

Take Note

Creating Change Together

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"Solving the world's biggest problems takes ensembles, not soloists"

- Jeffrey Walker, United Nations

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Watch video [here](#)

{ ORCHESTRAS
FOR ALL }



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What makes collaboration difficult?

Working together can also be hard! It can be challenging to:



Achieve equitable sharing of workload



Balance shared project aims with individual organisation aims and goals



Manage different levels of experience within the group



Manage a range of capacity within the group



Ensure regular communication between the group



Identify and access new and unlikely allies

Why collaborate?

Collaboration is a powerful tool for impact. It can:



Extend networks



Diversify reach



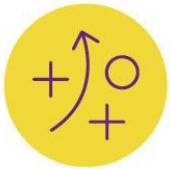
Enhance innovation



Amplify ambition



Enable efficiencies



Boost morale



Share knowledge



Unlock funding



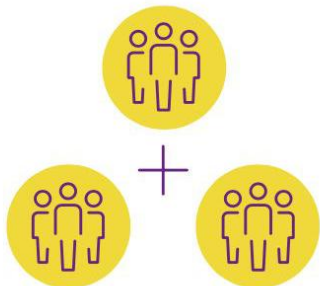
Mitigate risk



Catalyse systemic change

Our reach

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5 bold new partnership projects supported in Belfast, Cornwall, Gloucester, Lowestoft & Nottingham with

£138,000



20 organisations in wider Partnership Portfolio

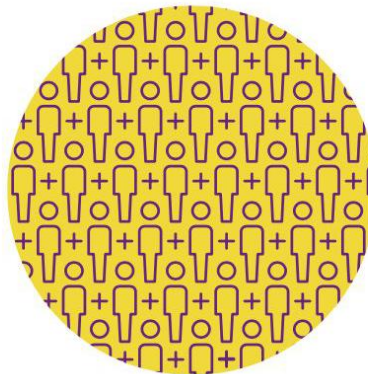
25

cross-sector partners including arts organisations, mental health, disability & human rights charities, NHS, refugee support agencies & the Police



600

participants take part in ambitious, inclusive community projects across all four UK nations



over

35,000

audience members see and take part in performances & exhibitions



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The Collaboration Guidebook

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“We learnt how important it is to take time to think about expectations, understanding of ideas and different ways of working and cultures... The support package gave us foundational skills to use for large-scale future partnership projects.”

- Take Note grantee

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The Golden Principles

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1

Clarify your “Why”

2

Set up is key

3

Give the partnership as much love as the project

Clarify your “Why”

“Take Note enabled us to rise above our limited perspectives and build something together and connect through a common vision that kept the driving force of the project alive and helped us come together for a common cause.”

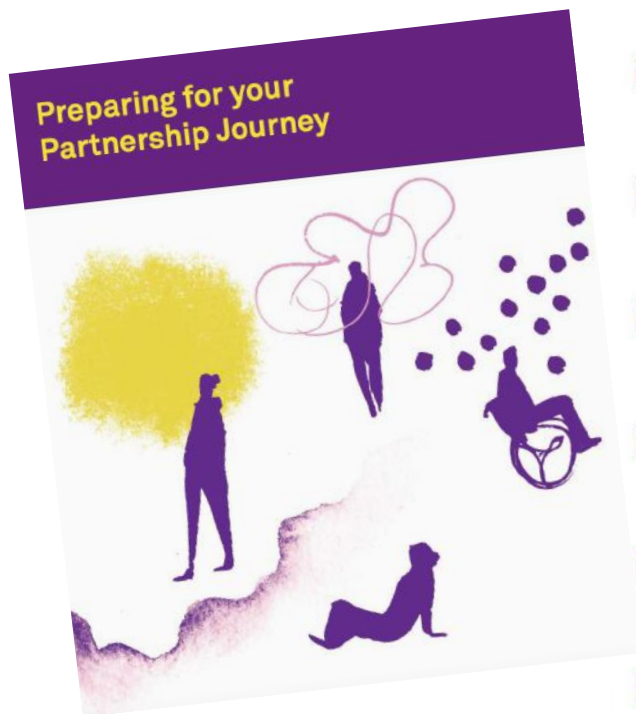
Clarify your “Why”

Articulate together the shared vision and outcomes for the project and what you want it collectively to achieve.

- What impact do you want this partnership and project to have?
- Why do you each believe it's needed?
- How does this feed into each partner's own organisational goals?



Clarify your “Why”



What is the challenge in our community that we're addressing?

What change do you hope to see in your community?

What activities would we deliver to make this change?

Which partners can help us make this happen?

What are the potential risks of working with these partners?

How could the project be funded?



Clarify your “Why”

Collaborative Impact Map

Challenge(s)	Project Delivery			Outcomes	Mission & Vision
<p>What challenge(s) faced by our community are we trying to tackle?</p> <p>Covid 19 has had a significantly negative impact on already vulnerable members of the community in relation to mental and physical well-being.</p> <p>Community members are increasingly isolated, disconnected from one another and suffering from depression, anxiety, uncertainty, loss of self-identity and self-belief.</p>	Activities	Experiences	Outputs	<p>Shorter term: Participants will:</p> <ul style="list-style-type: none"> - Feel less isolated - Build more connections with each other and the city - Greater understanding of mindfulness - Develop new skills - Increase confidence in their creativity - Increase sense of self-achievement - Increase sense of gratitude, compassion for self, others & place <p>Longer term: Participants will:</p> <ul style="list-style-type: none"> - Improve confidence and self esteem - Reduce stress and anxiety - Feel safer in the city - Increase health and wellbeing - Be more motivated to access green space and utilise those spaces for wellbeing - Be more confident to try other arts activities <p>Audiences will:</p> <ul style="list-style-type: none"> - Change their perceptions of others living in their city <p>Project organisations will:</p> <ul style="list-style-type: none"> - Be more visible in the city - Widen the participation in their other activities 	<p>Mission: Creative Communities, New Perspectives creates new connections between people and with the beauty of Gloucester, fostering well-being and breaking down barriers through mindful creativity, now and in the future.</p> <p>Vision: Gloucester communities that are more connected to each other and to the city through the transformative, healing power of mindful creativity.</p>
	<p>Two 6-week mindful photography courses for adult community members</p> <p>One 6-week mindful photography course for young people</p> <p>Inclusive drama 'arts for health' workshops</p> <p>Signposting to partner activities</p> <p>Preparing an exhibition</p>	<p>Feel connected to others in the group</p> <p>Engaged with the world/nature around them</p> <p>Feel present and in the moment</p> <p>Feel inspired / excited / curious</p> <p>Feel valued - they have a voice which is respected</p> <p>Feel safe and calm</p> <p>Respect different voices</p>	<p>Photo exhibitions and projections in public spaces</p> <p>Performances of drama: 'arts of health'</p> <p>Participants' artwork portfolios</p>		

Clarify your “Why”

Collaborative Impact Map

2. Take Time Together
Designing your Impact Map

Step 1 Refine your why

This covers the **Challenge, Vision, Mission and Outcomes** sections on your Impact Map. It's likely that these Challenge, Vision and Mission statements will take some further refinement so allow plenty of time to discuss as a group. A quick recap of these terms:

Challenge: This is the reason you're doing the project, why now and why there is a need for it.
Mission: The mission sets out the role this specific project will play to achieve your ultimate vision.
Vision: The vision sets out your collective aspirations, the ideal state of your community in the future.

Before you begin, ask each partner to:

- Read through **Introducing the Impact Map** and take a look at the completed **Impact Map** example
- Write their own version of the **Challenge, Vision and Mission** statements for this project
- Work out the short-term (during project) and long-term (after project) **Outcomes** they hope to achieve

During:

Start off with your **Challenge, Vision and Mission** statements:

- Give each partner a minute to present to the whole group why they personally feel the project is needed (the **Challenge**), what impact they hope it will ultimately have (the **Vision**) and what the project's role will be in delivering this change (the **Mission**)
- Discuss as a group the themes that emerge from the individual presentations
- Consolidate those themes into a shared **Challenge, Vision and Mission** statement

Outcomes:

What impact do we want to make by doing the project?
This is the concrete, measurable impact affecting the people you're working with.

Short and Long Term:

What impact do we expect to see sooner rather than later?
These definitions will depend on the length of your project. A good way to think about this is the difference between impact that happens during the project (short term) and after the project has ended (long term).

Mission:

What sustained impact do we hope the project will deliver in the longer term?
The mission sets out the role this specific project will play to achieve your ultimate vision (you may already have a mission statement for your individual organisation but this project mission should be directly related to the work you are doing together).

Vision:

What is the ideal state for our community / society that our group is seeking?
The vision sets out about your collective aspirations and what the group ultimately hopes this project could contribute to achieving - maybe years into the future. It should inspire the group with a sense of purposeful action and motivation.

Here's a template for you to use as you start to bring your Impact Map together:

Challenge(s)	Project Delivery			Outcomes	Major & Minor
What challenge(s) needs to be addressed and why is it needed?	What are we doing during the project?	What resources, expertise, funding do I bring to the project?	What will we need to ensure that we have the resources and have the support to deliver the project?	What changes do we expect to see through the project?	What major impact do we hope to see from this project and why is it needed?
	Short term			Short term	
				Long term	



Collaborative Values

We share a vision. Are we on the same page?

Creating your Impact Map together is an important moment to make sure you're all working towards the same goal. You'll refer back to this Impact Map a lot during your project, and it should help avoid your project veering off track later on.

2. Take Time Together
Designing your Impact Map

Step 2 Develop your how

The second part of the session together should cover the **Activities, Experiences and Outputs** sections on your Impact Map.

Before this part of the session, ask each partner to:

- Write down the **Activities and Outputs** they will be able to contribute to the project
- Think about how the target group will experience the activities

During:

Activities: Here are some questions you could use to drive your discussion:

- Do these activities address the needs of beneficiaries of the different partners represented?
- Do these activities make the most use of the combined expertise in the room?
- Is there anything else a partner might be able to offer by way of additional activities?

Experiences: once you've figured out what you'll be delivering, start to think about how your target group will experience these Activities. Ask each partner to share what they think are the most important experiences for their target group and discuss where the overlaps are between partners.

It's sometimes easy to overlap Experiences and Outcomes. The best way to think about it is:

- an **Outcome** stays with someone beyond the project itself
- an **Experience** happens in the moment and ultimately (and hopefully) supports the successful delivery of an outcome.

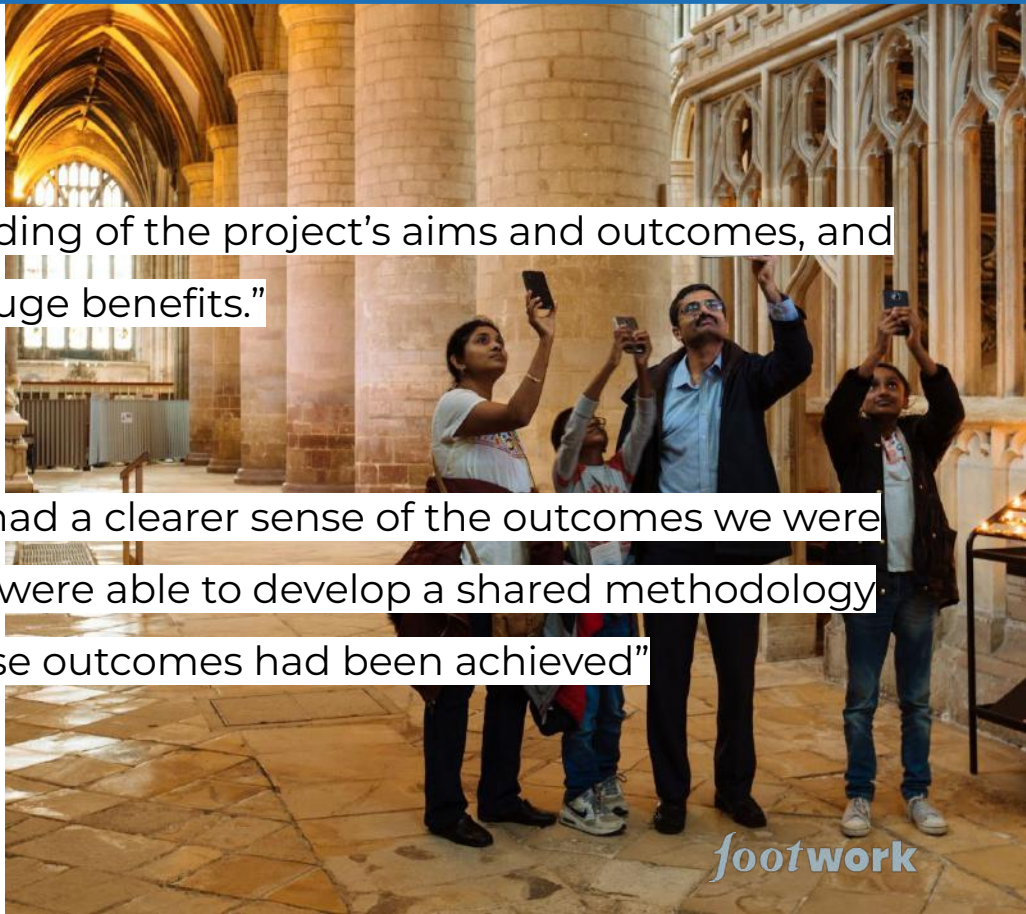
For example, people are more likely to 'increase confidence in their creativity' (an outcome) if they 'feel safe and supported' (an experience) during the activity.

Clarify your “Why”

Collaborative Impact Map

“To have mutual buy-in, total understanding of the project’s aims and outcomes, and to all be equally invested in it brought huge benefits.”

“Having developed an Impact Map, we had a clearer sense of the outcomes we were hoping to see in participants and so we were able to develop a shared methodology for how we could measure whether these outcomes had been achieved”



Setup is key



“We had to always bring our focus back to what we were trying to achieve – different partners had different priorities that ran alongside this project’s intended outcomes – the approach helped us maintain focus.”

Addressing Power Dynamics



Size

Does the difference in size, resources and capacity of the partners affect the influence they have in the group or the way in which they are going to be able to engage with the project?



Roles and responsibilities

Are different partners contributing different amounts of resource to the partnership? Will this impact the level of engagement with the project?



Financial allocation

Is the budget allocated to each partner proportionate to the work they'll do to make the project happen? Are all partners fairly compensated for their time spent on the partnership (as well as on project planning and delivery)?



Experience

Are there different levels of experience between the key individuals leading this project from each partner? Are we able to leverage specific expertise from individual partners across the collaboration?



Profile and status

Will the marketing / communications / awareness of this project be dominated by the partner with the biggest profile? Are we able to support each other to ensure all partners are spotlighted and included?



Addressing Power Dynamics

Partnership Agreement

Signing a Partnership Agreement is essential in making sure you understand their roles and responsibilities. This is the mid the whole process, but will avoid issues down the line if it regularly throughout the project to make sure you're on track.

There are many variations of this document, and it may be your partners already has a version to use here. The template captures some of the key points to cover, bringing to from a number of tools in this guidebook - however there information that you, your team or your partners might want.

The next page outlines the key information you'll need to prepare your partnership agreement. Once you're ready, a template can be downloaded from the Take Note website.

1 Take Note: Collaborative Planning

We are good communicators
How often will you be in touch?
What modes of communication?
How are you sharing information?

We share a vision
Who in the wider team needs project?
Are there ways you can share to keep everyone connected?

We are humans!
Can you carve out time as a share any challenges?
How can you respond to any across the group?

We stick to our commitments
How can you ensure each roles and responsibilities as delivering these?
What contingencies are in place what they agreed to do?

We embrace different perspectives
How can you find space for range of ideas and approaches?
How will you create a culture and harvest feedback and be addressed constructively?

1 Take Note: Collaborative Project Planning

Tool 1 Resource Map

Here's what a very simple completed Resource Map might look like:

Task	Who's in?
Participant recruitment	Lead
Event planning	Lead
Marketing	Contribute
Evaluation	Contribute

Lead
We are in charge of driving this part of the project.

Contribute
We are in touch with those delivering this part of the project.

Not involved
We are responsible for other parts of the project.

Once you've completed your initial Resource Map, it's worth discussing the following questions:

- Do we have the skills and resources in the group to deliver these tasks? If not, where might we go for help?
- Are there other skills and resources in the group that are not being used here? Where might those be used?

1 Take Note: Collaborative Project Planning

Tool 2 Project Planning Grid

Your Resource Map can then be transformed into a Project Planning Grid (or Gantt) to pace your journey together and plan out the project in more detail. You can also project to check:

- What is on track
- What has been delayed
- Where extra resources is needed
- Where the crunch points are in the delivery plan

Here's what a simple completed Project Planning Grid might look like:

Task	Month 1	Month 2	Month 3	Month 4	Month 5
Participant recruitment	Start		Complete		
Event planning	Start			Complete	Deliver event
Marketing			Write marketing plan	Start	Complete
Evaluation	Plan framework				Start

(Remember you can edit or move around make this as specific as you find useful)

1 Take Note: Collaborative Evaluation

Impact Evaluation

Step 1: What impact do you want to have?
Start by referring back to your Outcomes and Experiences in your Impact Map. What changes do you hope to see by delivering your project and how you want to be measured by participants.

Step 2: What matters most?
There might be a number of different outcomes you have your project originally included on your Impact Map. It's possible that you won't be able to do all of them. So it's worth going through a process of prioritisation:

- Which are the most important outcomes for you as a group?
- What do you care about the most?
- Which outcomes relate most closely to enabling your ultimate mission and vision?

Step 3: What do you need to know / agree as a group?

- Who is in this evaluation ultimately for?
- In what format do the findings need to be presented / shared?
- Are there any specific or additional outcomes you need to measure the impact of?
- Are there any specific or additional outcomes that individual organisations or partnership group want to explore?

Why bother? Going through this process helps to make sure you've all agreed on the plan and gives you a framework for delivery.

Collaborative Project Planning

As you set off on your collaboration journey together, take some time to understand what resources you have at your collective disposal, and how you're going to pace yourself over the project.

These project planning tools help to:

- Ensure key tasks are being progressed
- Clarify who needs to be involved in each part of the project
- Identify any skills or resource gaps, or extra skills or resources in the group still to be used

Why bother? Going through this process helps to make sure you've all agreed on the plan and gives you a framework for delivery.

Give the partnership as much love as the project

“We learnt how important it is to take time to think about expectations, understanding of ideas and different ways of working and cultures.”

Take Note grantee

Give the partnership as much love as the project

The Huddles



Take the First Step: Prepare

on the first stage of the Collaboration Journey, where one partner is starting to conceive of a partnership project, undertake some preparation before the Huddles begin - first individually, then with prospective partners.

The four Huddles that follow are:

1

Take Time Together: Set-Up Huddle

to clarify the group's shared vision, work out how to get the funding to make it happen and acknowledge any power dynamics that might need to be addressed.

2

Take Action: Kick-Off Huddle

to define the group's partnership values, agree roles and responsibilities and ways of working and collaboratively plan out the project and its evaluation.

3

Take Time To Check In: Check-In Huddle

to review the progress of both the project and partnership using a collaborative 'health check', sharing successes and addressing any challenges.

4

Take the Next Step: Wrap-Up Huddle

to reflect on the impact of the project and on the partnership's strengths and challenges, and to consider ways of working together that partners would plan to take forward for the future.

Take Time Together: Set-Up Huddle

Aims:

- To lay strong foundations for the partnership.
- To clarify the shared vision, aims and outcomes for the Partnership Project.
- To acknowledge and address any power dynamics between partners.
- To make a plan to secure funding for the project.

Template Agenda:

Duration: 1 hour 30 minutes

Time	Activity
10 mins	Introductions and motivation for being part of the partnership
50 mins	Setting partnership vision and outcomes
15 mins	Addressing power dynamics
10 mins	Funding plan
5 mins	Wrap up and next steps

Take Time to Check In: Check-In Huddle

Aims:

- To speak openly about how the partnership is progressing, successes and to discuss solutions to any challenges.
- To review project plans and to discuss any risks.

Template Agenda:

Duration: 1 hour 15 minutes

Time	Activity	Collaboration Guidebook Tool
5 mins	Partnership Project recap	
20 mins	Collaborative Project Planning	Collaboration Cycle: overview of partnership project journey Collaborative Values Collaborative Project Planning
10 mins	Collaborative Evaluation	Collaborative Evaluation
5 mins	Wrap up and next steps	

Take the Next Step: Wrap-Up Huddle

Aims:

- To reflect on the impact of collaboration - the ways in which working together has shaped and strengthened your project.
- To reflect on the strengths and weaknesses of your partnership, including strategies to take forward into future partnership projects and ways to mitigate risks potential partnership challenges.
- To agree ways of sustaining the project's outcomes and to identify next steps.

Template Agenda:

Duration: 1 hour 15 minutes

Time	Activity	Collaboration Guidebook Tool
20 mins	Partnership Project Impact - Case Studies / Participant Reflections - Impact of Collaboration - Agree next steps for impact Reporting	Looking Back tool Collaborative Values (for review)
30 mins	Partnership Reflection - Successes and Challenges - Strategies to take forward and / or future mitigations	
20 mins	What Next? - Sustaining project outcomes - Future plans	What Next tool
5 mins	Wrap up	

Give the partnership as much love as the project

Partnership Health Check



Shared Vision

We have an agreed vision to which all partners feel they can rally

The partnership sets concrete, attainable goals and objectives

The partnership project goals are aligned with each organisation's own goals

Not yet evident
We haven't started this

Emerging
Making good progress but there's still more to do

Established
We feel confident that we are doing this well

Excellent
We're nailing this

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Communication is Key

There is open and frequent communication amongst partners

All partners do their best to honour the agreed project milestones and check-in points

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A photograph of two young girls participating in a community art project. They are wearing white protective suits, face masks, and safety goggles. The girl on the left is holding a white spray paint can and is in the process of painting a large, colorful mural on a wall. The mural features abstract shapes in shades of orange, yellow, and purple. The girl on the right is sitting on the grass, also wearing a mask and goggles, and is holding a yellow spray paint can. The scene is outdoors, and the overall atmosphere is one of creative collaboration and safety.

**Case study:
Connect, Collaborate, Create**

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Case Study: Connect, Collaborate, Create

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**Gloucestershire
Constabulary**



Case Study: Connect, Collaborate, Create

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Tyler Attwood

Founder & Director, Your Next Move

- It's worth taking time to build the project together
- It pays off to form partnerships with new organisations across the community
- There's a longer-term impact on collaboration in Gloucester



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Michelle Lee

Manager, Your Next Move

- Look after the partnership
- Capacity and pressures on resources can make this challenging - but it's worth doing!



Case Study: Connect, Collaborate, Create

Partnership Health Check

Shared Vision

We have an agreed vision to which all partners feel they can rally

0 3 1 0

The partnership sets concrete, attainable goals and objectives

0 4 0 0

The partnership project goals are aligned with each organisation's own goals

0 1 3 0

Communication is Key

There is open and frequent communication amongst partners

0 1 3 0

All partners do their best to honour the agreed project milestones and check-in points

0 2 2 0

Culture of Learning

Partners all feel like their own work is being strengthened by learning from other partners

0 1 2 1

We are starting from a point of mutual respect

0 0 1 3

Not yet evident
We haven't started this

Emerging
Making good progress but there's still more to do

Established
We feel confident that we are doing this well

Excelling
We're nailing this

Embrace Difference

We have a culture in which differences of opinion can be shared and explored constructively

0 0 4 0

All partners are willing to find compromise and balance the group's needs

0 0 4 0

There is a culture of openness and encouragement to acknowledge challenges and find solutions

0 0 4 0

Not yet evident

Emerging

Established

Excelling

Follow Through

Each partner has defined roles and responsibilities which are clearly laid out and respected

0 2 1 1

There are multiple layers of decision-making to keep the partnership moving

0 2 2 0

Support and Celebrate

If one partner is struggling to fulfil their responsibilities, we have a culture of support in which this can be shared and problem-solved

0 2 2 0

There is a positive culture of celebrating success

0 2 2 0

The partnership is fun!

0 0 4 0

Case Study: Connect, Collaborate, Create

Impact Map

Challenge(s)	Project Delivery			Outcomes	Mission
	Activities	Experiences	Outputs		
<p>Too many young people and their families in Gloucester experience the reality of food poverty.</p> <p>There are limited ways for these young people to share their reality through creative mediums.</p> <p>There are limited ways in which young people and their families can develop positive relationships with themselves, each other and the wider community in the process.</p>	<p>Diverse, multi artform hip hop workshops with diverse groups of young people</p> <p>Hip hop creative packs delivered to families with food parcels</p>	<ul style="list-style-type: none"> • Feel supported, understood and valued • Feel inspired and excited • Feel challenged • Feel they're being listened to • They have fun! • Feel they belong to something inclusive and welcoming • Feel consulted and included • That they trust the artists and facilitators leading this work • They feel safe and secure 	<p>Takeovers of community venues (including food banks) to include:</p> <ul style="list-style-type: none"> • professional performances • platform for new skills of young people • space for young people, families and community to come together for shared food • signposting to additional opportunities/help for young people and families <p>Film release</p>	<p>Shorter term:</p> <ul style="list-style-type: none"> • Young people develop creative skills and ways to express themselves and how they feel • Young people feel more confident to try a new creative activity • Young people develop and build connections and friendships with each other • Young people and their families are more aware of support on offer across the community • The realities of food poverty is more widely understood and awareness of this issue grows <p>Longer term:</p> <ul style="list-style-type: none"> • Young people have an increased sense of self-worth • Young people are more likely to take part in other positive/creative opportunities • Young people and families build stronger relationships with community organisations • Families are more able to access support from community organisations • The stigma around food poverty is reduced 	<p>Connect, Collaborate and Create inspires and connects young people, families, communities and the city through art and creativity and shines a light on the wider food poverty issues facing communities</p>

Funding Collaborations

“I really do feel that more funders should consider these different approaches to how applications are shaped and formed – we as a partnership found this process incredibly beneficial.”

- First Light Festival, Take Note grantee

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1

Fund partners' time to collaborate well

2

Create opportunities for the group to come together during the application process

3

Build in a way for every partner to have a voice in the application



Alison Holdom

Funding Manager Lead for Creative, Confident Communities,
Esmée Fairbairn Foundation

Esmée's learning

When funding collaborations, our learning shows we must consider:



Northern Roots

- Capacity
- Equity
- Power

Reflections on the blueprint for funders

Golden principles

1. Fund partners time to collaborate well.
2. Create opportunities for the group to come together during the application process.
3. Integrate a way for every partner to have a voice in the application.



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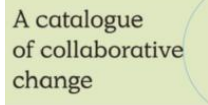
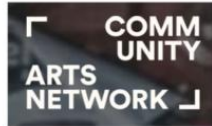


In summary

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In collaboration with:



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**"A dream you dream alone is only a dream.
A dream you dream together is reality."
- Yoko Ono**

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