



An Roinn Leanaí  
agus Gnóthaí Óige  
Department of  
Children and Youth Affairs



# Challenges of Interagency Working

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# Today's presentation

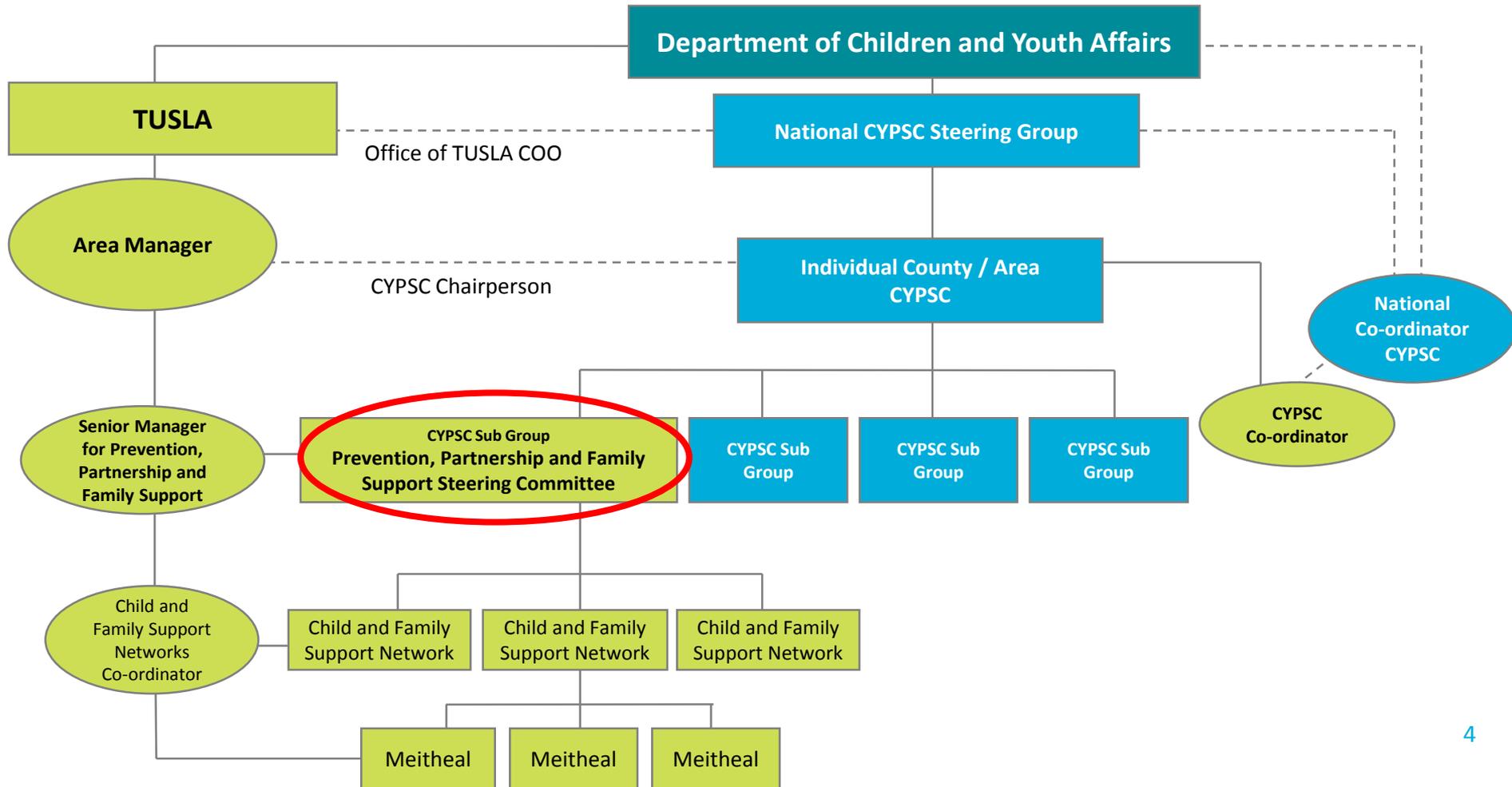
- Introduction to CYPSC
- Defining what we are talking about – Terminology & Typology
- Challenges **to** interagency working – from research
- Challenges **of** interagency working – from practice
- Challenging self - What does effective look like?

# Children and Young People's Services Committees

## **Local interagency structures to improve outcomes for children & young people**

- Committees are responsible for **improving the lives of children, young people and families** throughout the county at local and community level
- **Age remit: 0 – 24 years**
- Bring together a diverse group of public and not-for-profit organisations in **local county areas**
- Engage in **joint planning and co-ordination of services for children and young people**
- First four Committees established in **2007**; currently 23 committees in 23 counties or 27 local authority areas – at 88% coverage.
- **National roll out ongoing - all counties in Ireland will have a CYPSC**

# Connectivity between CYPSC and TUSLA PPFS





# Terminology

Multi-agency  
working

Partnership  
working

Joined-up  
working

Collaborative  
partnership

Interagency  
working

Interagency  
co-operation

Co-operative  
working

Collaborative  
public  
management

Integrated  
working



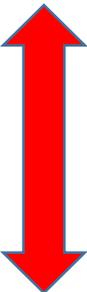
## Defining interagency working

***“more than one agency working together in a planned and formal way rather than simply through informal networking (although the latter may support and develop the former). This can be at the strategic or the operational level.”***

(Warmington et al, 2004)



# Some typologies

Five levels of Partnership	Five levels of Collaborative Endeavours	Levels of Partnership Working	<p>Least joined up</p>  <p>Most joined up</p>
Networking	Communication	Co-operation	
Co-operation or Alliance	Co-operation	Collaboration	
Co-ordination or partnership	Co-ordination	Co-ordination	
Coalition	Coalition	Integration	
Collaboration	Integration		
<p>Hogue, T. (1993) <i>Community Based Collaboration: Community Wellness Multiplied</i>. Oregon Centre for Community Leadership</p>	<p>Horwath, J. Morrison, T. (2007) <i>Collaboration, integration and change in children's services: Critical issues and key ingredients</i></p>	<p>Frost, N. (2005) <i>Professionalism, partnership and joined-up thinking: A research review of front-line working with children and families.</i></p>	



# Levels of Partnership Working

starting with the least joined up:

**Co-operation:** services work together toward consistent goals and complementary services, while maintaining their independence

**Collaboration:** services plan together and address issues of overlap, duplication and gaps in service provision towards common outcomes

**Co-ordination:** services work together in a planned and systematic manner towards shared and agreed goals

**Integration:** different services become one organisation in order to enhance service delivery



## Collaboration

***“a process in which organisations exchange information, alter activities, share resources, and enhance each other’s capacity for mutual benefit and a common purpose by sharing risks, responsibilities and rewards”***

(Himmelman, 1992)



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# A review of international evidence (Statham, 2011)



# Challenges to interagency working

## Contextual barriers / political climate

- Changes in political steer
- Financial uncertainty
- A climate of constant organisational change
- Agency boundaries not co-terminous

## Organisational challenges

- Different agency policies, procedures and systems
- Agencies have different remits and do not collect the same data
- Professional, technical and ethical obstacles to information sharing

## Commitment obstacles

- Lack of explicit commitment to interagency working
- Differing levels of 'buy-in'; some agencies reluctant to engage
- Where managers do not experience interagency working as part of core work, it is vulnerable to changes in work priorities



# What is Challenging?

**Shifting leaders' mindsets  
to focus on systems change**

- Asking community to accept/support/buy into a cultural shift
- Seeing the forest instead of the trees (big picture thinking)
- Understanding the "language"

**Clashing egos from those  
not accustomed to  
collaboration**

- Ensuring equal voice / everyone is heard
- Competing agendas and priorities i.e., focus on sustaining "my" organization vs. the collective
- Moving/helping partners move beyond their own mission/interests/issues

**Finding and attracting  
funders**

- Developing a plan for sustainable funding
- Move beyond competing for funding to having seed funding / startup
- Engage funders effectively



# What Is Challenging?

## Time

- To develop structures
- To develop trust

## Effectively capturing and using data for action

- Creating a culture that responds to data, not just to look at
- Finding data / info
- Finding data / info that is not easily captured

## Sharing power and credit

- Culture of territoriality
- Reducing competition and increasing power sharing amongst partners at the table
- Switch thinking from how does it benefit me



# What Is Challenging?

## Meeting fatigue

- Too much process
- Partners exhausted after long planning process

## Moving from planning to action

- Getting partners to work in-between meetings
- Capacity issues of partners
- Individuals changing the way they work to better align with the collaborative

## Unequal progress

- Unequal engagement across groups
- Hard to balance focus on building structure with focus on making progress on strategies



# What Is Challenging?

**Educating funders on the  
power of the work**

- Educating funders to transition their types of funding

**Managing changes in  
leadership over time**

- "Leadership churn" - managing change around the table
- Educating new leaders joining the initiative, especially from new sectors or organisations

**Sustaining membership**

- Keeping people at the table
- Developing champions



# The effective collaborator

## Interpersonal Skills

- curating, nudging, facilitating, engaging, trust-building, problem-solving, clarifying, compromising, improvising

## Personal attributes

- willingness, self-awareness, empathy, openness, humility, creativity, persistence, risk-oriented

## Technical skills

- project management, time management, subject expertise, performance management, group dynamics

# www.cypsc.ie

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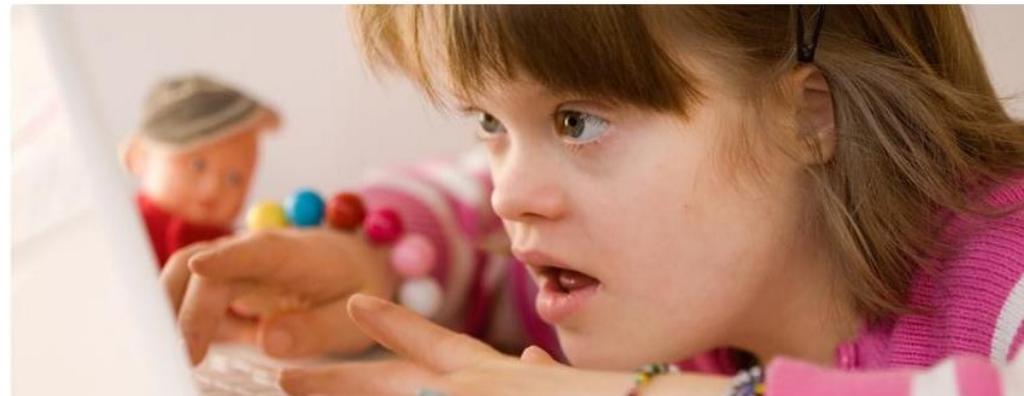
## CHILDREN & YOUNG PEOPLE

- Active and healthy
- Achieving in learning
- Safe and protected
- Economic security
- Participating in society

FIND YOUR  
COUNTY CYPSC  
HERE...



SELECT YOUR COUNTY



## CHILDREN & YOUNG PEOPLE

### HOW ARE IRELAND'S CHILDREN AND YOUNG PEOPLE DOING?

This section of our website provides "snap shots" of how children and young people in Ireland are doing. We thematically present data on children and young people's lives in relation to the [Five National Outcomes](#) for children and young people in alignment with [Better Outcomes Brighter Futures](#) the National Policy Framework for Children and Young People 2014 – 2020.

#### One-third of Ireland's population is under the age of 25.

According to preliminary data from the Central Statistics Office, the estimated total population of children and young people (aged 0-24) in Ireland is 1.54 million, or 33% of the total population. This is a 5.25% increase in population size since 2002. Fifty-one percent of 0 to 24 year olds are male and forty-nine percent are female (Central Statistics Office, 2015a).

Ireland's population of children and young people is growing while other Western countries are experiencing reducing birth rates. The greatest growth is in the 0-4 age group which has seen an increase of 30% since 2002 (Central Statistics Office, 2015a).



## Final thought

***“Agencies need to accept that interagency working is a learning process, with tensions and difficulties as well as insights and innovation.”***

Statham, 2011



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