

REVIEW OF COLLABORATION: CODING FRAME FOR THEMATIC ANALYSIS OF SEMI-STRUCTURED INTERVIEWS WITH RESEARCHERS AND COUNCIL OFFICERS

1) DESCRIPTIVE CODING USING A PRIORY THEMES DRAWN FROM RESEARCH OBJECTIVES

BENEFITS	ENABLERS/ CRITICAL SUCCESS FACTORS		BARRIERS		IMPROVEMENTS
City as a whole	Networks		Navigation		Strategic organisational approach needed
			Lines of communication		Not too top down/Academically led
			Too ad hoc without an overview of projects		Needs to be more systematic Identify shared priority areas for collaborative research
'Test bed'	Connections		Workload/lack of time		Contact points (signposting, filtering, matchmaking, clearing house, hub)
Coproducting solutions	Pre-existing relationships		Lack of resources		Senior buy-in/champions
	Productive relationships		Commercialism at university		
Data collection/sharing/analysis	Policy catalysts	Research impact agenda	Regional agenda		Networking opportunities
New approaches/innovation/Evidence based policy	The problem to be addressed		Different priorities/motivations/expectations		Communicating priorities/expertise
			Academic rigour	Political environment	On-line database /on-line communication tools
Impact	Third party organisations		Different timescales		Organsational cultures
					Mature conversations needed
					Genuine learning
	Making additional effort		Bureaucracy		Organisational processes
			Procurement	Resources	
	Funding				

Complementary expertise	IA A	Match funding	Pump-priming	Aligning academic expertise with council's requirements	Joined up policy and academic interdisciplinarity	
Better use of assets	Organisational arrangements			Data Sharing	Joint roles/more secondments	
Egs of positive experiences/ outcomes/impacts	Aligned priorities Shared values and goals Trust/transparency			Organisations siloed internally	Advice to collaborators	
					Advice to academics	Advice to practitioners
	Clarity of purpose		Different cultures or languages/suspicion		Understanding how the other organisation works	
	Steering group recommended				Organogram needed	
Sharing networks	The right expertise			Reliance on individuals who move on	Build in impact from the outset	
	Understanding the other organisation's priorities and processes			Risk aversity	Sustaining collaboration beyond a project	
External validation/Recognition for best practice	Links to teaching/continuing education/career development			Interdisciplinarity challenges	Link to learning /placements	
Strengthening funding bids	Key individuals/ Personality/professional background/ skills for collaboration			All talk, no action	Finding resources	
	Permissive environment			Overcoming obstacles	Use of assets	
	Symbiosis				Local/global	
	Proximity				Beyond boundaries	
	Impact agenda				More people in facilitating roles	
	Co-production				Data sharing arrangements	

	Academic support staff		Legitimising collaboration in workloads
			Developing competencies
			Managing risk
			Learning from failure

2) CONCEPTUAL CODING DRAWN FROM 'COMMUNITIES OF PRACTICE' ANALYTICAL FRAMEWORK

DOMAIN	COMMUNITY	PRACTICE	BOUNDARY SPANNING	BOUNDARY BRIDGING
<p>Definition: Common ground or purpose in a shared area of interest</p> <p>(Cf Wenger at al., 2002: 27-29)</p>	<p><i>'creates the social fabric of learning' through interactions and relationships</i></p> <p>(Cf Wenger at al., 2002: 27-29)</p>	<p><i>a shared repertoire of resources: 'a set of frameworks, ideas, tools, information, styles'</i></p> <p>(Cf Wenger at al., 2002: 27-29)</p>	<p><i>Gaining insights from mutual engagement in a shared problem from different professional perspectives</i></p> <p>(Cf Snyder and Wenger, 2010: 111)</p> <p><i>Organisational and professional boundaries as 'places where perspectives meet, and new possibilities can arise' (Wenger, 2010: 126)</i></p>	<p><i>Intersectoral organisational measures to support boundary crossing and foster boundary bridging</i></p>
Shared interests	'Relational' - Interpersonal relationships/connections	Resources – budgets and workload capacity/'headspace'	Working across priorities, cultures, practices	Intersectoral strategic approach – identify joint priorities
Addressing a common issue or pursuing a common opportunity	Pre-existing relationships as initiator	Skills	Problem-solving – benefit of different perspectives	Lines of communication

Mutual endeavour	Networks/opportunities for interaction	Approaches – coproduction	Mature conversations	Champions
Aligned objectives	Key individuals/brokers	Ideas and information styles	Addressing obstacles – ‘goodwill’	Data sharing arrangements
Commonality/‘symbiosis’	Trust	Timescales	Time together	Beyond silos – streamlining bureaucracy eg: contract templates
			Allow innovation - not top down’	Support crossing cultures/understanding/‘mature conversations’
Topics, types and scale	Communications	Outputs	Flexibility	Pump-priming pots, capacity – ‘headspace’
	Secondments, co-location, shared spaces	Outcomes	Language	Intersectoral group or ‘hub’
	Shared webspace		Commitment to shared purpose	BOUNDARY ENCOUNTERS - Wenger (2010) facilitate interaction, networking, joint activities
	Maintaining positive relationships		BOUNDARY SPANNING INDIVIDUALS - Wenger (2010) Individual professionals’ behaviours and mindset	BOUNDARY OBJECTS - Wenger (2010) Tools, discourses, concepts, artefacts, mutual community maintenance (Wenger et al., 2002)