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| Shared Risk |
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| **Establish a Network Workshop**  Facilitator Guide |
| **<Insert organisation name>** |





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| Acknowledgement  This Facilitator Guide has been developed and prepared by the Victorian Managed Insurance Authority (VMIA), April 2019. | |
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Table of Contents

[Introduction 4](#_Toc12441877)

[Objectives of the Workshop 4](#_Toc12441878)

[Audience 4](#_Toc12441879)

[Preparation 4](#_Toc12441880)

[Session Overview 5](#_Toc12441881)

[Introduction to the Workshop 6](#_Toc12441882)

[Defining the Network Approach 7](#_Toc12441883)

[To Collaborate or Not? 9](#_Toc12441884)

[Governance 13](#_Toc12441885)

[Conclusion 15](#_Toc12441886)

# Introduction

This workshop is designed to provide an overview of the network approach to managing shared risk. It will help stakeholders:

* collaborate to manage the identified shared risk
* agree on the ways of working and the governance processes for the risk and document these

**Note:** Individual sections of this workshop may be used in isolation if required.

## Objectives of the Workshop

By the end of the workshop, participants should be able to:

* define the Network Approach
* define collaboration
* work out a way to move forward
* agree on the Network Agreement
* agree on next steps

## Audience

This workshop is for clients involved in the management of the shared risk.

### Pre-requisite workshop

* Stakeholder Mapping Workshop, or equivalent activities

## Preparation

* Identify the stakeholders, including contact details
* Invite stakeholders to the workshop
* Choose the relevant sections of the session plan to include in your workshop

### Resources required

* Network Agreement template, one per participant
* Establish a Network to Manage Shared Risk Guide, one per participant
* Flipchart or whiteboard
* Sticky notes
* Coloured markers
* Pens

### Icon Key

|  |  |  |  |
| --- | --- | --- | --- |
| Icon | Description | Icon | Description |
|  | Group discussion |  | Activity |
|  | Whiteboard / Flip Chart |  |  |

## Session Overview

|  |  |  |  |
| --- | --- | --- | --- |
| Approx duration (Min) | Topic | Method | Outputs |
| 10 | Introduction | Presentation |  |
| 20 | Defining the Network Approach | Discussion | Establish a Network to Manage Shared Risk Guide. |
| 50 | Collaboration | Discussion  Activities |  |
| 35 | Governance | Discussion  Activities | Network Agreement |
| 5 | Conclusion | Discussion |  |
| **2 hours** | **Total Duration (*Modify duration based on which topics are included*)** | | |

# Introduction to the Workshop

Duration: approximately **10 minutes**

| Approx time | Speaker notes and instructions | Resources |
| --- | --- | --- |
| 6 mins | Welcome participants   * Welcome participants to the Establish a Network workshop * Attendance sheet * Introduce yourself * Participant introductions - round table (name, role, experience, expectations) |  |
| 2 mins | Discuss housekeeping rules   * Mobiles * Text messages * Breaks * Punctuality * Toilets * Evacuation procedures * Respect: Everyone’s opinion matters * One person speaks at a time |  |
| 2 mins | Introduction  * Today we are going to introduce the Network Approach to managing shared risk. * This provides a great basis to build the Network Agreement, which is used to provide governance over the Shared Network Approach, including roles and responsibilities and ways of working. * The workshop will run for 2 hours. |  |
|  | Transition Do you know what a Network Approach is? We will start by defining it… |  |

# Defining the Network Approach

Duration: approximately **20 minutes**

| Timing | Speaker notes and instructions | Resources |
| --- | --- | --- |
|  | Introduce topic:   * Define the Network Approach * Why are we using it? * The Shared Risk framework and supporting documents |  |
| 5 mins | Defining the Network Approach **Discussion**  What do you think a Network Approach is?  Allow for individual responses.  **Display** slide to reinforce participant responses.  **Activity**   * Ask participants to read the slide and note the top two points that they would like for their agency or department. * **Ask** for volunteers to read out their responses and explain why they have chosen those points |  |
| 3 mins | Establish a Network to Manage Shared Risk Guide **Distribute and introduce** the *Establish a Network to Manage Shared Risk Guide.*  The Guide includes:   * The four phases of the Network Approach * Considerations for Working Together * The Network Agreement * More information |  |
| 5 mins | The Four Phases of the Network Approach **Discuss** the four phases of the process at a high level:   * Plan – note that this phase may have been skipped or amalgamated with the (current) Build phase * Build * Identify * Sustain   **Ask**: Can you identify where we are in the process? |  |
| 5 mins | Considerations for Working Together  * Introduce the *Considerations of Working Together* section of the Guide * Suggest that participants read this further in their own time |  |
| 2 mins | Network Agreement and More Information  * Introduce the Network Agreement * We will expand on this more in the Governance section * Reinforce the importance of referring to the Risk Guidance Materials topics on Shared risk <https://www.vmia.vic.gov.au/tools-and-insights/practical-guidance-for-managing-risk> |  |
|  | Transition We have defined the Network Approach and looked at its key components, we will now move onto collaboration. |  |

# To Collaborate or Not?

Duration: approximately **50 minutes**

| Timing | Speaker notes and instructions | Resources |
| --- | --- | --- |
|  | Introduce topic:   * Background and research * The 3 Cs * Co-ordination, cooperation or collaboration? * Collaboration: * Definition * Dissonance and Consonance | VMIA” |
| 1 min | Background and research  * This topic is based on the work of Dr Mark Elliot and his company, Collabforge. |  |
| 10 mins | The 3 Cs There are three different kinds of working together, they are interrelated but independent processes. Each build upon the other to enable the complexity of collaboration:   * Coordination: Let’s achieve a common activity: * Shared interests * Harmonious relationship * Defined processes and patterns * Decisions and power remain with each individual organisation * Cooperation: Let’s improve something * Sharing ideas as a group * Independent activities * Shared goals * Decisions and power are generally with the parent organisation/lead agency * Often short term * Collaboration: Let’s create something new and unanticipated * Required when dealing with the unknown, and with divergent points of view * Required when dealing with complex situations or risks * An environment where ideas are encouraged, can be shared, can evolve (add, edit delete the content) * Co-creation, with mutually negotiated rules * Various outcomes, both expected and unplanned * Decisions and power are shared between organisations   **Discussion**  Discuss examples of each type of working together.  *Possible responses:*   * Co-ordination * Orchestra * Web search results * Cooperation * Voting * Recycling * Collaboration * Jazz band * Workshopping * Wiki |  |
| 3 mins | Collaboration definition We need to define collaboration, as it is a bit of a buzz word that often means different things to different people, or something vague like ‘working together’.  For our purposes, we are using the following definitions:   * Two or more people working together towards shared goals * Creating together, or co-creation * Add / edit / delete rights to a shared pool of content (as seen in previous slide) |  |
| 3 mins | Collaboration can be challenging **Discussion**  What are some words that come to you when you see this slide?   * Collaboration is unpredictable * Outcomes for collaboration are emergent * Collaboration requires agile ways of thinking and working * This can be unsettling…. |  |
| 5 mins | Step 1: To collaborate or not? It is not always appropriate or necessary to collaborate with other agencies and organisations even though you have identified an inter-agency risk. Sometimes, **cooperation** is a better way of working together than collaboration.  So the first step in the collaboration process is to decide whether you need to or not!  **Discussion**  Discuss examples of when it may not be suitable or necessary to collaborate.  *Possible responses:*   * Routine or straightforward risk * Low risk * Low trust of other agencies * No lead agency required, individual organisations make their own decisions * Lead agency retains overall decision making and accountability * Semi-independent goals   **Refer** to VMIA’s Practical Guidance for Managing Risk for more information on collaboration requirements, according to the type of risk. <https://www.vmia.vic.gov.au/tools-and-insights/practical-guidance-for-managing-risk> |  |
| 3 mins | Step 2: Establish common ground Assuming your risk **does require collaboration**, the next step is to establish common ground.  **Discussion**  What are some other ways or actions you can take to establish common ground? |  |
| 10 mins | Collaboration activity **Activity**  **Instructions**   * Ask the whole group to stand in a circle, facing inwards and hold hands with each other * Raise held hands in the air * Without letting go of hands, work together to work out how to turn around so that everyone is facing outwards, with hands still held   **Debrief**   * Were there initial problems? What were they? * How did you overcome these? * What did you learn about working together?   **Note for facilitator:**  Refer to the following video for demonstration of the activity. Do not show the video as it provides the solution:  <https://www.youtube.com/watch?v=VoxFki-MCUs> |  |
| 10 mins | Dissonance and Consonance Another of Mark’s observations and conclusions about the nature of collaboration is drawn from music theory:   * Dissonance (sounding out of sync, out of key…causing a sense of friction or even foreboding!) * Vs. Consonance (being in tune, feeling comfortable)   Note: You may have experienced dissonance in the previous activity  In Mark’s work he sees that every group when it forms goes through a period of dissonance before achieving consonance.   * When groups first form and get to know each other, there is often initial dissonance * As trust is built and there is a shared understanding of outcomes and roles, there is consonance * The challenge: When members leave, and new ones join, or other situations change, dissonance can reoccur. * What does this mean for collaboration? * Need to welcome, invite and **plan for** an amount of dissonance before consonance is achieved. * Be aware that failing to recognise dissonance and manage it might get in the way of momentum and cause the collaboration to fail * If you are aware of the emergence of dissonance as a normal part of any collaboration, you are better placed to manage it.   **Discussion**  Can you think of how you could plan for dissonance and turn it into consonance?  Note responses on the whiteboard.  Suggest participants note the responses for future reference |  |
| 5 mins | Step 3: Maintain momentum Gaining and maintaining momentum is a key objective of successful collaboration.  **Discussion**  What other actions could your network take to gain, then maintain momentum?  Note responses on the whiteboard.  **Suggest** participants note the responses for future reference  We can use those ideas in the next section on Governance |  |

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# Governance

Duration: approximately **35 minutes**

| Approx time | Speaker notes and instructions | Resources |
| --- | --- | --- |
|  | Introduce topic:   * Network Agreement |  |
| 2 mins | Introduction Now that we have worked through the network approach and its benefits, and what collaboration really means, we can apply it to our shared situation.  To help with this, we have a template that will help you document and govern your shared risk. |  |
| 10 mins | The Network Agreement **Distribute and introduce** the *Network Agreement* template*.*  **Activity**  **Instructions**  Briefly review each of the sections:   * Explain that participants/the network should add or delete sections as required * Using this document is optional, but for complicated and complex risks, some kind of governance document is required   **Refer** to VMIA’s Practical Guidance for Managing Risk <https://www.vmia.vic.gov.au/tools-and-insights/practical-guidance-for-managing-risk> |  |
| 23 mins | Validate the way of working together **Activity**  **Instructions**   * Participants to form pairs * Allocate each pair, section 5 or sub-sections from Section 6 in the Network Agreement (the number of sub-sections will depend on the number of pairs) * Pairs to discuss the sections to validate if they adequately describe the way they will work together and how their Network will operate * Considerations might include: * What have we achieved so far? * What are we trying to achieve as a group? * How will we let one another know what we need to know? * What do we need to be able to do well? * Who is responsible for what? |  |
|  | Transition You have now validated your way of working via the Network Agreement, I will now conclude the session. |  |

# Conclusion

Duration: approximately **5 minutes**

| Timing | Speaker notes and instructions | Resources |
| --- | --- | --- |
| 5 mins | Recap and next steps **Discussion**   * Briefly ask participants to reiterate key points * How do you plan to apply the key learnings or ideas? * What do you need to do next? |  |