemination tools to support communities to engage with health research (a what works portal), as well as providing advice on transport, housing and other social determinants of health.
- **Supports grassroots** action to improve living conditions, such as supporting neighbourhood associations.
- Funding and commissioning: The Robert Wood Johnson Foundation disseminates grants and commissions work; however, collaboration partners also independently acquire funding and principally align their work to the umbrella of outcomes outlined in the culture of health.

Key achievements and evaluations

- Early indications that the Vision and Action framework is spreading across a range of groups.
- An active data portal is available on the Culture of Health website, tracking outcomes for sentinel communities in each state across the United States. It also acts as a resource hub to support development across a range of health determinants.
- A number of journals have published early findings as well as exploratory research on the RWJF culture of health.
- The RWJF commissioned an independent evaluation of its Culture of Health programme, which highlighted positive early signs in relation to reach of the concepts and influence on health planning and strategy.

Strengths of the collaboration

- **Systemic approach:** Large base of available funding and investment with clearly delineated workstreams that address factors across the system of wider health determinants (at both the local and national levels).
- **Evidence generation and use:** **Strong approach to evidence generation** and academic rigour in the development of evidence and application of research to practice.
- **Dissemination of learning:** Sharing of learning across the Culture of Health programme and **regular updating of effective practice** facilitates a cycle of improvement.
- **Equitable access to information:** The **centralisation of information** to support communities and organisations has the potential to support community actors and change-makers.
- **Aligns diverse cross-sector actors:** The Culture of Health **connects cross-sector actors** and focuses them around a common purpose.
- **Community voice and agency:** The framework of action developed with the RAND corporation involved multiple stakeholder interviews across community organisations, health care, charity, research and government to ensure community voice on what mattered was integrated into the culture of health strategy.

Some less prominent features or potential “trade-offs”

- **Impact on outcomes:** The network aspect of the Culture of Health programme makes it difficult to get a birds eye view of whether the approach is effectively unifying network actors to improve outcomes directly.

COALITIONS

Coalitions are a form of **classic collaboration**. Coalitions are usually a fixed membership model, and the partners tend to be at a similar level of seniority in their own organisations. The work of Coalitions is focussed around a common goal or problem. Processes supporting the collaboration are formal and established.



Value of coalitions: Allow partners to come together to work on a shared ambition while maintaining their own autonomy. Coalitions are useful when trying to temporarily align the work of multiple partners towards a desired outcome. Compared with a single organisation, Coalitions bring greater reach and credibility to an issue. They also act as a forum for information sharing. A Coalition is a more traditional approach to collaboration and is therefore viewed as a more straight-forward and less risky model.

How purpose is designed and expressed: Discrete outcomes, often single-issue.

Focus (levels and area): Often focussing on policy change or significant changes in practice. May be conscious of what is happening at multiple levels but is focussed at a single level. Coalitions are predominantly designed to address regional, national or international policies and practices.

The mechanics of the collaboration:

Governance

- **Shared decision-making** practice among the members of the coalitions.
- Meetings tend to be formal and frequent with one organisation in the lead.
- The governance group is often made up of partners who are in senior positions in their own organisations.
- Shared decision-making practice is a common feature of this governance model.

Communications

- Relatively **formal communications** are designed for internal and external use.
- Partners shape the message and often leverage their involvement in the coalition for their own purposes (lobbying, PR, for example).

Evaluation and learning

- Outcomes for the discrete **objectives are often specific and tracked.**

Resources

- Coalitions may have a centralised support function/a lead member organisation, or the members come to an agreement of how to resource the collaborative and its activities.

Make-up:

Closed or open membership

- **Tend to be closed;** new members need to be agreed by the collaboration.

Bottom-up, top-down, combination

- Often made-up of more **senior cross-sector actors.** Coalitions are often perceived to be seen as a strategically important, requiring the investment of senior officials.

Sector diversity / representation

- Often multi- or cross-sector membership. Government agencies, foundations, businesses, or influential individuals for example.
- The distinct value of partners is leveraged over time. Individuals connect with each other to share and leverage assets.

Case study

Breast Cancer Prevention Partners (BCPP) (US)

Background

Founded in 1992 as the Breast Cancer Fund, Breast Cancer Prevention Partners (BCPP) are a science-based policy and advocacy organisation that works to prevent breast cancer by eliminating exposure to toxic chemicals and radiation linked to the disease. Their work sits at the intersection of prevention and environmental health. Their aim is detailed in the BCPP vision, which envisions that:

- We live without fear of losing our breasts or our lives as a result of what we've eaten, touched or breathed because the environmental causes of breast cancer have been identified and eliminated.
- Most breast cancer can be prevented, while safe detection and treatment of the disease are the standard and available to all.
- We have succeeded in informing and mobilizing a public that is unrelenting and holds government and business accountable for contaminating our bodies and our environment.
- Public policy protects our health and is guided by the principle that credible evidence of harm rather than proof of harm is sufficient to mandate policy changes in the public's best interest.
- We have done justice to the women and men whose struggle and dedication inspired our resolve.

BCPP work **cross-sector** with businesses, foundations, non-profits, education institutions, and state and federal legislators.

What they do and how they do it

- BCPP are an organisation which seeks to affect change through working with key **regional and national coalitions** towards what they term "big picture solutions" to the **shared goal** of preventing breast cancer. Some examples of coalitions they are part of are the Coalition for Women's Health Equity, the Safer States Coalition, and the Safer Chemicals Health Families Coalition, which are mostly formed of other advocacy organisations.
- 'Business Partners' align with their brand and can either sponsor events, provide financial support, act as ambassadors, tie in their sales to BCPP donations, or donate products.
- BCPP primarily campaign and lobby for **policy change** in relation to environmental health, breast cancer prevention and women's health, engaging at the national level, but also with socially responsible business partners and organisations similar to themselves to affect **changes in practice**. They are also focused on increasing public awareness of the issue through public education.
- They partner with non-profit organisations across the areas of women's health, environmental health and justice, labour, and consumer rights, to translate science into educational information, influence business practices, and pass health-protective laws at the state and federal levels. Non-profit partners also help with collaborative campaigning, idea generation and advocacy.

- BCPP work systemically, identifying the root causes of breast cancer and working to influence the parts of the business and environmental health systems which can leverage change. Their approach is highly science-based, involving the publication and commissioning of research, with in-house evidence-generation and dissemination through their science advisory panel.
- Their work seeks a paradigm shift in mindset from the treatment of breast cancer to prevention.
- BCPP has **long-term relationships with national and regional partners** but also engages with **temporary 'opt-in' alliances**.
- Action is organised around **specific campaigns/lobbying efforts** which require different relationships and **mobilising a variety of partner assets**.
- BCPP is a charity with a board of directors. It partners with other organisations and coalitions on specific campaigns and draws its funding from individual donations, foundations and responsible businesses.

Key achievements and evaluations

- Worked with legislators to increase the Center for Disease Control's Environmental Health Budget by 300%.
- California signed into law a medical radiation bill, sponsored by BCPP. One of 11 bills they signed into law.
- Campbell's announced a bisphenol A (BPA) phase-out, one of BCPP's major initiatives.
- Johnson & Johnson committed to Safer Cosmetics worldwide.
- Walmart and Target adopted Safe Chemicals policies.
- The organisation publishes research (including 33 major studies) but do not publish evaluations of their own impact.

Strengths of the collaboration

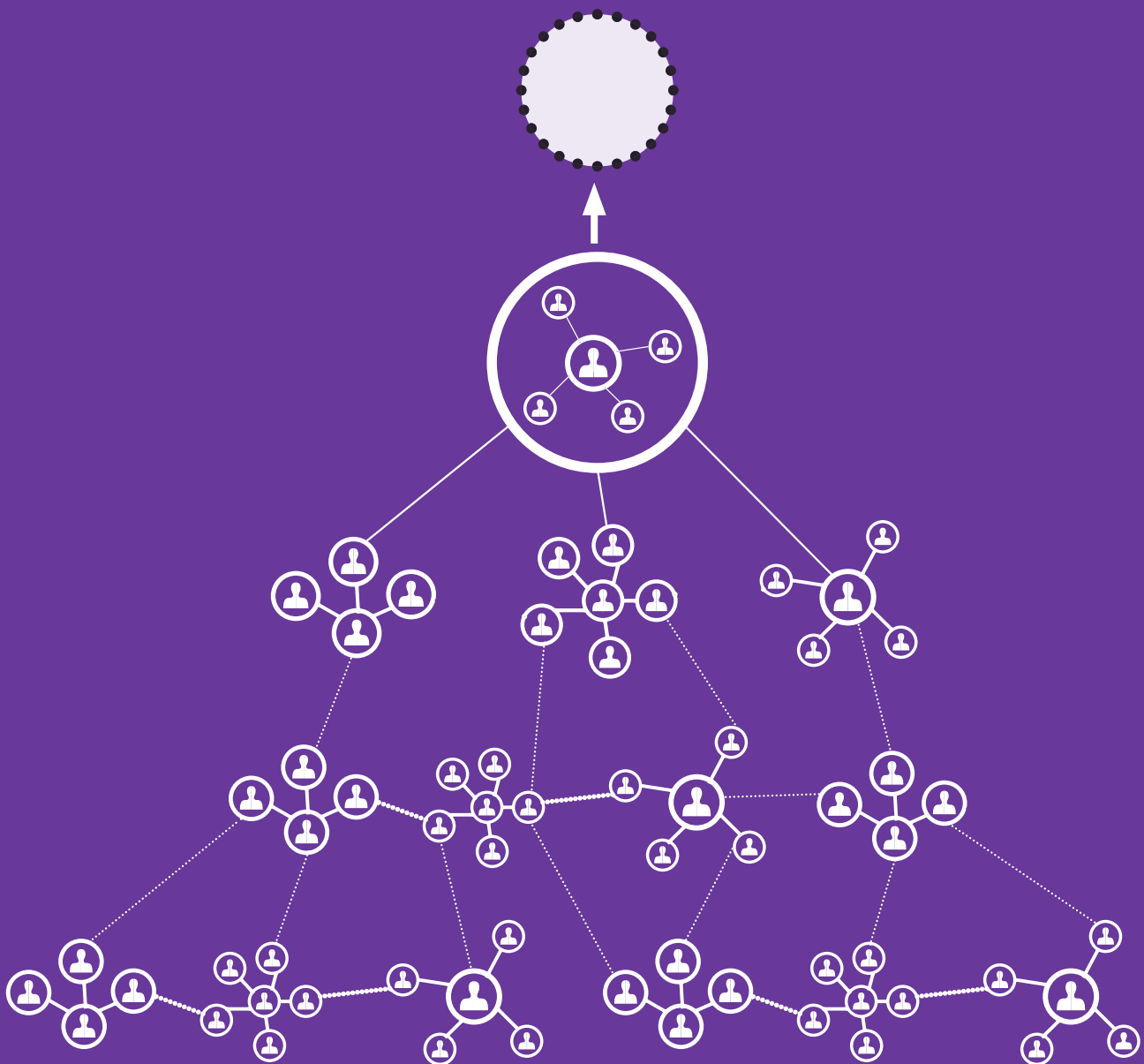
- **Influence on policy:** BCPP has had a significant influence on national environmental health policy.
- **Influence on practice:** BCPP has had a significant influence on the policies of businesses, such as making explicit the ingredients in products, as well as reducing the use of dangerous chemicals in products and practices more generally.
- **Change public awareness:** BCPP produce a significant amount of educational material which they disseminate via campaigns, their website and other publications.
- **Utilises diverse partner assets:** Work not only draws upon collective lobbying power, but also utilises the expertise in areas aligned to the overall outcome – such as water quality for example.
- **Reach:** Through multiple regional and national coalitions, BCPP has gained extensive reach and influence.
- **Democratisation of information:** the science of breast cancer prevention is disseminated in a digestible format on the BCPP website as well as through regional and national campaigns.
- **Systemic focus:** BCPP carries out research into the environmental determinants of breast cancer and then operates to affect change at these focal points.

Some less prominent features or potential “trade-offs”

- **Community voice and agency:** As a science-based model of policy influencing and advocacy, the focus is on legislators and businesses, with community voice not being immediately obvious.
- **Impact on specific outcomes:** Although great generators and users of evidence, BCPP do not evaluate their own impact on specific outcomes. However, their influence on policy and practice is fairly clear. However, as they are involved in multiple coalitions, the extent to which their activities (and exactly what these are) result in change, is less clear.

MISSION-ORIENTED COLLABORATIONS

Mission-oriented collaborations are a form of **visionary collaboration**. They are designed when a number of multi-sector partners have identified an ambitious mission that others haven't yet attempted or addressed. It is reserved for missions that are audacious, can be measured, and are viewed by many as risky.



Value of mission-oriented collaborations:

Provides the space for partners to come together to address a challenge that is impossible for them to address alone. It gives partners the space to work through complex but critical and realistic challenges with a number of actors who offer a range of expertise and resource.

How purpose is designed and expressed: An audacious mission. A bold statement of intent. The focus is on problem-specific societal challenges, not single-sector issues. It should be measurable and time bound.

Focus (levels and area): Often focused on policy change or significant, large-scale changes in practice (which should in turn influence policy), with the ambition to shape or create new environments. It requires the experimentation of multiple solutions at all levels of the system. These should be enabled by a strong articulation of the ambition at a national level.

The mechanics of the collaboration:

Governance

- A **central governance structure** is recommended, acting as a catalyst and staying focussed on the mission. It does not, however, have oversight of all the activity that is contributing to the mission.
 - The governance should focus on agenda setting, coordination, **learning** and **collaboration**.
 - Governance should enable, not stifle bottom-up experimentation.
-

Communications

- This form advocates for keeping different parts of the system up to date with activities and building interest and momentum. For example, using social media and local media to engage different parts of society in the work. This is about **engaging multiple people to contribute to the activity, as well stay abreast of the progress**.
 - The achievement of the mission relies on the commitment of cross-sector partners, and so the communication needs to capture their attention.
-

Evaluation and learning

- Less focus on formal and traditional evaluation methods, instead an ongoing experimentation and learning process. This may be about generating different types of evidence (from different sectors) that give partners confidence in the activity they are supporting.
 - The evaluation method should be agreed by the 'lead' partners from the outset and ongoing evaluation prioritised.
-

Resources

- The scope of the ambition depends on the commitment of cross-sector partners and access to the necessary resources.
- The achievement of the mission will depend on a range of inputs from a diverse set of stakeholders.

Make-up:

Closed or open

- Both. There may be a core group that is relatively tight but it becomes more networked and open as more bottom-up approaches are introduced. **A hub and spoke model.**
-

Bottom-up, top-down, both

- **Multiple bottom-up solutions are essential.** The overall mission and target is clear, but the path to achieving it requires multiple initiatives (not all of which will be successful!).
-

Sector diversity / representation

- Cross-disciplinary, cross-sectoral. Missions need to be framed in a way that sparks the interest and involvement of different sectors.
- Diversity is essential so that the work reaches and resonates with different sectors.
- **Distinct contribution is valued and promoted.**

Case study

The Ellen MacArthur Foundation

Background

The Ellen MacArthur Foundation was launched in 2010 and seeks to accelerate the global transition to a circular economy which is regenerative, restorative, and sustainable.

The Foundation works with some of the world's biggest businesses, investment funds and technology companies, as well as a diverse range of philanthropic partners including SUN, MAVA, Peoples Postcode Lottery and the Eric and Wendy Schmidt Fund for Strategic innovation. Its knowledge partners include Arup, Dragon Rouge Ltd, IDEO and SYSTEMIQ.

The Ellen MacArthur foundation operates within Asia, Europe, Latin America and North America.

What they do and how they do it

The Foundation focuses its work across six main streams, these being :

- **Learning:** The Foundation emphasises interdisciplinary, project-based and **participatory approaches**, encompassing both **formal education and informal learning**. With a focus on **online platforms**, the Foundation provides insights and resources to support circular economy learning and systems thinking, such as the circular design guide, which supports businesses and designers to create sustainable and circular products. They have formal global education programmes which support this goal.
- **Business:** The Foundation works with its Global Partners to develop scalable circular **business initiatives** and to address challenges to implementing them. The Circular Economy 100 programme brings together industry leading corporations, emerging innovators, affiliate networks, government authorities, regions and cities, to build circular capacity, address common barriers to progress, understand the necessary enabling conditions, and **pilot circular practices**, in a **collaborative**, pre-competitive environment.
- **Institutions, Governments and Cities:** To complement its strong business engagement effort, the Foundation works with governments and institutions, from **municipal to international**, with the aim of **informing policymakers** and supporting public-private co-creation mechanisms.
- **Insight and Analysis:** The Foundation works to quantify the economic potential of the circular model through **research and evaluation** and develops approaches for capturing this value. Their **insight and analysis feeds into the evidence base** highlighting the rationale for an accelerated transition towards the circular economy and exploring the potential benefits across stakeholders and sectors. The circular economy is an evolving framework, and the Foundation continues to widen its understanding by working with international experts, key thinkers and leading academics.
- **Systemic Initiatives:** Taking a global, **cross-sectoral approach** to material flows, the Foundation is bringing together organisations from across value chains to **tackle systemic stalemates that organisations cannot overcome in isolation**.

- Communications: The Foundation **regularly communicates** ideas and insight through its circular economy research reports, case studies and **books**. Through **digital media** it aims to reach audiences who can accelerate the transition, globally. The Foundation aggregates, curates, and makes knowledge accessible through an **online information source** dedicated to providing insight on the circular economy and related subjects.
- **Bold ambition** underpinned by **targeted missions**: The scale of what the Ellen Macarthur Foundation seeks to achieve is essentially a **restructuring of the global economy** that requires policy support, **infrastructure change**, cultural adjustment and large scale, long term investment. This is managed through clearly delineated workstreams that feed into their wider strategy and have well-boundaried scopes of work seeking to build an evidence base of knowledge as well as more practically oriented materials for manifesting change.
- **Cross-sector actors** collaborating to achieve the missions: The Ellen Macarthur Foundation works with an extremely diverse array of actors within built environment, health, education, waste management and government.
- **Multiple bottom-up projects** contributing to the mission: Across the continents in which the Ellen Macarthur Foundation operates there are numerous innovation projects run by its partners as part of the knowledge generation process on circular economics. Because of this the Foundation contributes to the evidence base. The Foundation funds and supports a number of these projects.
- The Ellen Macarthur Foundation has a large number of global partners that include some of the world's biggest businesses, investment funds and technology companies, as well as a diverse range of philanthropic partners. Internally the foundation has a **large base of permanent staff** allocated to the six work streams with the Foundation itself managed by a CEO and board of trustees.
- The Foundation appears to **source funding from its partners**, being commissioned by governments and private organisations and through its own fundraising activities.

Key achievements and evaluations

- The Foundation has an impressive body of works under its belt that span a wide range of industries and sectors. In its past ten years of operation it has **mobilised many assets and partners** towards more sustainable and considered practice.
- The Foundation has a large library of reporting and research on its initiatives (mainly case studies) which are easily accessible to individuals and businesses. However, there do not appear to be any evaluations of these initiatives or of its own impact on their online platform,
- A number of **policy shifts** have been shaped by the Ellen Macarthur foundation internationally:
 - Shenzhen Electric mobility policy: 20% of the cities pollution was caused by fuel using vehicles, to eliminate this 100% electrically powered bus system was introduced, being the first city in the world to implement such an approach.
 - San Francisco cradle to cradle carpets for city buildings: Ensures sustainable environmentally friendly flooring used in all city buildings

- **Circular Glasgow:** Collaboration between Glasgow Chamber of Commerce and Zero Waste Scotland to identify hotspot sectors and map new circular economy business opportunities, the learnings from this have been adapted and developed to suit different cities and regions in Scotland which aims to support economic development, resource recovery and reuse and carbon reductions.
- **The Milan Food policy:** This aimed to support the city's food industry players as they manage food waste challenges, using local procurement and developing logistics for distributing surplus food. This has reduced wastage and associated costs.
- **Challenging the status quo:** The Foundation has been bold in its ambition to push a global transition towards a circular economy, particularly given the lack of legislative frameworks within which to operate. Their wide-reaching project work and engagement with the global business community appears to be contributing to a change in the conversation around the value of a circular economy at scale.

Some less prominent features or potential "trade-offs"

- **Lack of legislative support:** The Foundation works with a number of private organisations and as such it is unclear how strong its connection with government is. Whilst it has provided a valuable touchpoint for policy advice, a large portion of its work ultimately hinges on policy reform that enshrine sustainability in law. Recent political shifts have demonstrated the transience of many such policies between the oscillation of left- and right-wing majorities. The material influence of its partners, in many ways may offset this, but in the long term political and state backing will be essential to the Foundation's success. This highlights one of the challenges of being part of a visionary collaboration – that often the policy frameworks needed to be effective have not yet been established.
- **Community voice and agency:** Although the Foundation focuses on supporting a range of bottom-up innovations, it is not clear how community voice and agency feeds into this, with the voices of businesses and academic institutions having greater visibility.
- **Change in public awareness:** As a result of the lack of focus on community voice, it isn't clear the extent to which public awareness (beyond businesses at least) has changed as a result of the work. This is not necessarily surprising given the Foundation's focus on shifting policy and practice.

Strengths of the collaboration

- **Influence on practice:** It does appear that the Foundation have had a significant impact on the development and dissemination of practice which supports the transition to a circular economy. This is in part due to its engagement with a number of economically influential partners, but also due to its effective dissemination of learning and resources.
- **Wide knowledge base and synthesis of learning:** Learning is at the heart of the Foundation's work, with much of its activity geared towards the generation and dissemination of evidence and science. This is done effectively through its website which acts as an online hub for businesses.
- **Expertise from a broad range of disciplines and sectors:** The Foundation engages with and communicates the activities and research of projects which are wide ranging in terms of actors and expertise. This seems to ensure that online content is always progressive and pushing current thinking.
- **Influences regional policy:** A number of their projects have resulted in policy changes at the regional level. However, the influence they have had on national policy is less clear.

LOOKING ACROSS THE FORMS

The following table provides a high-level summary of seven key features identified as important to the Collaboration for Wellbeing and Health and the extent to which they are enabled by each of the seven forms. Although to a large extent the purpose, ambitions and activities of collaborations determine the extent to which these features are prioritised, some of the forms do lend themselves more readily to certain approaches and the ratings attempt to capture this. However, rather than representing a definitive way of analysing

the forms, the table should instead be seen as another route to discussion. Features of different forms can be blended to reflect the Collaboration’s specific needs and priorities and this should be kept in mind when making decisions about what form the Collaboration may take.

Ratings range between 1 and 5, with higher scores indicating features that are more fully supported by the form.

Form	Community Voice	Dissemination / Democratisation of Evidence	Diversity of Partners	Local and National Policy Influence	Public Awareness	Community Action	Responding to complexity
Networked Collaboration	4	4	3	2	4	5	3
Decentralised Collaboration	4	3	4	5	4	4	4
Collective Impact	4	5	4	3	2	4	3
System Connectors	4	5	5	4	2	3	5
Catalyst Collaborators	4	5	4	4	3	2	4
Coalitions	2	4	3	5	3	2	3
Mission-Oriented Collaborations	3	4	5	5	2	3	4

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