



# **Hands Up Mallee**

## **Annual Action and Support Plan**

**2025**

<b>Title</b>	Hands Up Mallee – 2025 Annual Action and Support Plan		
<b>Description</b>	Hands Up Mallee Action and Support Plan is an overview of the key agreed actions, that are the outcome of the 2025 Hands Up Mallee Progress Mapping and Learning Circle process.		
<b>Date Created</b>	24 June 2025		
<b>Version</b>	<b>Endorsed/Noted By</b>	<b>Comments</b>	<b>Date</b>
HUM Annual Action & Support Plan 2025-2026- Version 1	HUM Backbone (Noted)		24.06.2025
	Yarning Group (Noted)		
HUM Annual Action & Support Plan 2025-2026- Version 1	Collaborative Governance Group (Endorsed)	Indicators numbered in line with HUM Indicators, URL to HUM Indicator Report added.	24.06.2025

## Acknowledgement to Country

Hands Up Mallee acknowledges all First Peoples of the countries where we work, live and connect with the community.

We pay our respect to Elders past, present and emerging and the ancient connection they hold with their Country. We value their knowledge, wisdom and legacies that continue to guide our work towards positive social change.

We acknowledge there are Aboriginal and Torres Strait Islander people who live, work, and contribute to the cultural heritage of the Mildura region.

## About Hands Up Mallee

Hands Up Mallee connects community, government and services to ignite real change for children, young people and their families. Based in Mildura, in north-west Victoria, we are a collective impact initiative, an organisation that brings together different groups to tackle complex social problems in new ways. Hands Up Mallee is the only Victorian site in the national Stronger Places, Stronger People initiative — funded by the Department of Social Services to support lasting systems change.

Our work covers areas like health, education, family services and youth services. Since 2015, we have partnered with communities, service providers and government to create ways for people to have a real voice in decision-making processes that impact them.

## Contributor Acknowledgement

Hands Up Mallee recognises the generosity of all partners and community members who share their time, words, insights, and support to work collaboratively and create change. Their contribution is essential to our work. The stories and information shared, and outcomes achieved in our journey together to create a connected community where families matter and children thrive, belong to them and the Northern Mallee.

### Hands Up Mallee

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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 2025 Hands Up Mallee Progress Mapping and Learning Circle process.

Progress Mapping focusses on exploring Hands Up Mallee' progress as a Stronger Places Stronger People 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. Details of this can be found in the Progress Mapping and Learning Circle 2024-2025 reports.

# Action and Support Plan

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The Annual Action Plan for 2025-2026 is seen as an opportunity for HUM to choose a *key area of change*, to test an approach that incorporates within it the findings from the Learning Circle and strengthen the enablers of the Collective Impact model. This is a departure from previous Annual Action Plans, and it seeks to ground the Annual Action Plan in a more tangible way to a priority work area. It is expected that the evaluation and learnings from this approach will enable a case study to be built for future use in other priority change areas.

# Learning Circle Key Findings

The 2025 Learning Circle identified key interconnecting themes that emerged from the table discussions:

1. Defining what information HUM needs through:
  - Gaining access to data to better inform priorities, planning and decision-making through proper channels and in ways that meet Hands Up Mallee's Ethics, Privacy and Safety Framework, and Cultural Safety and Data Sovereignty principles.
  - HUM being trusted to hold the bigger picture and sensitive information
2. To demonstrate how new structures of power/leadership that centre on community through Collaborative Governance and Yarning Groups elevate the roles and voices of community in determining the change they wish to see in the system for better outcomes for children, young people and families.
3. To improve the understanding across the system of systemic racism, exclusion and the impacts caused by this. Enabling inclusive community engagement, which includes Aboriginal young people, serves to share knowledge and experience and to shift power and transparency about decision-making.
4. Understanding what resources come into the community and how they are used and reported on helps understanding, planning, alignment and decision-making for better outcomes.

# Key Change Area

As a key priority focus for 2025-2026, Hands Up Mallee has identified reduction in youth crime through prevention and early intervention.

## Key Strategic Actions:

1. Co-design a Community-led Youth Justice Table to guide and authorise strategic approaches.
2. Gather relevant data, community expertise and research to inform planning and decision-making in ways that help operationalise Cultural Safety and Data Sovereignty principles.
3. Request resource mapping associated with youth crime prevention and support to inform planning, decision-making and identify how to align local efforts for higher levels of impact.
4. Develop and test local solutions; evaluate and learn.

Key Enablers	Annual Action Plan Activity
Use of collective power for purpose Systems Leadership. Leading and Supporting effort for purpose	1.Co-design a Community-led Youth Justice Table to guide and authorise strategic approaches. <ul style="list-style-type: none"><li>• Aboriginal and Torres Strait Islander people shape and lead the community-led Youth Justice table</li></ul> Further embedding community decision-making in systems and processes by enabling: <ul style="list-style-type: none"><li>• Decision-making and community involvement in the design of local solutions, services, programs, activities and events.</li></ul>

	<ul style="list-style-type: none"> <li>Strengthening approaches for Shared Decision-Making and Co-designing of Local Solutions. Test and learn from the approaches to inform further investment in and approaches to Shared Decision-Making and Local Solutions.</li> </ul>
<p>Understanding, measurement, evaluation and learning (UMEL)</p> <p>Use of collective power for purpose</p>	<p>2. Gather relevant data, community expertise and research to inform planning and decision-making in ways that help operationalise Cultural Safety and Data Sovereignty principles.</p> <p>Request relevant government departments for specific base-line data sets to inform planning and decision-making for youth crime prevention.</p> <p>The scope of this action area for the next 12 months is to:</p> <ul style="list-style-type: none"> <li>Build a case study for data collection, defining the data required and the related community story</li> <li>Map data partnership opportunities</li> <li>Build a compelling argument to access relevant data from Government</li> <li>Explore data sharing agreements with local partners and community relating to defined areas of strategic work</li> <li>Formalize an Indigenous Cultural Safety and Data Sovereignty Framework to complement HUM's existing Ethics, Privacy and Safety Framework</li> <li>Explore how to operationalize the principles within it.</li> </ul>
Investment and policy for purpose	<p>3. Request resource mapping associated with youth crime prevention and support to inform planning, decision-making and identify how to align local efforts for higher levels of impact so HUM can:</p> <ul style="list-style-type: none"> <li>understand how government funding priorities and KPIs relate to these</li> </ul>

	<ul style="list-style-type: none"> <li>• identify whether these are meeting the priority needs of community</li> <li>• identify any ways to make better use of resources and increase accountability to community regarding youth crime prevention</li> </ul>
Reflection, Learning and Reporting	<p>4. Develop and test local solutions; evaluate and learn</p> <p>Hands Up Mallee will facilitate a Reflection and Learning Circle with the Community-led Youth Justice Table, Collaborative Governance group, Yarning Group, and government and service partners actively involved in this work and develop a report on the progress and learnings against this Annual Action Plan.</p>

# Relevant Indicators

The following relevant indicators for long term change, taken from the [HUM Indicators Report](#), that HUM wishes to track in relation to the Key Change Area include:

## Distal Indicators

- 3.5 Number of children and young people aged 0-24 who are victims of crime
- 3.16 Number of alleged offender incidents where the alleged offender is aged 10-24
- 3.17 Decrease in youth 10-24yo reoffending.

## Proximal Indicators

- 2.8 Increase in children attending primary school 90% or more of the time
- 2.9 Increase in children attending secondary school 90% or more of the time
- 2.12 School attendance for Grade 6, 7 and 10, 11 (transitions)
- 2.13 Increase in proportion of young people participating in education, employment or training
- 5.2 Increase in number and proportion of youth (13-24yrs) who participate in sport, cultural or art-based activities.

# Conclusion

To reach the long-term changes our community is seeking, time and energy must be devoted to strengthening the enablers for change. The actions outlined above will guide efforts to strengthen Hands Up Mallee's collaborative foundations for impact over the next 12 to 18 months in the specific area of youth crime prevention. These actions were developed collaboratively using broad input from across the Hands Up Mallee initiative using the tools developed by DSS.