

Hands Up Mallee

2024-2025 Collective Impact Progress Mapping Report

Report prepared by
Regenerative Communities
for Hands Up Mallee
April 2025





ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Latji Latji as the Traditional Owners and Custodians of the Country on which we are. We also acknowledge their near neighbours the Barkindji.

We pay our respects to the Elders past, present, and emerging and to the ancient connection they hold with their Country.

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

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INTRODUCTION

Hands Up Mallee (HUM) is one of ten Stronger People, Stronger Places (SPSP) sites in Australia. Funded via the Department of Social Services (DSS), they operate under a Collective Impact model.

Each year, an independent evaluation is conducted to map the progress of the HUM initiative within the Collective Impact model. Regenerative Communities, an independent and locally operating community development service, were approached to conduct the 2024-2025 progress mapping for HUM.

This report outlines the findings from conversations across the HUM initiative including the Backbone team, Collaborative Governance Group, Yarning Group, and Partners (representatives from local partner organisations and Government- Local, State and Federal).

Note: When we refer to ‘the system’ we are talking about the outer circle- the Funding and Policy environment that HUM exists to challenge.

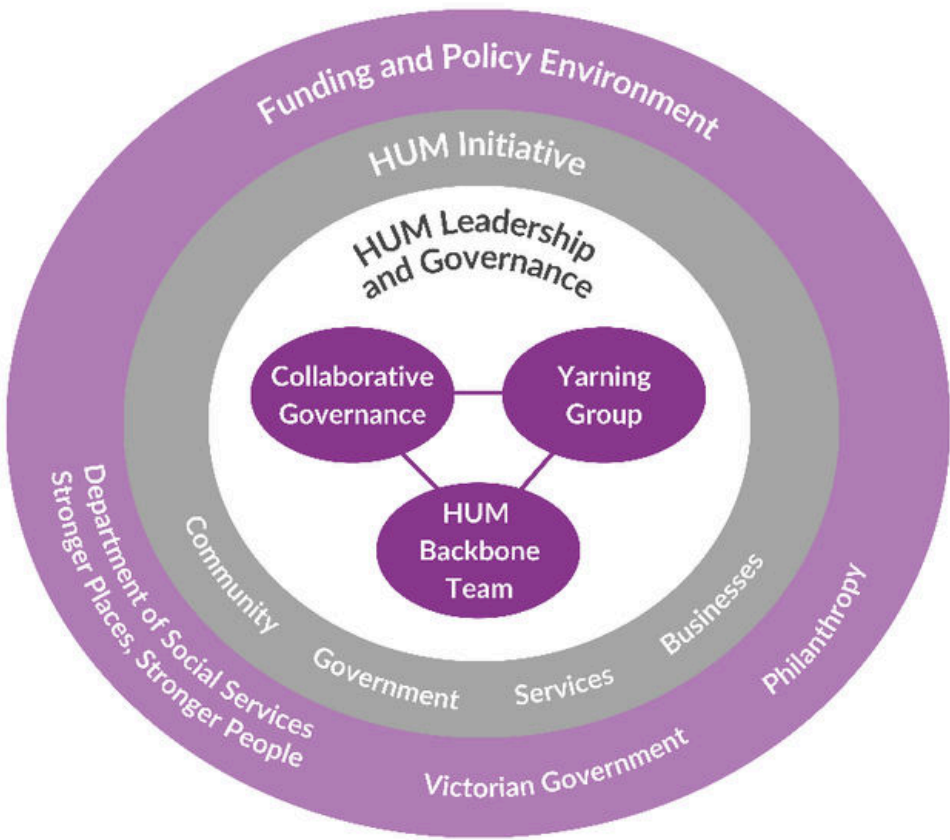


Fig 1: HUM initiative structure

Methodology

DSS provides a Collective Impact Progress Mapping Tool, in the form of a growth rubric, which indicates what Collective Impact looks like across six enablers:

- 1. Systems leadership
- 2. Inclusive community engagement
- 3. Understanding measurement, evaluation and learning
- 4. Use of collective power for purpose
- 5. Investment and policy for purpose
- 6. Leading and supporting change

In February 2025, four in-person and one online Progress Mapping sessions were held, facilitated by Rhae Kendrigan from Regenerative Communities.

Conversations were prompted by statements drawn from the tool, to investigate the different perspectives on how HUM is tracking with the Collective Impact model. Specific enablers were chosen for each session, to allow focus on the most relevant topics for that group.

Backbone Team	8 in person	Enabler Focus: 3, 6, 5, 4, 1
Collaborative Governance Group	9 in person	Enabler Focus: 6, 5 ,4, 1
Yarning Group	5 in person	Enabler Focus: 2, 4, 6
Partners (Government & Services)	6 in person & 4 online	Enabler Focus: 1,6,2,4

Findings from this report will be used to inform a Learning Circle event in May 2025 with people from across the initiative, which will then inform the next annual Action & Support Plan developed by the HUM Backbone team.

Report Structure

Feedback gathered from across the HUM initiative is reported under each enabler, along with markers on the rubric to represent progress:

Orange: What is embedded - we have done the work, it is sustainable.

Green: 2024 progress- we are currently working on this.

Blue: Next steps- we have not started this yet, but see it as the next piece for us to pick up over the next 12 months.

Quotes throughout this report are attributed to the group sessions as follows:

- Backbone Team- Backbone
- Collaborative Governance Group- Governance
- Yarning Group- Yarning
- Partners (Government and Services) -Partners

The appendix includes the DSS Progress Mapping Rubric with orange, green and blue asterisks to indicate HUM’s progress within each enabler.

Note: Throughout the report, the HUM ‘shared agenda’ is referring to the Community aspiration:



Fig 2: HUM community aspiration

EXECUTIVE SUMMARY

The following figures show a summary of what is embedded, 2024 progress and next steps, which are covered in further detail throughout the report.

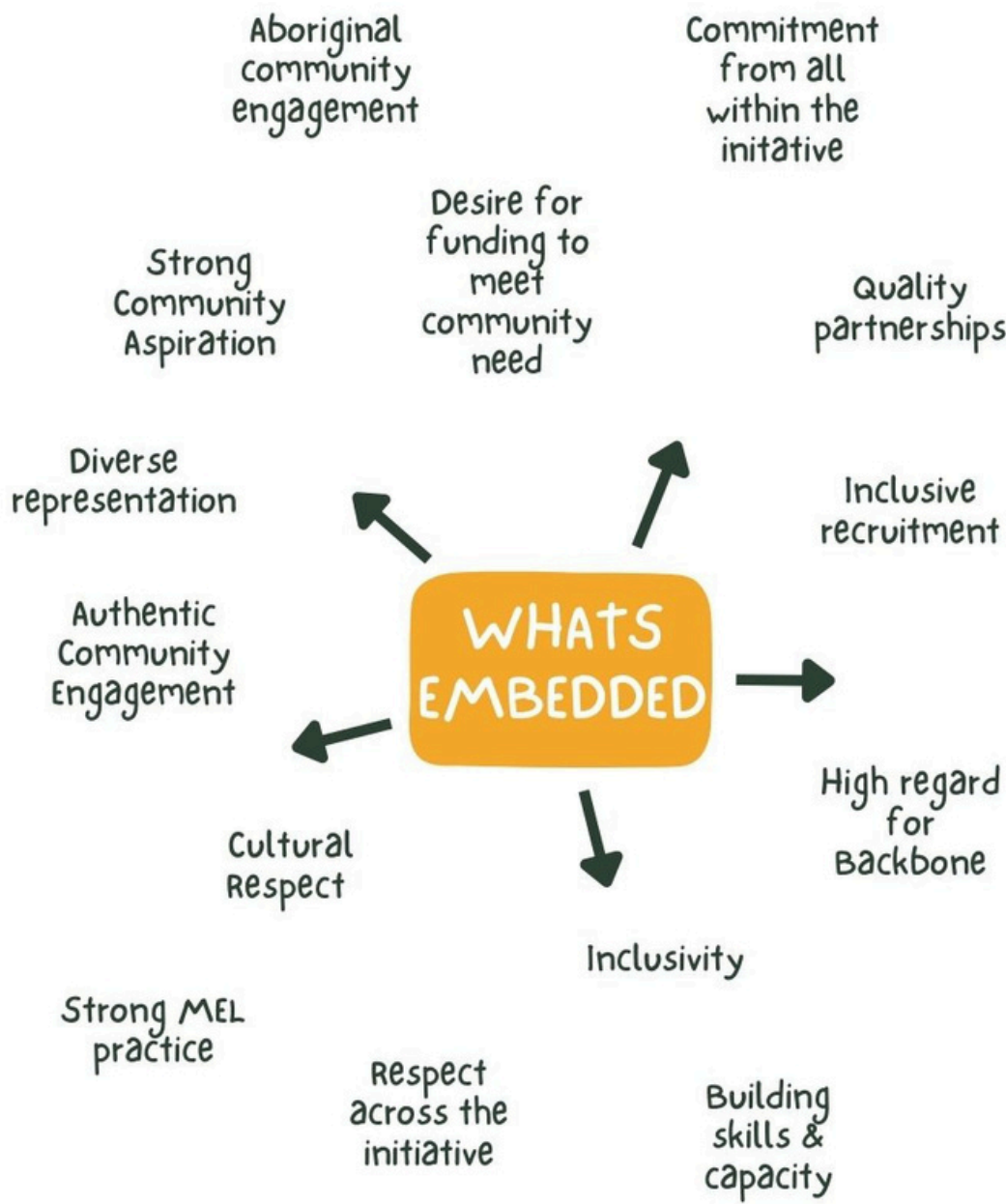


Fig 3: Summary of what is embedded



Fig 4: Summary of 2024 progress

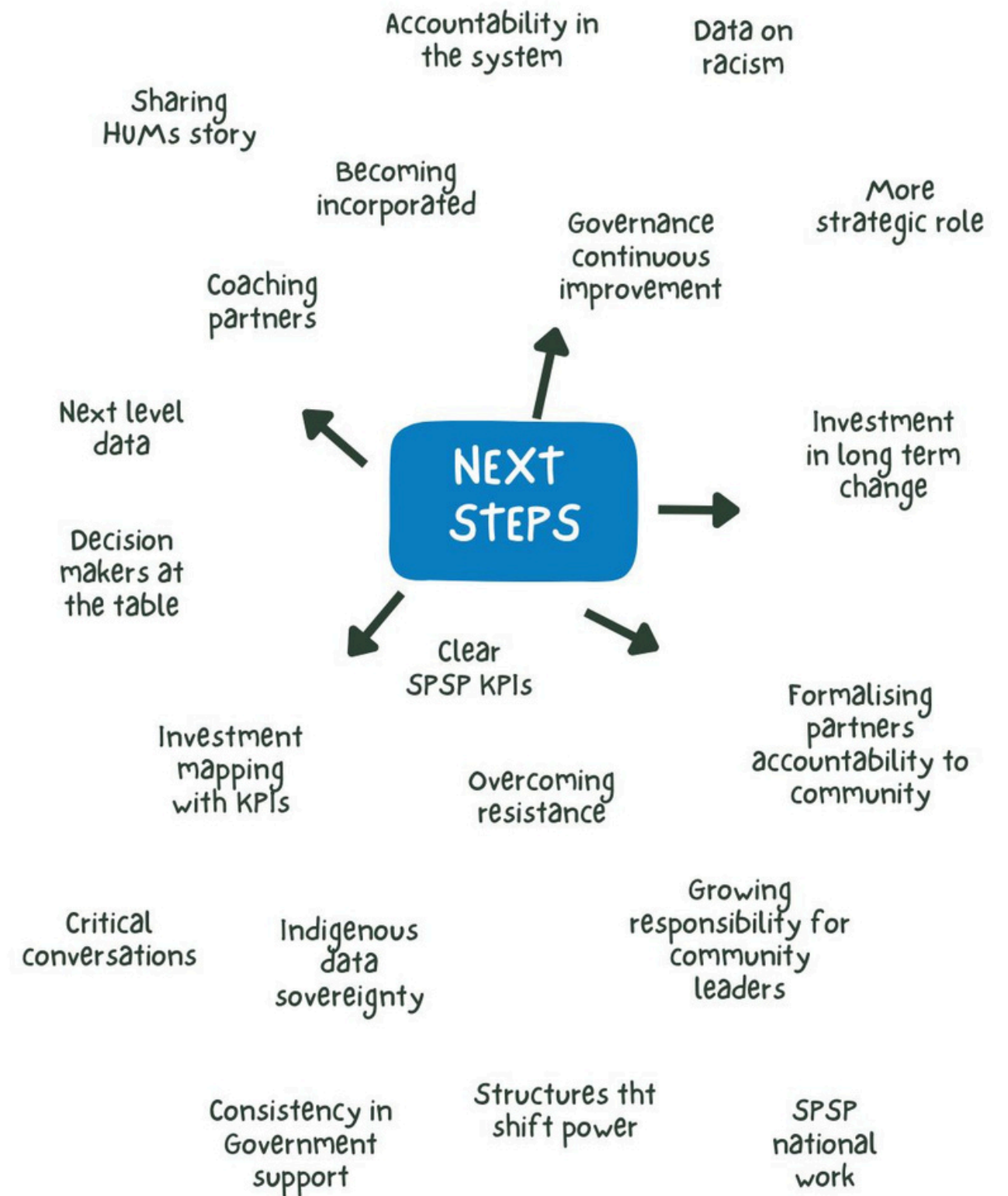


Fig 5: Summary of Next steps

Enabler 1: Systems leadership

An understanding that a systems approach combined with local leadership is needed to improve outcomes across the community to shift disadvantage.

Note: Local leadership is defined as individuals in the Mildura/Mallee community, government and services who are working with HUM towards the community aspiration.

WHAT IS EMBEDDED

Community aspiration & groundwork

Local leaders recognising the need for change was fundamental to HUM's beginnings. There has been a lot of ground work since then, and an agreed community aspiration for some time. There has been a slow and authentic build towards bringing more people and organisations in to the initiative.

'Our community aspiration is very clear - it reflects the way the system should work. We aspire to that.' -Governance

Diverse leaders in governance

In the beginning, predominantly service sector leaders came together and recognised the need for change. Now, who is acknowledged as a community leader has shifted to become broader and more inclusive. Community is providing vital leadership roles, and cultural leadership has become embedded in the organisation.

The Collaborative Governance Group and Yarning Group have settled into their roles, taking on more decision making and action towards change. We see a diverse range of people involved in these groups with inclusive recruitment processes. *(Read more under Enabler 6a- Diversity)*

2024 PROGRESS

ChangeFest 2024, Mildura

Hosting the 2024 National ChangeFest event in partnership with Connected Beginnings Mildura and the National Convenors, was a major piece of work for the HUM in 2024. This was an opportunity to showcase HUM's inclusive governance, exceptional Aboriginal-led approach, rich partner relationships and community led change initiatives. This project also demonstrated how HUM's work is having influence in a national context.

Evidence: ChangeFest influence

'The work that we did do to genuinely centre Aboriginal community decision making was a really big shift. The design, the delivery, the evaluation, relationship building, celebration, speaking on panels. We did work really hard to ensure that was the case. The learnings from that quite quickly supported the initiative more broadly on how to do more of that.' -Backbone

'The way in which the community (Mildura) hosted ChangeFest had a really big impact on the perception of community-led change. It was so well designed and held by community with community, and the ways in which you were able to highlight the strengths of the work that's being done at the local level rippled out across the broader network of people who are connected to the work, but also those who might not necessarily previously have had visibility of what this work is really like in practice. There's been some really important impacts from ChangeFest and from the broader understanding of the work that's happening in Mildura around how people's mindsets are shifting, and how governments are coming together.' -Partners

Shifts in mindset

Partners indicated they are seeing a shift in mindset as more people across the Mallee join conversations about systems change.

‘I do think we're getting a shift in the mindset around collective approach, sharing experiences and information on the problems. It's less siloed amongst organisations now, with the willingness to learn from one another.’ -Partners

The Backbone team has worked hard to engage partners, but have recognised there are still gaps and work to do in bringing more partners into the initiative. *(Read more under Enabler 6c-Overcoming resistance)*

‘We actually have got lots of really good assets in community, and I think on the whole, organisations do want to work differently. I think we’re set up well to do things differently, but maybe we're not realising that full potential yet.’ -Backbone

NEXT STEPS

HUM’S story

A common thread of conversation across the sessions was the difficulty in communicating HUM's role to the community and potential partners. People in the community don't necessarily know what HUM have had a part in. Being a facilitator of long-term systems change means the organisation is ‘back of house.’ Change is often intangible, or hard to capture.

‘It's often very difficult to clearly articulate what the work is and the role you've played in it.’
-Backbone

Championing community members to take the lead means HUM doesn’t necessarily want to be at the forefront. Rather than leading, they are supporting.

‘We can't over claim, because you can lose partners if you take credit. But then if you under claim... people don't see what your work is and what value it is that you bring. It's a really, really hard line that we've consistently struggled with.’ -Backbone

Participants felt if it was illustrated more clearly how HUM have impacted the community, and there was more acknowledgement of their work, new partners would be more likely to come to them.

‘They (HUM) could be involved in a lot more stuff, if people saw their worth, they would be in a lot of places.’ -Partners

Evidence: Strategic Communications Role

In an effort for HUM's work to be better shared and communicated, and to draw in more community members and partners, a new Strategic Communication role has been developed and resourced, along with a Junior Communication role. This will also come with an overhaul of the current website. This reflects recent evaluation findings from HUM’s Mid-Term Evaluation Report, and a renewed focus on strategic communication for HUM.

Enabler 2: Inclusive Community Engagement

Community voices and leadership is valued and influential. There is an understanding that enduring social change can only be achieved with the diversity of the community being included and leading in the drive to improve outcomes.

WHAT IS EMBEDDED

Authentic community engagement

Consistent feedback across all sessions pointed to the high standard of authentic community engagement that HUM demonstrates consistently in their work. In particular, ensuring that effort is made towards seeking out diverse voices that aren't being heard, and valuing those voices.

'I think what we're asking in HUM in terms of relationships with community is probably a higher expectation, than some of our contemporaries. What we think genuine community engagement and involvement is... we all think that bar needs to be pretty high for the sort of seismic shift that we need in community.' -Backbone

Aboriginal community engagement

The Yarning Group has played a key role in reaching a broad range of Aboriginal people, through the representation on their group as well as the way they are reaching out to community.

'It's important to the Yarning Group that we are representing and respecting different perspectives of community. It's for the whole Aboriginal community, their voices, to come forward.' -Yarning Group

The Yarning Group has been actively engaged in a range of projects across 2024 such as establishing community hubs, design and delivery of ChangeFest, a Welcome to Country Day for previous ChangeFest Elders, and a Cultural Immersion program for the initiative.

Evidence: Partner feedback

'HUM are really empowering the community to come up with initiatives or identify problems, identify solutions and have the courage to raise them in the right forums, and try to support to ensure that they are empowered properly and have a voice.' -Partners

'They can work in the space where people aren't heard.' -Partners

'It's often reiterated through their consultation processes, who's not in the room, who's not in the space? How do we give them voice all the time? How do we address the barriers to support their participation?' -Partners

'What they (HUM) do is empower the community to feel that their voice is valuable and to become vested in whatever the project is.' -Partners

'The main thing I respect about HUM, is that they're prepared to ask the difficult questions, and generally they're backed by data or evidence, and what I see is fully open and transparent consultation approaches. They have real Aboriginal governance as well.' -Partners

'What the Backbone team does really well is supporting the community leaders in elevating their voice, in identifying people that potentially wouldn't speak up or have a say. They are very good at being right out there in community with the people who perhaps aren't engaging with the supports they need, or we're not hearing their story.' -Partners

'HUM has the value of being independent, they have more flexibility than some partners who are dealing with bureaucracy. They are approachable for community and organisations. The way they create a welcoming space for community makes a big difference to get meaningful engagement, and get to the voices that you don't normally hear.' -Partners

Modelling inclusivity

When setting up spaces to engage with community HUM are making an effort to be inclusive of families, meeting their needs so they can attend and contribute.

'The spaces where consultations take place were chosen with purpose, families and children are very much invited, included and also cared for, which means the people who come with the children can have an equal say.' -Partners

In particular, this means a welcoming place for children, and generally welcoming children as part of the working environment.

'It's the understanding that kids are going to rock up to this meeting, otherwise we're not going to get the perspectives we need, which means you're not treating everyone equally. I think there's been a big shift in getting some services used to kids in the office, it's a lesson for the organisations.' -Partners

2024 PROGRESS

Partners engaging community

HUM is building the capacity of partners in their community engagement and consultation skills. Partners see the value in collaborating with community on decision making. Through their collaborations with HUM, partners are seeing the change in approach ripple out into their own projects.

'I'm seeing more that we need to go to where the people are, to get out of our buildings and not expect people to come to us.' -Partners

'(HUM) keeps us a bit honest about how we do it (consultation) and how we approach it if we work with others.' -Partners

Partners are collaborating amongst themselves, aligning resources and gathering with community to create change. For example, a long-standing program HomeBase Hoops initiated by HUM and partners, has now transitioned to being an ongoing program under Sunraysia Community Health Services supported by the Police, Mildura Rural City Council Youth Engagement Services and other services.

NEXT STEPS

Coaching for partners

Building off current momentum, whilst recognising there is more progress to be made, HUM would like to step into more of a capacity building and coaching role with their partners. In particular, building their capacity to recognise power inequities and hold uncomfortable conversations.

'A lot of the change happens in the discomfort, and it's a tricky thing to facilitate. We have an approach that recognises power imbalances and make the effort to support people who might traditionally hold a lot of power to sit with that discomfort, and to really shift some of the partners thinking about the level of expertise that community actually bring to the table.'
-Backbone

Decision making accountability

HUM aims to have community involved in partners decision making from early in the processes. Developing a shared accountability methodology, with community having power to approve decision making for partners, is the next piece of work in this space.

Enabler 3: Understanding, measurement, evaluation, and learning (MEL)

Government collected data is being brought to the community transparently and utilised alongside community collected data and stories to understand what is happening in the community and inform what needs to be the focus of the work together. There is a shared commitment to understanding, measurement, monitoring, evaluation and learning together in line with the needs of the local collective impact initiative and learning across all Stronger Places Stronger People communities and partners.

WHAT IS EMBEDDED

Strong MEL practice

HUM has strong foundations within their MEL framework. Data and stories are why HUM exists in our community, and the team are consistently working on improving access to and sharing of data.

HUM's commitment to evaluation spans from individual projects, to whole of organisation function. Internal evaluating is embedded across the whole team.

'We had an external midterm evaluation report done. It was a significant piece of work with some significant findings, and that should be of high interest to government.' -Backbone

2024 PROGRESS

National influence

HUM are known within SPSP for their exceptional MEL practice and are having an influence on evaluation nationally, including contributing to an online training academy module as a place-based example for Clear Horizon.

'From our perspective HUM absolutely played a really critical role bringing some of that strategic coordination focus into the initiative level work. So they've played a really strong role in leading by example in the MEL space, with a really strong strategy and plan at the local level that is aligned to the initiative level strategy.' -Partners

Sharing with community

HUM has demonstrated a commitment to sharing data with their partners and community, aiming for a level of transparency and inclusion for those most effected by the issues that data is collected about.

'We had one workshop in Red Cliffs where (HUM) came in and shared data on the Red Cliffs population with the group, and that was an absolute enabler for that group- because it's understanding the context and people apart from your own experience. And that totally flipped how people thought about the project that they were in and who they were doing this for. It gave them more power to advocate.' -Partners

'Working in partnership with the people who are most impacted by the data is a key piece of how we're working. So that has equity implications. It has implications for who you have around the table.' -Backbone

In 2024, the HUM Backbone worked closely with the Collaborative Governance Group and Yarning Group so they could contribute to the MEL Key Evaluation Questions and Theory of Change.

Supporting partner MEL

Some of HUM partners are engaging with MEL for their own work, particularly with one off projects. Mini-MELs have been helpful for supporting the evaluation process with partners. They are a planning template used to ensure each project has identified measures and data collection tools at the start of the project, to inform future evaluation and learning.

HUM are also supporting partners to develop their own MEL skills through coaching, mentoring and advocating. HUM acknowledges that other organisations don't always have the resourcing or knowledge to do higher level evaluation.

'HUM are very good at evaluating their projects, very good at capturing the data and the information and producing very good detailed reports. They constantly evaluate themselves too. There's that transparency and openness. As someone who's a partner it makes you feel comfortable with your own self-evaluation as well, and ongoing learning for the way we all are working.' -Partners

NEXT STEPS

Indigenous data sovereignty

The Yarning Group and Backbone team spoke about the difficulties in how you actually measure racism prevalence and attitudes in the community, in order to design and measure impact of change efforts.

'What about racism being explicitly named in the data indicators or listed in the data indicators as a measure?' -Backbone

One of the next steps identified for improving HUM's MEL Framework is an Indigenous Data Sovereignty Framework. Currently, HUM is developing with Aboriginal community principles for localised Cultural Safety and Aboriginal Data Sovereignty. This work will guide how HUM best works with community regarding data access and control, so that they meet the community's needs.

HUM has contracted Embree to facilitate a workshop in May 2025 to build a shared understanding of Aboriginal Data Sovereignty Principles to inform the next steps.

Next level data

MEL is always evolving and improving. As HUM is reaching a more mature phase of MEL, there comes higher level asks. As they collect more data, more questions arise.

HUM needs a higher level of sophisticated data to drive the change community want to see, to strengthen and refine the story of our community, demonstrate why they need funding for long term change and to create accountability and action for partners.

But data access is an ongoing challenge. There are multiple angles to take to try and access data, often relying on personal contacts or relationship built with individuals. Often, knowing the right person within the government departments can be the only way to access data.

'It's quite disheartening, because if you can't get it, they're not sharing it, where can the change be made? I don't even see where to go to try and aim to change that.' -Governance

'It's still an example of where collective power is not being shared, and where government is still holding it, and it's not being shared with community.' -Backbone

There are barriers with government partners not understanding or adapting to the growth of a bigger story, which requires sharing data in new ways. Currently the data is disjointed, inconsistent, and not always helpful.

'A lot of the services and people we are working with have bits and pieces, but it's all completely disjointed. We need to come together and be able to share, so that we have a holistic picture of what is actually going on.' -Backbone

'Our government partners are not sharing any more data in any different ways consistently than they ever were despite the rhetoric. And I would question where governments own MEL framework is for their role in this work as well.' -Backbone

Enabler 4: Use of collective power for purpose

A shared recognition that the way power and authority has traditionally been used across the system has not delivered outcomes in communities and for people who disproportionately experience disadvantage. There is genuine interest and practice to use power and authority differently so that everyone can play their role in the community led change agenda.

WHAT IS EMBEDDED

Cultural respect

The Backbone team has a recognition of racism and other power inequities embedded into their practice. Data backs up this knowledge, and their engagement approach reflects this. Through the work HUM and the Aboriginal community are doing together, Aboriginal people are being seen as the experts amongst HUM's community partners.

'(HUM) values the community members, what they give back. They call them subject matter experts. They actually value their time and remunerate them for it. They respect all.' -Partners

HUM has made a concerted effort to create an organisational culture that is inclusive of Aboriginal community and young families. This looks like holding meetings in spaces like parks, providing food, being flexible in their approach and having children part of the working environment. By acknowledging community members as the experts, they have built trust.

'HUM have won the respect of the Aboriginal community. Aboriginal community ask for their advice and support, they respect their input even though they are a non-Aboriginal organisation, because they are appropriately consulted, considered and supported.' -Partners

HUM demonstrates how to take the lead from Aboriginal people. This is resulting in Aboriginal people having some influence over decision making in the community.

Evidence: Yarning Group taking the lead

'HUM shows that cultural respect before they do anything. They've approached people with that community integrity.' -Yarning

'HUM said that is your community, you're the professionals on what works and what doesn't. We're taking your advice, taking it from the Aboriginal community.' -Yarning

'That's my opinion, is the Yarning group is working well because the Backbone team are letting them run with it, and let them do what they think is best.' -Yarning

'HUM is taking and following through with the advice they're given. They don't just run off alone, they come along and join us. They're taking direction, yeah? Taking that community direction from Aboriginal people.' -Yarning

'They didn't go ahead and say we're going to do this. They asked permission. They came and consulted with LARJAC before they even made a move, got advice on how they should do it, went back and devised recommendations with the input of Aboriginal people in that group, brought it back and got the tick of approval to go ahead. Did not make a move without consulting and being informed.' - Yarning

2024 PROGRESS

Power in community governance

The Yarning Group and Collaborative Governance Group are stepping up to become powerful influences of change.

'I've sat in stuff where HUM comes to the table and yes, I feel like we are having influence (over government and services decision making).' -Yarning Group

'The role of the Collaborative Governance Group has become so much clearer, and they are now so much more ready to use their powerful influence. They've provided strong feedback and become influences for the work HUM does. And a few of them have even said that they take their learnings from Governance or Yarning and implement them into their own work.' – Backbone

'Our exposure in the last 12 months, has been very much about watching government not respond and lock stuff up, waste a whole lot of time. That process was eye opening for me, it was my first exposure to that. And our resolution to comment back, or to support (HUM's) comment back, is working towards changing the system. Because of those power inequalities we were unable to work the way we primarily work, because of the constraints of their power on us. They are the people that hold the strings with how far we can go with change.' -Governance

Their capacity has been built to ask difficult questions, challenge decision making processes and asking for accountability from the government and partners.

'As a Governance Group, there's been a lot of questioning around people in positions of power that are making decisions.' -Governance

We can see examples of power shifting in decision making, such as the non-traditional governance within the Hub working group, where local families are elevated into a shared power structure and are influencing investment and resources.

Calling out racism

Partners identified that racism is getting worse in our community, and there has been experiences of racism in senior government and services blocking change They identified it can be difficult to challenge or call out racism to people in decision making positions, but they are building their confidence to do so. They discussed ways of dealing with this and shared their personal experiences in various settings.

'There are open conversations, but I think not all the time and only in safe places. Where you know your colleagues and you've got an ally.' -Partners

Power structures that are embedded in the system, whether they are tangible or intangible, create barriers for community and HUM to speak up.

'There are situations where you sit around the table and nobody wants to call anybody else out, because it might impact some other part of your funding or some relationship that's available to you. There's not a culture of calling stuff out. Especially in this community because it's a small community.' -Backbone

'We need to work with those services and those boards as well. We need to keep them on side, but challenge them. And that's difficult.' -Backbone

Racism consistently needs to be called out, and everyone is working hard to create safety to have difficult conversations. The Yarning Group play a big role in challenging and calling out racism in the system.

'When the Aboriginal people start getting together and start talking, it puts the wind up them, the power... we're all opening our mouths up, and challenging things about racism. We're calling it out to government people.' -Yarning

Evidence: Supporting partners confidence

'We've had some really open conversations that's changed the way we have approached working with First Nations people. And I think some of my confidence to have raised those issues has come out of the long-term relationship with HUM. And feeling safe to be able to raise that in the room. Some of those conversations have absolutely been robust, professional, but challenging people, colleagues and other professionals to understand what's important to different cultures.' -Partners

'The things that you pick up along the way from doing projects with the Backbone team leading, and posing questions to our way of working, I think, have supported change in my practice for other things.' –Partners

'HUM has been a bit of a resource to help deal with some of those issues. I've come and had a chat to them from time to time about how to deal with some things that have gone on in our workplace as well, because I haven't known what to do. I feel like that's probably not the role of HUM, but it's certainly got a good resource that I utilise.' -Partners

NEXT STEPS

Structures that shift power

HUM would like to become a supportive base for change. There is a piece of work in developing a methodology to enable shifting of power structures in decision making, so partners have an accountability back to community.

'We are not in those structures, but we are behind developing those structures solidly in consultation with community. Our role is increasingly becoming in designing those, for example, with more Aboriginal people around the table than non-Aboriginal people if we are talking about youth justice outcomes where we know that the Aboriginal community are disproportionately represented.' -Backbone

Decision makers at the table

Participants identified a change that is needed is for more frontline senior government and service representatives to be at the decision-making table alongside community, so that everyone is coming along on the same journey. There has been experiences of change being held up because the right people aren't in the room, and difficulty ensuring everyone is on the same page.

'If decisions are to be made... we're asking for decision makers to be there, then they can say yay or nay to stuff. Instead of this back and forth, I've got to take it back to my CEO.' -Yarning

Also, allowing the community equal rights to attend meetings and actively contribute to decision making, has the potential to influence people in power to demonstrate more accountability.

'Community needs to be in some of those meetings. When community are in those meetings, it changes.' -Backbone

Having critical conversations

In order to address the drivers of entrenched disadvantage and inequity in our community, and have open dialogue about race, equity and power sharing within the initiative and the system, a key ingredient is building everyone's capacity to have critical and uncomfortable conversations.

'As a Governance Group, we're going to be having to ask uncomfortable questions and why nothing has changed over the decades, even with all the money flowing into this community.' -Governance

'It's our skills to be able to have critical conversations in a respectful way, it's down to almost the how we can have crucial conversations, and useful self-regulation. It's the discomfort of calling it out.' -Governance

Enabler 5: Investment and Policy for purpose

To achieve the desired community outcomes there is shared recognition and action being taken across the system that investment, policies and accountabilities need to align with the community led change agenda

WHAT IS EMBEDDED

Desire for funding to meet community need

There is recognition and conversations being had at a local level that funding and policy needs to change to better align with community need. This is a fundamental reason why HUM exists. Partners have begun aligning efforts, at a local level as well as select individuals and departments at higher government levels.

'There are ripple effects across the system that are starting to shift the policy and funding environment, and are starting to shift people's mindsets. And absolutely, the work that's playing out locally (Mildura) has had a big impact in that space.' -Partners

For this enabler, participants felt that the progress indicators are very aspirational.

'A lot of these (enabler rubric comments) are still ahead of us. A lot of these like, funding is diverse, appropriate, targeted to align with the community aspirations. That's what we're aspiring to. They're all things that we're working towards that would be terrific.' -Governance Group

2024 PROGRESS

Local change

HUM has a strong partnership with Local Government (Mildura Rural City Council) and are starting to see shifts happening within local partner organisations in the way they approach funding for long term change, and engaging community in project development.

For example, MRCC applied for funding for the Early Years Intergrated Hub at Red Cliffs, with a long-term view to improve outcomes for the community. They have also changed policy around opening pools for free as part of a HUM project.

NEXT STEPS

Understanding funding flow

Accountability to community and community awareness of what happens in the funding space is necessary moving forward. Community has the right to know what money is flowing into their community and for what purpose.

Investment mapping of funding coming into the community, including details of the grant KPI's, will enable thorough understanding of the change the funding is attempting to create, to assess if that matches community need, reduce duplication and encourage collaboration.

A next step for HUM is mapping investment across a particular of the system that has a community identified need for change (for example youth justice or early years) looking at funding flows across all partners and three levels of government.

DSS investment mapping has happened in the past, relating to Federal Government funding coming into the Mallee. State Government, although funding a majority of service streams in Mildura have not conducted any investment mapping.

‘The State Government is still going through the typical channels, and I think that's where as a group, if we can give the evidence and show what we've been able to do, that, the funding can be distributed differently. But our capacity to influence and change them is also variable, depending on who's driving.’ -Governance

Ideally, government and partners would be coming to HUM to check up how their funding is impacting community, to ask advice from community, and check in about the local context before making decisions. HUM have demonstrated their reliability and effectiveness and have earned trust for this to happen.

Clear SPSP guidelines

HUM would like a shared accountability mechanism back to community, beyond the standard annual reporting for SPSP, and a signed off grant agreement for the next four years with relevant guidelines to report back against, made in meaningful co-design.

‘Not having both a financial and an active forward commitment (from the State Government) has created a difficult working environment... and we've seen some really great successes for HUM over the last 12 months, despite some of the significant challenges.’ -Partners

Long term investment

Seeking investment in long term change initiatives, particularly that focuses on resourcing personnel, is challenging. A higher proportion of government funding is directed at the acute end of social issues, not as much at the prevention end. HUM is not focused on project-based funding or delivery of programs so that they are not in competition with partners for funding.

In order to work on population level change, and continue building on long term work, HUM needs the security of long-term funding.

‘I would say 90% of our feedback today has been really positive, but I think that shows the need for actual long-term funding of these projects. The difference it makes to community as a whole in the long term is extraordinary. If we as a community know that HUM have ongoing funding and they're going to be here, it makes that a lot easier to get people involved.’ -Partners

HUM is currently auspiced by MRCC therefore don’t have the ability to apply for DGR status for philanthropic funding. Hence their wish to incorporate (*Read more under Enabler 6a- Becoming incorporated*)

Enabler 6: Leading and supporting effort for purpose

Governance structures and processes and the resourcing of the work such as a backbone team and high leverage activities, reflects the phase of collective impact. Partners support the local leaders and the backbone team to make change aligned to the community’s plan.

6A: GOVERNANCE AND YARNING GROUP

WHAT IS EMBEDDED

Diversity

The Yarning Group has a diversity of generations and mobs represented. The Collaborative Governance Group also aim for a diverse scope of perspectives. Both their recruitment processes have been designed to create a welcoming and accessible process, that identifies the right people.

‘The recruitment process identified key community players, people who are interested in doing this type of work. The ads were made to specifically target a type of community person to come and be a part of it.’ -Governance

Emerging leaders are supported and encouraged to step up into more roles as they grow in skills and confidence. Two new members have joined the Yarning Group, and the Collaborative Governance group has had consistent membership since formation.

Commitment

There is a strong commitment from the Governance and Yarning Groups to their responsibilities and values, and they are now embedded into the organisation. HUM Backbone reports keep the groups well informed. Both groups have developed charters, and take pride in their governance processes.

‘It’s embedded that we continually reflect, constantly updating the way that you’re governing. There’s commitment to continually think about governing in new ways.’ -Backbone

‘When decisions are to be made at this local table, it goes around the group. If someone doesn’t agree, we talk through why we do not agree, and to all come to a consensus with it. It comes back to respect of each other’s values. It’s not majority rules, we’re taking the best possible approach.’ -Yarning

2024 PROGRESS

Building governance skills

The Governance and Yarning groups are consistently building skills and reflecting on their decision-making processes. In 2024, the Collaborative Governance Group have been taking on more responsibility. They have worked alongside the Backbone team to develop their own evaluation processes; to evaluate the role they are playing in the initiative.

‘I think we’re hitting our stride, like we’ve got a confidence now in what we’re doing.’ -Governance

The Governance and Yarning Group both worked alongside the Backbone team to develop questions for the MEL and Theory of Change. In a major development in 2024, the Collaborative Governance Group took the lead on developing processes for the \$100,000 of Local Solutions Funding from DSS.

‘With the recent grant process (Local Solutions Funding), we had more input in that, an active role in selection, in deciding who successful applicants were. We developed a process for that to be distributed in community, in line with our community aspiration strategy.’ -Governance

In 2024, the Yarning Group planned and led a Cultural Immersion Day for the Backbone Team, Collaborative Governance Group and Yarning Group to come together, to reflect and learn together as one big group. This education on Country event will become annual.

‘This year, when we met with the Yarning group and the Backbone group to reflect on the achievements of the year. That was a shift in working together and communicating together, celebrating those relationships.’ -Governance

Recognition

The Collaborative Governance Group shared publicly a Journey Mapping Report in 2024, outlining the story of how they formed the group and have developed their governance processes. Their approach to Governance has been unique, with an emphasis on grounding the group in nature, connecting to each other, creating shared values and being led by community voice.

The Yarning Group also produced a report sharing updates on their projects and ways of working together.

'People in the system have actually approached us to find out how it works, how it formed and what's in place to make it work so well. People approach wanting to join the group.'
-Governance

ChangeFest was a major opportunity to showcase this work, with both Governance and Yarning groups speaking on panels.

NEXT STEPS

Growing responsibility

For the future, there will be more opportunity for Governance and Yarning Group members to be involved in setting up grant distribution and procurement processes (such as with the Local Solutions Funding in 2024) These practices will become more established and they will continue to improve their processes.

Both groups are keen to engage in more education and understanding of systems change as they move forward through the work.

Becoming incorporated

The Collaborative Governance Group and Backbone team highlighted becoming incorporated as a major piece of work they would like to step into for the initiative. Enabling more independence, and the ability to apply for DGR status to access philanthropic funding will be a big change.

'Incorporating is about moving away from the structure, from our Council and SCHS auspice arrangement, and becoming our own entity. It's about not having to rely on the big structures, and looking for philanthropic funding, and being able to be self-sufficient. It's a power shift.'
-Governance

6B: BACKBONE TEAM

WHAT IS EMBEDDED

Respect across the initiative

All participants expressed a high level of respect and appreciation for the Backbone team. There is trust from the Yarning Group that HUM seek out and listen to Aboriginal people, and follow through on their advice. The stability within the team over the period of the initiative is seen as a strength, allowing a clear strategy and consistency. Partners were keen to share their feedback:

'My personal experience is that whenever I've needed something, I've always been able to approach (HUM). They're consistent, they're passionate, they're highly skilled and when there's been problems that I've needed to manage, they've always been very willing and gone above and beyond to be supportive.' -Partners

'They (Backbone) are underrated, they are passionate, intelligent, they are very calm people, they do a great job, and are an untapped resource. They value add so much, I continue to lobby to get their involvement. Everything they do works. They invest a lot of time money and passion, and everything I see them produce works. With community at the forefront, not them.' -Partners

Building skills

Collaborations with organisations such as Clear Horizon and TACSI enable the Backbone team to build their skills. They build the capacity of their own team as well as community members and partners through their project work, partnership work and community engagement.

Their infrastructure is consistently being built on and improved- such as MEL, Backbone team members skills and internal processes.

2024 PROGRESS

National recognition

HUM's work is recognised at a national level, within SPSP as well as more broadly. In particular their MEL work is having an influence across SPSC (*Read more under Enabler 3- National influence*) ChangeFest leveraged their recognition nationally (*Read more under Enabler 1- ChangeFest*)

'Our role has shifted in terms of that national aspect of SPSP- such as how do we actually all work together? What does that look like? That's been quite a significant shift over the last 12 months.' -Backbone

'There's lots of national people that want to work with us. I think sometimes as an initiative, we undersell what our influence is nationally. We've got such incredible people backing us and everything that we do.' -Backbone

Strategic coordination

HUM have been working towards taking on a more strategic coordination role within the community, holding the long-term change vision whilst working with multiple stakeholders.

'There's a lot of overlap, and this is where HUM can get everyone on the same page and ensure the collaboration is beneficial, rather than working on the same issues in separate forums.' -Partners

'I feel that a lot of the meetings that I attend are in the here and now- what can we do today, tomorrow, at the latest. Whereas HUM, I see them as strategic and forward planning.' -Partners

The Pools project was highlighted across many sessions as an exceptional example of building capacity and bringing together stakeholders across multiple levels- community, government, business. As well as the Mall walk throughs with local Police, MRCC Youth Engagement Services and Youth Justice, building relationships with young people, business owners and services.

NEXT STEPS

A strategic role

The Backbone team are still often taking on logistical and coordination roles. Participants expressed they would like to see them focusing more on capacity building, connecting, supporting and facilitating. This is seen as better use of the high-level skills within the team, and fulfilling a much-needed role within the community.

'What's emerging now is exactly what we're wanting to see the Backbone team doing, that it becomes more of this sort of facilitation role. Moving out of running things, into facilitating other work done by organisations in the community, and playing that supportive role, rather than driving it.' -Governance

The Backbone team also self-identified this as a key piece of work for them moving forward.

SPSP national work

HUM plan on being involved in more creating more structure in national context of SPSP. Such as, Local Solutions Shared Decision-Making framework and agreements for the enhanced sites.

6C: PARTNERS

WHAT IS EMBEDDED

Quality over quantity

HUM holds a high bar for relationships with partners, and invest the time required to build trust. Therefore, progress can look slow from the outside. Having the opportunity to hear from a range of HUM’s partners during this project, it became evident just how highly regarded HUM are in the community. Participation in the progress mapping activity came with enthusiasm and a keenness to share their stories.

‘We’re talking about systematic change that will take time, but we’re having the conversation. HUM have created the buy in, to consider and look at doing things differently. If we didn’t value it, we wouldn’t buy in.’ -Partners

New partner work brings more people and organisations into the fold, alongside this building deeper partnerships with existing partners. The depth of the current partnerships is what fosters more coming in. It creates a vortex, momentum builds and more partners are drawn in.

2024 PROGRESS

Proof is off paper

For HUM, relationships take greater precedence than written agreements when it comes to partners. There are project level agreements, but the big changes HUM are seeing within partners comes from rich shared experiences.

‘The partnerships are formalised by the actions that people have taken, and the public backing that (partners) have given us.’ -Backbone

‘We’ve struggled with these formalised agreements at an initiative level, and what’s always felt uncomfortable for us is a piece of paper that doesn’t mean anything. So it needs to be meaningful. It needs to be actually directed towards action, and it needs to be able to be evaluated.’ -Backbone

Varied government support

In terms of government involvement, Local Government are the strongest government partners for HUM, as Mildura Rural City Council are committed to understanding the work.

‘Within this co-design space it has challenged our process and thinking about community engagement (in Local Government) We’ve modelled HUM’s ideas as well, taken it and made it a bit our own, and gone to the people.’ -Partners

State Government has taken a back seat, with limited funds. But there is still potential for relationships to be strengthened and contributions to be made in other ways.

‘The partnership between the Federal and State Governments is supposed to be a strong thing with this model, and it’s kind of feels like it’s falling away at that end.’ -Backbone

‘Funding from our State Government is very, very minimal. But it’s about looking at what else we can bring to the table in terms of relationships or leverage, what we might be able to contribute that isn’t around money, but still could be significant moving forward.’ -Partners

In Federal Government, some departments are more hands on than others. It’s very inconsistent, in some areas change is emerging.

‘There is starting to be a bit of a shift in the authorising environment in willingness, and in bringing more people across more departments along on the journey to develop their capability to work in this way.’ -Partners

NEXT STEPS

Accountability to community

The next piece for HUM is formalising some key partnerships through mutual accountability to community.

‘A meaningful collaboration agreement created alongside Federal and State Government that we could draw on for mutual accountability to community. With genuine principles of how we’re going to work, that we can hold each other to account to, that we develop over a period of time, in co-designing with them. Where they actually meaningfully bring their restrictions to the table.’ -Backbone

Overcoming resistance

There seems to be some resistance for new partners, and a view of HUM being the gatekeepers to community coming from some non-engaged local services. Participants discussed what the reasons could be for this.

Not every organisation has the knowledge, resources of funding to work in long term change or authentic community engagement. There can be a resistance to change, or barriers created by legislation and policies.

'It's difficult shifting mindset from just going out and running a really short, sharp, easy consultation process. It's really tricky to engage with that deeper, more meaningful approach. It can be resource intensive, but it's also it's a little bit tricky in terms of the mindset shift that is required to step in effectively to working in that way.' -Partners

'I think the biggest thing is people just want the quick fix, and HUM aren't the quick fix. People don't get that we need to look at this over long term... we're still in that reactive phase.' -Partners

If a common alignment isn't present, or individuals within organisations lack drive to participate it can be extremely challenging to onboard partners. Staff turnover and changes in leadership creates challenges as organisation memory is lost. Often, staff are overwhelmed or under resourced. Having someone internal who is championing the work or a visionary CEO really helps.

'There's always been a challenge in terms of people working together beyond what they see their role to be.' -Partners

CONCLUSION

Attendance and participation in the Progress Mapping sessions were met with a high level of enthusiasm and authenticity. It was a pleasure to facilitate these sessions and hear a wide range of perspectives on the HUM initiative. I was impressed with the participants ability to be self-reflective and tackle difficult topics with respect.

Looking back at what is embedded (see Fig 3) and the progress that has been made across 2024 (see Fig 4) paints a clear picture of the strengths that the HUM initiative have embedded, and what is being nurtured currently. We also see the limitations and challenges that come from operating within the system, but hope shines through in certain aspects.

Looking forward, potential topics to be discussed for next steps (see Fig 5) include:

- Better sharing the story of HUM, communicating their impact and value to community, partners and government.
- Taking more of a strategic role overall. Continuing to cultivate partner work, overcoming resistance, having critical conversations and building capacity of partners to work alongside community.
- Long term sustainability through becoming incorporated, and attracting long term investment in HUM. Mapping how investment flows in the community.
- Clarifying SPSP expectations and continue to contribute work in a national SPSP context.
- Growing the power and responsibility of community leaders and governance, ensuring decisions are made in collaboration with community with accountability methods in place, shifting the power balance.
- Explore access to higher level of sophisticated data for better planning, decision-making and accountability.
- Better identify systemic racism and exclusion and find ways to work differently for systemic change.

A Learning Circle event in May 2025 will determine the next steps. Participants from the Progress Mapping sessions will be invited to attend and contribute ideas towards the next Action and Support Plan which the Backbone team will develop.

Rhae Kendrigan
Regenerative Communities

APPENDIX- RUBRIC

ENABLER 1: SYSTEMS LEADERSHIP

Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
<p>Leaders start to recognise:</p> <ul style="list-style-type: none">• there is a problem and the need for change is urgent• their role in being 'a part of the problem' / system• a new way of working is needed to make large scale impact• capacity to work together needs to be fostered and strengthened *	<p>Leaders start to come together to:</p> <ul style="list-style-type: none">• keep attention on issues raised by community *• maintain a level of urgency• support a different way of working together and learning together *• create a 'community of change' / build a movement by engaging community continuously *• develop a diverse local leadership group*	<p>A group of diverse local leaders agree on a shared agenda for change. This means there is evidence of:</p> <ul style="list-style-type: none">• shifts in mindsets from fragmented and organisational to collective leadership *• shifts in focus from activities and programs to a creating a better system *• a commitment to work together over the long term *	<p>The group of diverse leaders focus on achieving the shared agenda. This means there is evidence of:</p> <ul style="list-style-type: none">• people thinking and working differently together **• experimentation, failure and learning **• partners aligning their leadership, resources and effort behind the shared agenda **	<p>A growing group of diverse leaders focuses on achieving the shared agenda. This means there is evidence of:</p> <ul style="list-style-type: none">• the shared agenda being the most influential agenda for change in the community• organisations, business etc align efforts to the shared agenda• local led, cross-sector leadership group becoming a powerful coalition that exerts systems level influence

*Orange- what is embedded *Green- 2024 Progress *Blue- Next steps

ENABLER 2: INCLUSIVE COMMUNITY ENGAGEMENT

Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Community members as leaders and experts on what needs to change				
Community members are starting to be seen locally and by investors as having expertise needed for change. There is a recognition that the community needs to be engaged in early development of the shared agenda for change.	Community members are recognised as experts locally and by investors in what needs to change. People believe solutions need to come from community. Existing community leaders are visibly leading and being supported, and emerging community leaders are being developed. *	Community leaders and local knowledge are at the centre of setting the shared agenda. * Governments and other partners are participating in agenda setting in collaboration with the community. *	Community leadership is central to decision-making. * Decision-making re services, governments and other funders is highly influenced by community. * Strategies for achieving change are locally led and being scaled through collaborations.	Community leadership, decision-making and engagement is part of everyday life. Community holds themselves, service providers and governments to account against the shared agenda. Community drives action on the shared agenda. *
Community organising / movement building				
Community consultations focused on engaging the community in organisational and programmatic agendas are seen as inadequate for community change. There is a growing call to include community voices early and ongoing. *	A plan for community organising emerges that is inclusive and respects diversity. * More community members are joining conversations about the need for change and working collaboratively. * People see the need for change that is different, not more of the same and they want to help create the change. *	The plan for community organising shifts to identifying the shared agenda. *	The movement around the shared agenda highlights stories of community strengths and leadership. * The community is self-organising around strategies to make the shared agenda a reality. *	Evidence shows a link between community leadership and achieving the outcomes of the shared agenda. Community maintains the movement around the shared agenda.

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ENABLER 3: UNDERSTANDING, MEASUREMENT, EVALUATION, AND LEARNING (MEL)

Phase 1 Building Readiness	Phase 2 Building foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
<p>Data (e.g. statistics) and stories (e.g. from other communities) are being used to fuel urgency for change. * *</p> <p>People want to learn about how to drive social change. * *</p>	<p>Strength as well as needs-based data and stories are gathered to get a clear picture of what is happening now and what the root causes are. (This includes mapping of community systems, assets, actors, networks, and investments that impact outcomes.) * *</p> <p>Local knowledge is respected as credible evidence. *</p> <p>Diverse perspectives are included and respected. *</p> <p>Community and partners are making sense of baseline data and research together. *</p> <p>Data sharing between community, agencies and governments begins. * *</p>	<p>Evidence from diverse sources (data, story, systems analysis, community voice.) is used to agree the shared agenda. *</p> <p>Community and partners are using data and stories to learn together, and problem solve.</p> <p>Community and partners support the need for a shared measurement system and deeper learning. * *</p>	<p>The shared agenda is translated into a theory of change and plan of action. *</p> <p>Data is routinely collected and used to understand progress. * *</p> <p>Systems and processes are being built to bring diverse evidence (local knowledge, outcome data, research etc) into decision-making, planning and implementation. *</p> <p>The cycle of learning is getting smoother and faster. *</p> <p>Evaluation plans are created for specific projects and trials. *</p> <p>Early instances of change are emerging.</p> <p>People talk about what works and what doesn't. *</p>	<p>The shared agenda is in full implementation.</p> <p>Progress towards population level change is being evidenced and widely shared.</p> <p>Decisions are made using evidence drawn from a reliable shared measurement framework, learning strategy, research, and evaluation.</p> <p>Learning together is valued and celebrated. People talk about what works and what doesn't and why. This shapes what happens next.</p> <p>Evidence of impact is actively shared.</p>

*Orange- what is embedded *Green- 2024 Progress *Blue- Next steps

ENABLER 4: USE OF COLLECTIVE POWER FOR PURPOSE

Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Systems change				
A cross section of the community are starting to question the way things work now. * Awareness is being raised within governments and other fund holders about the need for transparency in their decision-making, relationships and data.	The current ways the system works (decision-making, relationships, structures, processes, mindsets and resource flows) is being mapped/visualised and shared. * Partners that hold formal power (e.g. governments, service providers and philanthropy) are starting to enable rather than direct. *	The shared agenda reflects what community and partners believe is most likely and needed to change. The shared agenda outlines the way the system should work so that better outcomes are achieved. * Funding partners (philanthropic and government) are challenging the way they make decisions, use power, and allocate resources. *	Early signs of systems change are being enacted and documented. e.g. the community is influencing how investment and resources flow. * The relationships, structures, process and capacities required to change the way the system works are being strengthened. *	A new way of working is established, being expanded and iterated for greater impact. Systems change is evident, documented and driving impact. Change is happening in multiple areas of the system - decision-making, relationships, structures, processes, mindsets and resource flows.
Decision-making				
People are calling for a greater role in decision-making. * There is a dissatisfaction with funder driven decision-making. *	Some decision-making is happening in more transparent and collective ways. * Community is seen as partners in decision making and structures and processes are designed to achieve this. *	The shared agenda is collectively agreed and embeds shared decision-making as a way of working. * Building equity underpins the shared agenda. *	The number of decisions made jointly or collectively increases. * Decision making processes and outcomes are clear, transparent and shared. *	Joint or collective decision making is an established way of working.
Inequitable power structures				
People and leaders are raising awareness about the need to address racism and other	The community and some partners recognise that racism and inequities are a barrier to working together. *	Leadership tables and working groups actively create safety to talk about power imbalances, racism and inequity. *	There is open, evidence-informed dialogue about race, equity and power sharing among a diverse group of leaders. *	New power structures exist that: <ul style="list-style-type: none">are skilled at recognising and exploring the impacts of race, equity and power.

*Orange- what is embedded *Green- 2024 Progress *Blue- Next steps

inequities and the impacts.* People and leaders are calling for power to be shared. *	Data is disaggregated and analysed to give insight into racial and other inequities.* There is an effort to understand power, and how it can be used and shared to drive change.* Organisations and governments are talking together about the need to work in a more integrated way.*	Individuals and organisations start acting courageously, working beyond their remit and for the shared agenda Government/s start to challenge internal processes for decision making impacting on the communities’ agenda.*	A growing proportion of strategies and investment are directed to address the drivers/causes of entrenched disadvantage and inequity.	<ul style="list-style-type: none">reflect the diversity of the community with high Indigenous participation, inclusion of diverse people and gender equity. Strategies and investment reflect a commitment to equity.
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*Orange- what is embedded *Green- 2024 Progress *Blue- Next steps

ENABLER 5: INVESTMENT AND POLICY FOR PURPOSE

Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Governments				
<p>There is an early commitment to and/or recognition by governments that policy and funding change is necessary to shift disadvantage *</p> <p>There is an early commitment to and/or recognition by governments that community led change is necessary *</p>	<p>How policy and investment impacts community outcomes is being explored and mapped by community and governments with a focus on equity. * *</p> <p>Government is building ways to escalate issues and find solutions within and across government/s.</p>	<p>Government representatives and other investors take up their role to advocate and influence for the shared agenda. *</p> <p>Government representatives work internally to align efforts to the shared agenda. *</p> <p>Governments start to escalate community issues and find solutions to achieve reform. *</p>	<p>Governments and other investors change the way they work to enact the shared agenda.</p> <p>Policy and investment shifts are occurring and are documented, communicated and evaluated against the shared agenda.</p>	<p>Governments and other investors are active in reforming policies and systems that hold problems in place.</p> <p>Policy and investment shifts are occurring at scale.</p>
Investment for systems change				
<p>Early conversations are happening about the need for resources to support working better together and beyond a programmatic focus. *</p>	<p>Funding and investment are being sought and raised to support collaboration *</p> <p>Funding and investment are being sought to improve the system (not just add more or coordinate programs and services). *</p>	<p>New investment is explored and/or secured for innovative and strategic projects for equity. *</p> <p>There are plans for new investment flows and improving current resources across the collaboration. *</p>	<p>More partner organisations are contributing and sharing resources to the shared agenda. * *</p> <p>Investment to support the collaboration has/is being secured for the next five years. * *</p>	<p>Partners are increasing and more are allocating resources to align with the shared agenda.</p> <p>Investment / funding is strategic, diverse, appropriate and targeted to align with the shared agenda.</p>
Service providers				
<p>There is an early commitment to and/or recognition by service providers that policy and funding change is necessary. *</p>	<p>Service leaders are convening to find ways to escalate issues and find local solutions within and across government/s. *</p>	<p>Service leaders start to prioritise alignment with an emerging shared agenda over organisational agendas. *</p>	<p>Service leaders to support funding and policy alignment to the shared agenda above organisational agenda.</p>	<p>Service leaders work with government to implement policy and funding allocation to align with the shared agenda</p>

*Orange- what is embedded *Green- 2024 Progress *Blue- Next steps

ENABLER 6: LEADING AND SUPPORTING EFFORT FOR PURPOSE

Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Governance & Yarning				
A small group of leaders has formed and is driving the need for change and working better together. *	A diverse local leadership group is formed and is building their skills in collaboration, movement building and systems change. **	The diverse local leadership group agree a shared agenda for change *	The diverse leadership group shifts focus to implementation, learning and tracking progress. **	Governance structures and process are re-defined to reflect shifts as parts of the work transitions and new work begins. ***
Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Backbone team				
Early conversations are happening about how collective action could be organised, who may lead a local team, and who needs to be involved.	The need for backbone functions are recognised and the community engagement and convening functions are taken up. A backbone entity/auspice and a backbone leader emerges.	The backbone team guides the agenda setting process, supporting the local leadership group. The backbone team builds its capacity to bring people together to learn and take collective action. *	The backbone team is resourced and takes up a full strategic coordination role. The backbone team is building the infrastructure needed to support implementation (shared measurement, strategic learning, communication etc). **	The backbone team is an established part of the way change happens in place.

*Orange- what is embedded *Green- 2024 Progress *Blue- Next steps

Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Partnerships				
<p>There is previous experience with interagency partnering (beyond networking) and further opportunities are being explored.</p> <p>Some partners are working together, focused on making small improvements.*</p> <p>Governments and services are building relationships with local communities and actively listening and learning.*</p>	<p>Agreed ways of working are adopted to ensure diversity, equity and inclusion.</p> <p>Trust and the ability to hold tension/conflict is being intentionally built.*</p> <p>New coalitions and partnerships are emerging.*</p> <p>Local innovations are being set up and trialled involving multiple partners.*</p>	<p>Organisations are formalising their commitment to the shared agenda through written agreements.</p> <p>Within the community and with partners there is:</p> <ul style="list-style-type: none">increased capacity and capability to ‘learn, test, try, learn’increased relationships and trustgreater confidence to hold different views and manage conflict*	<p>New partners are joining and aligning their leadership, resources and effort behind the shared agenda.</p> <p>There is greater participation by governments across levels.</p> <p>**</p>	<p>Participating leaders from all sectors have embedded the shared agenda and ways of working into their organisations and power structures for the long term.</p>

*Orange- what is embedded *Green- 2024 Progress *Blue- Next steps