



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



Challenges of Interagency Working

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National Workshop for Prevention Partnership and Family Support

16th November 2016



Today's presentation

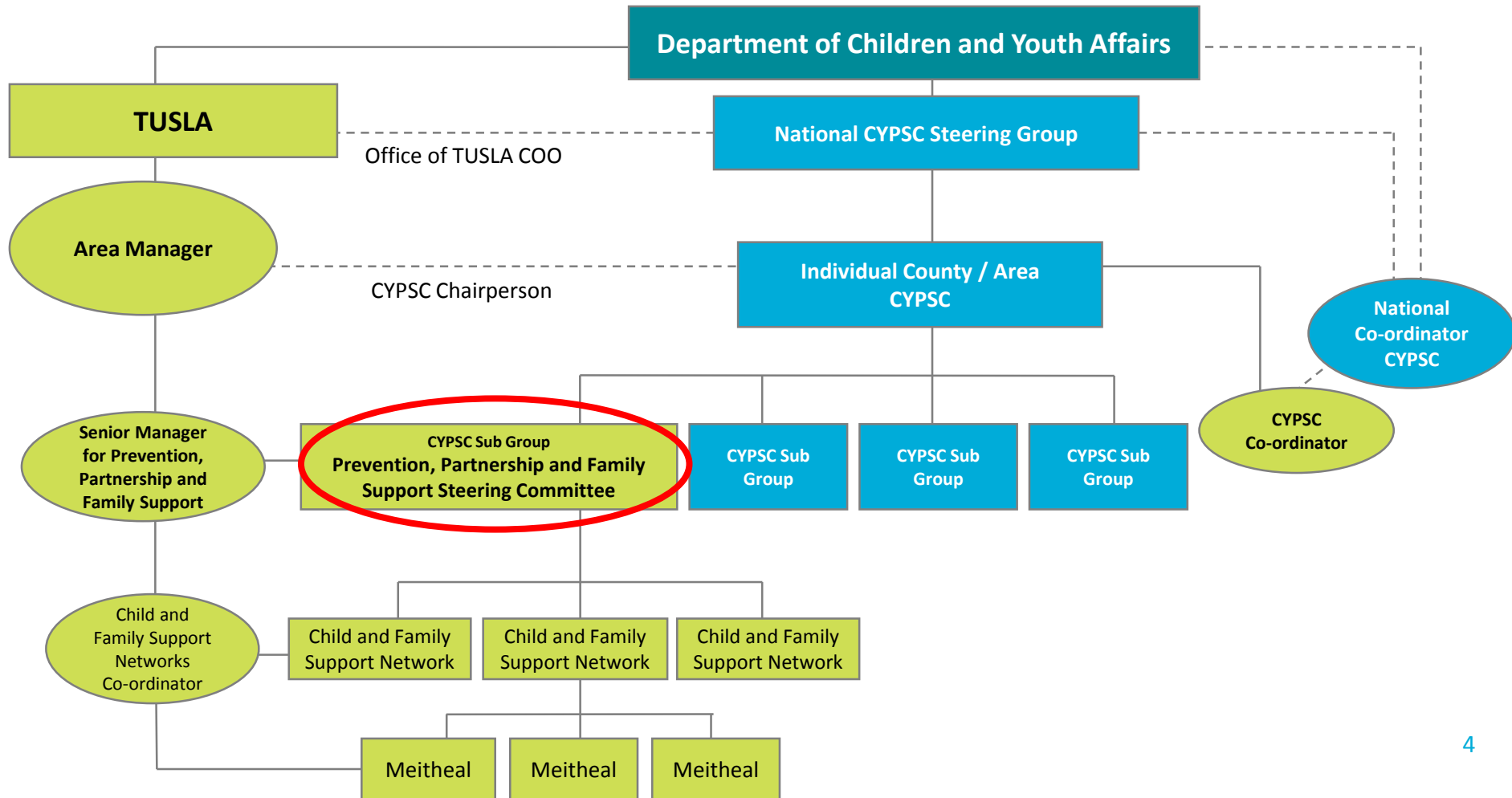
- Introduction to CYPSC
- Defining what we are talking about – Terminology & Typology
- Challenges **to** interagency working – from research
- Challenges **of** interagency working – from practice
- Challenging self - What does effective look like?

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



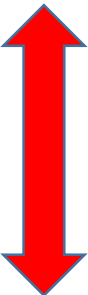
Defining interagency working

“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

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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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