Report on StriveTogether Visits and Conference, March 2014

Learning Auckland Kaitiaki Group Meeting

April 2014

Summary of Visits

Partnership	City	Stage	Backbone Type
Broward County	Fort Lauderdale, Florida	Established organisation, shifted to collective impact several years ago	Major funder, linked to Council, 60 staff in all
Thrive Chicago	Chicago – 6 million people	Established early 2013, just starting action groups	Mayor's office, 3 dedicated staff
Success for All Youth	Oak Park, Chicago – 52,000 people	Established 2013, design and planning stage	Existing community organisation
Milwaukee Succeeds	Milwaukee – 600,000 people	Well established collective impact partnership	Major funder, 30 staff in all
StriveTogether conference – focus on Exploring Communities. Included coaching focused on our specific needs			

Summary of Learnings

- Learning Auckland has potential to drive real change
- But to do that we need to change how we work
- We know the theory, BUT:
  - The devil is in the detail – what it looks like to really practice CI effectively
  - There are some core things we're not doing, that would make all the difference
  - It requires a JUMP not a STEP

Getting the Process Right

- **The thing that makes the difference is focusing on measurable outcomes and using continuous improvement to shift them**

- Be clear up front – need to do things differently

- Need to agree a process and stick to it – RBA, 6-Sigma, whatever, but be consistent

- Get trainers/facilitators to support action groups – business can help here

- Data frequency needs to match meeting frequency so can reflect, adjust

- Prioritise among possible actions – ask what is getting in the way of effective practice, how can we remove those barriers

- Better to expand what's working locally than to bring in flashy new programmes from outside

- Check process as well as outcomes – know what quality looks like

Data

- Data is central – our "currency" to get people involved
- Shift the conversation – from sharing to turning the curve
- Using data as "a flashlight not a hammer"
- Start with evidence-based outcomes and indicators – build structure around them not vice versa
- Don't get caught up in data you don't have – act on what you do have and set up data team to get the rest
- People share data because it's for "the community" – to help, not to judge

VISION2020

BIG GOAL COLLABORATIVE

BIG GOAL: Increase the proportion of Northeast Indiana residents with high-quality degrees and credentials to 60% by 2025

Every child is prepared to be successful in school	Every student succeeds academically	Every high school student is prepared for post-secondary education/training	Every learner completes post-secondary education/training and is career ready

OUTCOMES

• % of children developmentally ready to enter Kindergarten • [Placeholder: Social Emotional/Developmental Readiness]	• 3rd Grade Reading • 3rd Grade Math • 8th Grade Combined Language /Math • [Placeholder 21st Century Skills]	• High School Graduation/Type of diploma • College/Career Readiness **Target: 93% By 2016**	• Post-secondary Degree completion • [Placeholder: Credential completion] • [Placeholder: Employment/ Employability]

CONTRIBUTING INDICATORS

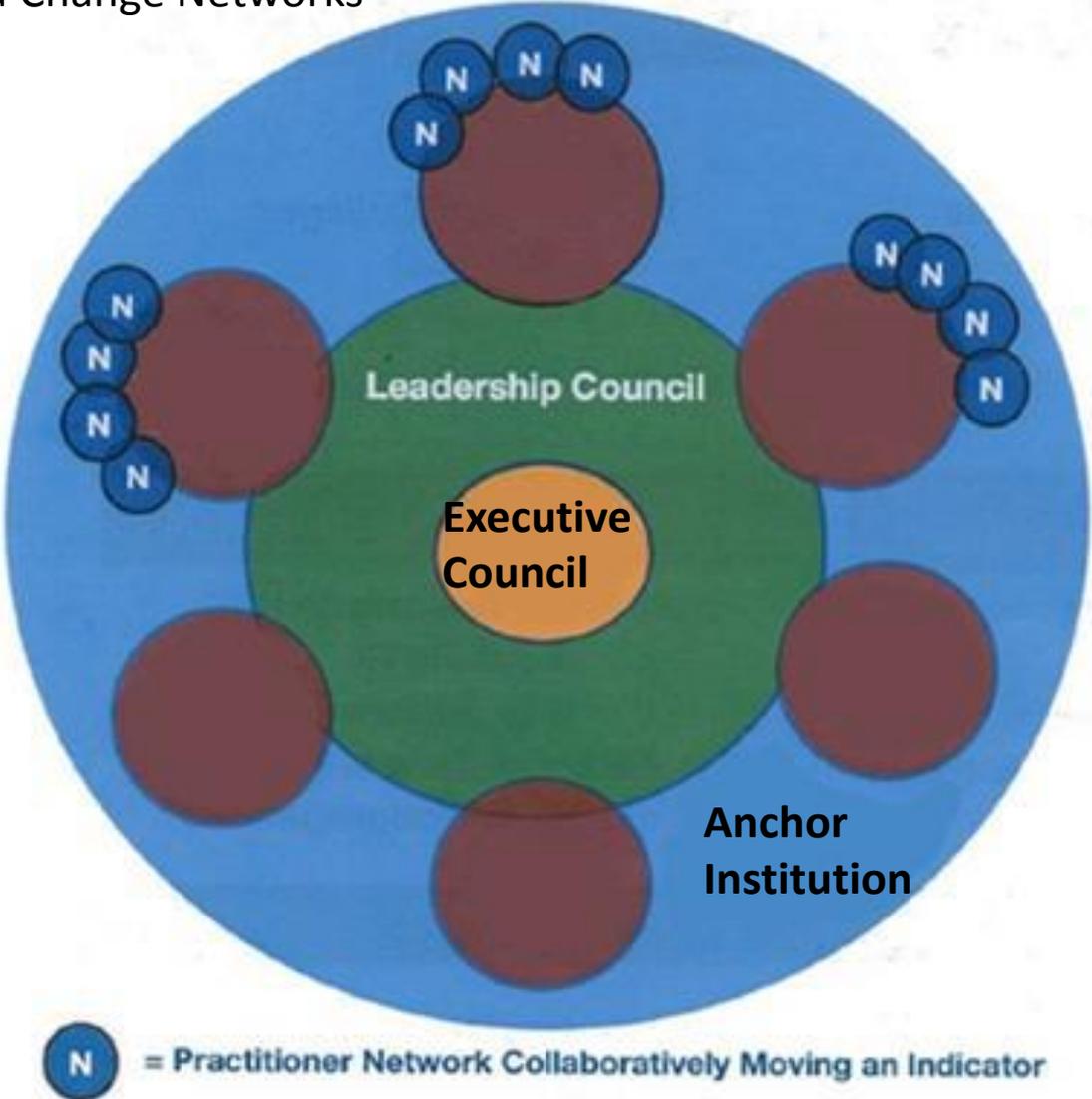|			
• Parent/Caregiver interaction • Access to high-quality early learning programs • Parental Education	• Absenteeism • Suspension/Expulsion Rates • Parental Education • Mobility of Students • Access to public libraries • Teacher Quality	• Ready for post-secondary (ACT/SAT) • % passing ECAs on 1st attempt # enrolled in college prep course during final year of High School • AP/Dual Credit • Suspension/Expulsion Rates • Parental Education • Tutoring/Mentoring • Access to career pathway education	• Post-secondary Enrollment • GED achievement among adults • Retention/Progression Rates • Reengagement Rates • Decreased Remediation • Improved quality of applications reported by employers • FAFSA – Financial Aid

Leadership

- Range of structures but common themes:
  - High-level leadership table – **CEO level** - helps with engagement and resourcing
  - **"everyone who needs to be at the table is at the table"** – some over 40 members
  - Business especially important – end "users" and bring different mindset
  - Meets quarterly – overall directions
  - Sometimes an exec committee or steering group meeting more frequently
- Clear roles and structures – diagram
- Letters of agreement with organisations

Thrive Chicago will improve outcomes through collaborative, focused Change Networks

Leadership Council

Executive Council

Anchor Institution

N = Practitioner Network Collaboratively Moving an Indicator

Accountability Structure

Milwaukee Succeeds
cradle to career

Executive Committee

Policy & Strategy

Community Leadership Council

- Champion Vision
- Affirm Direction
- Advocate for What Works
- Promote Organizational Results
  (Meets Quarterly)

Operations Team

- Provide recommendations for process and strategy
- Drive implementation and oversight of the Networks, committees and support teams

Network Leaders	Outreach & Communications	Data Team	Policy & Strategy

School Readiness	Third Grade Reading	College & Career Readiness	Community & Social Support

Driving Action

- Action groups around 2 or 3 priority outcomes
- Practitioners/mid-level leaders – expertise
- Cross-sector – all the angles that impact on the outcome
- Use data and evidence to identify specific barriers and enablers – what needs to change
- Look at what works locally to address
- Act, measure, reflect, adjust…

Funding & Communication

- **Engage funders early, face to face**
- Use existing relationships - introductions
- Not just $$ - think about in-kind, support for different parts of work
- Shift – from charity to investment
- **"Imagine a city that's coordinated to the goal"**
- Lead with the potential, then sell ability to align the good things that are happening and coordinate around the outcomes – data
- Language – no acronyms/jargon
  - Set the stage – the "why"
  - Express the "something new"
  - Show how it works in practice
  - Tell a story - example

What if we had
a system that was
scalable,
sustainable, and
proven in practice?

We do.

It's called **alKIDSalliance**
CRADLE TO CAREER

We convene the whole community
(public/private/non-profit)
to achieve collective impact.

We use data to inform decisions
and target outcomes.

We drive action with a
continuous improvement process.

With this framework,
we can *all* work to improve our
children's future.

convene the **village**

take action **cradle to career**

make **data**-informed decisions

ensure **continuous improvement**

maintain **accountability**

alKIDSalliance
CRADLE TO CAREER

Conclusions

- Confirms our conclusions at February meeting
- We're doing well on some things
  - Started with engagement – summit "design institute"
  - Dedicated group driving the work to date
  - Agreed outcomes, communicated clearly
  - Engaging data reports (but not branded LA)
  - Backbone organisation potentially well-positioned
- Key things we need to change
  - Use continuous improvement
  - High-level leadership table for governance
  - Crisp, compelling, tailored business case and confident, personal approaches to leaders and funders
  - Clear message up front – focus on data, doing things differently – not soft/inclusive
  - Prioritise a few key indicators to shift first
  - Using data to identify, plan and track system-level change

Next Steps

- Write a business case for use with potential members and funders
- Design our ideal leadership table
- Individual approaches – joint COMET and kaitiaki members – June/July
- Final kaitiaki meeting in July – report, review, celebrate
- Prepare presentation of baseline data for meeting
- Leadership Table meeting – late August
  - Agree how we work together
  - Review the data
  - Prioritise outcomes – principal and contributing
  - Select 2-3 action groups to set up
- Identify coordinators and set up action groups