



Facilitative processes for agile, collaborative working and proportionate, representative governance

National Evaluation & Learning Partnership
April 2024

Dr Simon Armour – Sheffield Hallam University
Lauren Perkin and Mark Fishpool – You've Got This (South Tees)
Jodie Bridger and Andy Pattinson – Get Doncaster Moving





Outline of the session

- Introduction to what we know about facilitative processes for agile, collaborative working and proportionate, representative governance
- Practical examples from Get Doncaster Moving and You've Got This
- Discussing insights from your own work

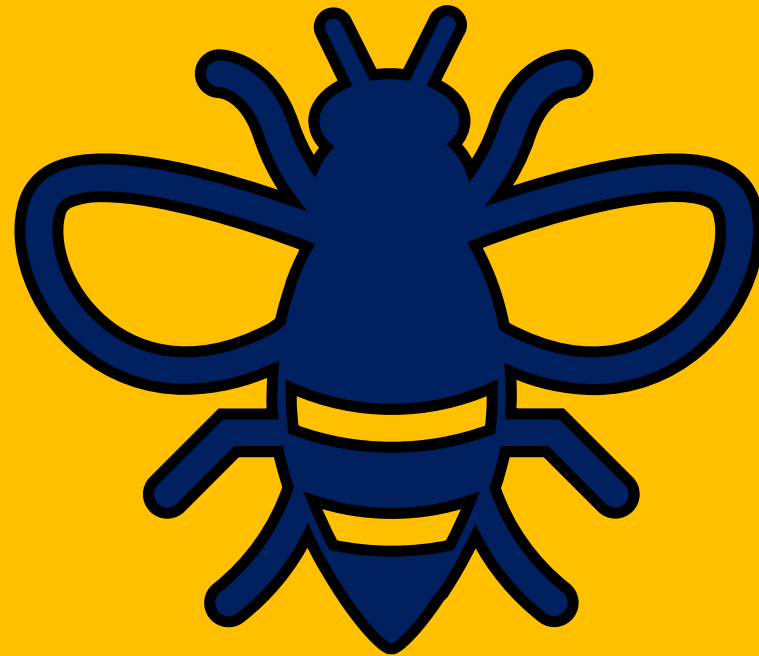


Overall conditions that support whole system and place-based approaches

Cross-cutting conditions for addressing physical inactivity inequalities

Integration of physical activity into sectors	Strengthening community & individual capacities	Tackling structural inequalities
Identified barriers and enablers of physical activity		
Distributed and collective leadership		
Collaboration across organisations		
Capacity and capability across the workforce, volunteers and in communities		
<u>Facilitative processes and proportionate, representative governance</u>		
Co-production, local people-led initiatives (community power)		
Focus on inequality and intersectionality		
Cultures and practices for wellbeing and physical activity		
Physical environments that enable wellbeing and physical activity		
Cycles of learning to action		

Buzz session





Facilitative processes for agile, collaborative working and proportionate, representative governance

Facilitative processes for agile, collaborative working and proportionate, representative governance



Condition summary: *Administrative processes within and between organisations ensure accountability and support the flow of information, data, power, and resources, including funding, in ways that are equitable, proportionate, agile, and responsive.*

What does it mean?

By 'governance' we mean the agreements or 'rules' about who can make decisions, such as how to use available funding and other resources, whether support for an individual or award of a large contract. This decision making is always shaped by the information available and how this is shared and understood.

When people who have lived experience of inactivity or those who are working with them are able to make decisions, they can work together, cutting across organisational silos, to respond flexibly to needs and opportunities in front of them. This means focusing on what matters to the people and communities we work with, rather than achieving fixed targets.

Key dimensions in facilitative processes for agile, collaborative working and proportionate, representative governance .

- **Recognise the need to change.**
- **Redesign processes**
- **Introduce, or strengthen, governance structures**
- **Distribute responsibility**
- **Collaborative and 'compassionate' commissioning.**



What do these mean?



Recognise that the ways many organisations are traditionally organised do not facilitate collaboration or distributed decision making and that this needs to change.



Redesign processes to build-in collaborative partnership ways of working, including processes for capturing and sharing information, and enabling financial adaptability and responsiveness.



What do these mean?



Introduce, or strengthen, governance structures which share decision making responsibility, including community and voluntary organisations in allocating funding and other resources available in the place.



Distribute responsibility for decision-making within and across organisations, to enable proportionate and rapid responses to emerging issues and opportunities



What do these mean?



Move to collaborative and 'compassionate' commissioning of services, with a focus on what really matters to people, where commissioners and providers share responsibility for creating the conditions for positive change.



Reflections?

Questions?

Find out more

Visit: www.evaluatingcomplexity.org

Sign up for future seminars:

[www.sportengland.org/funds-and-campaigns/place-partnerships?section=keep in touch](http://www.sportengland.org/funds-and-campaigns/place-partnerships?section=keep_in_touch)