



# **HANDS UP MALLEE**

**ACTION AND SUPPORT PLAN 2022**

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# Purpose and Context

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The Action and Support Plan is an overview of the key agreed actions, that are the outcome of the 2022 Hands Up Mallee Progress Mapping and Learning Circle process.

Progress Mapping focusses on exploring Hands Up Mallee' progress as an SPSP site and tracks change across six different enablers of Collective Impact:

- Systems leadership
- Inclusive Community Engagement
- Understanding, Measurement, Evaluation and Learning
- Use of collective power for purpose
- Investment for policy and purpose
- Leading and supporting change

The Learning Circle drew together people from community, government, local agencies and the backbone team to discuss the key findings from the Progress Mapping sessions and agree upon actions to strengthen the enablers for change over the next 12 months.

The Progress Mapping Report and the Learning Circle Report 2022 is available to view or download at [www.handsupmallee.com/annual-spsp](http://www.handsupmallee.com/annual-spsp)

# Progress Mapping & Learning Circle Timeline

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## Progress Mapping Sessions

### 23 March – 6 April

26 people from across the HUM initiative were involved in the Progress Mapping Sessions, which were facilitated by the Centre for Public Impact (CPI).

Six small group discussion sessions took place in Mildura on the 23<sup>rd</sup> and 24<sup>th</sup> of March, 2022 and an additional online session was held on the 6<sup>th</sup> of April. The sessions drew on people from the following groups:

- Government and Service Sector ( 3 participants)
- Mallee Community Voices (5 participants)
- Aboriginal Reference Group (2 people and 1 separate phone interview)
- Governance Group (2 people)
- Systems leaders in government (2 people face-to-face; second group of 3 people online)
- HUM Backbone team (8 people)

COVID again played a disruptive role in the Progress Mapping and Learning Circle, and planning had to be adapted to complete the process. Group numbers were less than initially anticipated due to pandemic related illness and the need for people to isolate. Hands Up Mallee decided early in the 2022 Progress Mapping and Learning Circle planning process that the work would be progressed with who was available to attend and contribute their knowledge and perspective.

## Learning Circle

On the 11<sup>th</sup> of May, 2022 Hands Up Mallee and CPI co-facilitated the annual Learning Circle to discuss the key findings of the Progress Mapping and collaboratively discuss what the 2022/2023 Action and Support Plan should include.

The Learning Circle was held over 3 hours, with 16 participants from various parts of the initiative including: Mallee Community Voices members, local Aboriginal community members, local agency partners, representatives from Local, State and Federal Government and the Backbone Team.

The Learning Circle conversations used the enablers for change as lenses to focus on 3 challenges identified in the progress mapping:

- Connecting community aspirations
- Relationships with government
- Partnerships and growth

The actions and supports identified in this plan were identified by collaborative work during Learning Circle conversations, and drawing from information gathered in the progress mapping process.

# Action and Support Plan

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The Action and Support Plan outlines Hands Up Mallee's agreed priority actions on the enablers for change for the 2022/2023 financial year. It should be noted that many of the actions listed are long term and ongoing, and will not be complete by June 2023. Where this is the case, the HUM collaborative hopes to see significant progress in these areas over the next twelve months, and acknowledges some of actions listed will take multiple years to complete, and others will evolve and require continuous strengthening over the lifespan of the initiative.

## **Action 1: Complete transition to governance structure which shifts power to community members.**

The need to change the governance structure of Hands Up Mallee to become a community driven model, supported by agencies, was identified in the previous Action and Support Plan. In 2022, HUM has engaged in a co-design process to develop a fit-for-purpose governance structure. The next step is trialling implementation of the new structure which firmly places community at the centre of decision making in order to shifts power to community. The Learning Circle strongly identified the need to place greater value on community input and knowledge. To do so requires centring Community as equal partners in the initiative. Changing the governance structure is a key step in the Hands Up Mallee initiative and its partnerships being accountable to community, and ensuring the initiative is directed by the aspirations and needs of community.

## **Action 2: Continue work on deepening relationships between HUM and local Aboriginal communities and people.**

During the Progress Mapping and Learning Circle sessions participants identified the need to incorporate “healing structures and ways of working” into how HUM works. There was broad acknowledgement that Aboriginal community members need to feel safe and able to engage in respectful two way conversations in order for change to take place. This includes the way of working in governance, and how HUM invites Aboriginal community members to shape and be part of governance ways of working.

### **Action 3: Active engagement with Measurement, Evaluation and Learning (MEL) rhythms and storytelling for systems change.**

Working together the MEL Coordinator, MEL Team and HUM Backbone have made significant progress in 2021-2022 to formalise the Measurement, Evaluation and Learning Frameworks that guide HUM. However, development in this area of work is ongoing. Upcoming pieces of work in this area include:

- Finalising the nested Measurement, Evaluation and Learning Frameworks (with the input of community and partners)
- Developing rhythms for reporting which engage partners from across the initiative – not just the Backbone Team.
- Further exploring how storytelling for systems change integrates with MEL

### **Action 4: Review and update partnership agreements with agency partners to centre the community aspiration and collaboration.**

There was broad acknowledgement during the Progress Mapping and Learning Circle processes that further development is needed to strengthen partnerships (particularly with agencies) for collective, community-led change. Partnership Agreements need to clearly outline ways of working, the outcomes sought and have mechanisms for accountability. Participants said Partnership Agreements should clearly communicate expectations for reciprocity and signs of mutual respect between agency partners and HUM and focus on collaborative ways of working for impact. There was also a strong call for partnership agreements to detail expectations and for partners to be clear about their commitment to long-term systems change.

### **Action 5: Continually challenge ourselves to work in new ways, centring community-led change and building a diversity of voices into decision making at every level in the initiative.**

Participants acknowledged HUM is successfully gathering broad input and working in ways that invite a wide variety of community opinions and input, but that there is room for improvement. Learning Circle participants identified that to build a movement for change, community members need to be continually invited in to the work. We need to extend our work to find those who hold wisdom in community – people who are outside of traditional agency/organisational hierarchy, engage them, and consult with them about next steps. HUM has made strong relationship building progress, but now needs to build on understandings gained from working with



community to create change and actively encourage and support partner organisations to challenge existing ways of working and centre community-led change in their roles and organisations.

## **Action 6: Leverage relationships with governments for local change.**

Progress Mapping and Learning Circle discussions highlighted that partners and government feel HUM is not fully leveraging the power the Stronger Places, Stronger People partnership with government affords. There was a strong call for HUM to be asking more of government, including seeking greater input and support from bureaucrats beyond area level, as well as seeking more support from Ministers at both State and Federal level. One participant highlighted that HUM needs to be “working further up the ladder” with people who have the influence and power within government to change things quickly. Government partners encouraged HUM to “ask more” and test the capabilities of the partnership. Identified actions in this area over the next 12 months include:

- Request funding mapping from Federal and State Government to give community have a clear picture of their investment, related to areas relevant to HUM’s community aspiration.
- Work with agency partners to test government interest and capability in modifying funding based on community needs, across new or existing funding sources. HUM will need to provide solid evidence of process and reasoning to government using established HUM practices. Test with small and tangible requests to build trust and evidence for bigger requests.

Test SPSP partnership with State and Federal government by pursuing data requests to support Action Teams and plans.

## **Conclusion**

To reach the long-term changes our community is seeking time and energy must be devoted to strengthening the enablers for change. The six actions outlined above will guide efforts to strengthen Hands Up Mallee’s collaborative foundations for impact over the next 12 to 18 months. These actions were developed collaboratively using broad input from across the Hands Up Mallee stakeholder ecosystem using the tools developed by DSS.



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