Hands Up Mallee
Progress Mapping Report

October 2023

Clear Horizon

Introduction

About Hands up Mallee

Commencing in 2015, Hands Up Mallee (HUM) is a place-based community-led collective impact initiative in the Mildura LGA in the far northwest of Victoria. A group of local leaders began the HUM initiative when they recognised that we needed to work together differently to address social, health and wellbeing equity issues in the community.

HUM works in partnership with the community, local service providers, agencies and all three levels of government. The initiative takes a place-based approach to solutions for local issues centring on community voice and combining this with local data and current research to develop collective action for a better community for children, young people and their families. HUM is committed to the community aspiration 'a connected community where families matter and children thrive'

About Progress Mapping

In August 2023 HUM commissioned Clear Horizon to conduct an independent assessment of how HUM is growing its ways of working as a collective impact initiative for place-based systems change. This assessment takes the form of a Progress Mapping exercise, which is aimed at collecting information about things that have happened over the past year to determine:

- what progress HUM has made to its ways of working since last year,

- opportunities for HUM to grow the enablers for change

Methodology

On Tuesday 5 and Wednesday 6 September 2023 Clear Horizon facilitated six yarning sessions, one with each of the following groups:

- HUM backbone team - 8 participants

- Governance group - 4 participants

- State and Federal Government - 3 participants

- Community - 2 participants

- Local Government and service partners - 7 participants

- Yarning group - 6 participants

An additional two people; one government representative and one local service partner provided input via email.

Each session lasted up to two hours and was co-facilitated by Vickey Charles, Aunty in Residence at The Australian Centre for Social Innovation and Froukje Jongsma, Principal Consultant at Clear Horizon.

The sessions were held as unstructured 'yarns'. The facilitators prompted participants with questions addressing the six ways of working from the *Stronger People, Stronger Places* Progress Mapping Tool.

1. Systems Leadership
2. Inclusive Community Engagement
3. Understanding, Measurement, Evaluation and Learning
4. Use of Collective Power
5. Investment and policy for purpose
6. Leading and supporting effort for purpose

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Progress mapping areas of focus and report structure

Areas of focus

The progress mapping tool includes criteria linked to six ways of working that HUM was assessed against to identify growth from Phase 1 Building Readiness to Phase 5 Achieving Transformation:

1. Systems Leadership

How a systems approach combined with local leadership is working to improve outcomes across the community to shift disadvantage.

2. Inclusive community engagement

How community voices and leadership are valued and included and leading in the drive to improve outcomes.

3. Understanding, measurement, evaluation and learning (UMEL)

How we use data and stories to understand what is happening in the community and inform what we need to work on together. How a shared commitment to measurement, evaluation and learning together in line with the needs of our community and the learning across all Stronger Places Stronger People communities and partners is progressing.

4. Use of collective power for community purpose

How a genuine interest and practice to use power and authority differently is helping everyone to play their role in the community-led change agenda.

5. Investment and policy for community purpose

How a shared recognition and action is being taken across the system to help investment, policies, and accountabilities align with the community-led change agenda.

6. Leading and Supporting efforts for change

How our governance and the resourcing of the work, such as a backbone team and high leverage activities, reflects the phase of collective impact, and how partners support local leaders and the backbone team to make change aligned to the community's plan.

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Report structure

Each enabler (= way of working) has its own chapter that is made up of the following components:

- A brief description that explains the enabler

- A section that describes the strengths regarding the enabler that came up during the yarns.

- Where relevant, a section that describes the challenges HUM encountered regarding this enabler

- The progress map that highlights the components that were discussed that are believed to be in place (some of these are strongly embedded whereas others have only just started and will require more work).

- A set of quotes to illustrate the kind of things that people talked about during the yarns and to back up the claims that were made about HUM's strengths and challenges.

Hands Up Mallee

Hands Up Mallee or HUM stands for the collective made up of everyone who is part of the collaboration (local organisations, services, governments, community and the Hands Up Mallee backbone team).

HUM Collective structure

HUM COLLECTIVE STRUCTURE

COLLABORATIVE GOVERNANCE GROUP
The Collaborative Governance Group ensures collective work contributes to the Community Aspiration of creating *a connected community where families matter and children thrive* by: providing oversight on strategic decisions, creating inclusive decision-making and meeting processes, ensuring Aboriginal people have their voices heard and respected, providing young people with an opportunity to be heard and community to be guided by them, creating a safe environment where all people's lived experiences, ways of knowing and being are respected.

MALLEE COMMUNITY VOICES
Mallee Community Voices is a group of community members who come together quarterly to support the HUM Collective by connecting the work of HUM to community knowledge and input.

VOICE YARNING GROUP
The Voice Yarning Group plays a key role in centring the voices of Aboriginal and Torres Strait Islander people in the HUM Collective. They provide cultural guidance and lead decision making in key areas such as ethics, data and data sovereignty, Aboriginal design and imagery, and engaging with Aboriginal community.

MEASUREMENT, EVALUATION & LEARNING TEAM
The Measurement, Evaluation & Learning Team support the measurement, evaluation and learning of the HUM Collective in order to monitor the success of the collective's actions, Evaluate it's effectiveness and gather learnings to improve and scale up and out HUM work. They do this through: developing and overseeing the over-arching and nested MEL Frameworks and related key evaluation questions, studying and elevating learnings from evaluations to grow the line-of-sight across the initiative and inform decision making, build the skills of collective partners in ethical, efficient, effective and participatory measurement, evaluation and learning.

AGENCY & GOVERNMENT ENABLING GROUP
This group is currently in development. Its intended purpose is to strengthen connections between the work of the HUM Collective and work of local agencies and relevant government departments.

BACKBONE TEAM
The Backbone team act to support and connect the HUM Collective from community-led action, through to collaboration and advocacy with services, businesses, government and philanthropy to create place-based change for equity.

ENGAGEMENT AND ACTION
The impact work of the HUM Collective and community-led partnerships with the community and agencies that operates to change outcomes.
This work includes close work with the community and local agencies to grow, design and test ideas, that are balanced with local data, current research and will create change that aligns with the Community Aspiration. Engagement and Action forms a critical link to community voice,

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ENABLER 1: SYSTEMS LEADERSHIP

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Enabler 1: Systems leadership

Despite the many programs and services that are doing great work, there are still lots of families in the Mildura Local Government Area who are struggling and children who don't get everything they need to grow up strong. This is a clear sign that we need to do things differently. To create a future where all children, young people, and families in the community have a good life we know we need to use a systems change approach. This is a way of working that confronts the underlying reasons that hold hard to solve community problems in place, and to address the deeper issues not just their symptoms (the things we can see that tell us something isn't right). We do this by working together and prioritising action that helps to change the way how people, organisations, and governments think, how they do things, how they work with others, set the rules that guide us, and share power and resources. Additionally, because every community is unique, it is important that this systems change work is led by local people who understand the local area.

Strengths

- **Strong collaboration** - There is evidence of diverse people working together, with leaders from the local community, services and government sharing concerns, insights and ideas. For example, the Mayor being involved in some youth consultations, listening to their concerns and ideas then acting on them by advocating strongly for the Red Cliffs free pool pilot over summer. Collaboration led directly to this positive outcome.

- **Strong systems focus** - HUM is using co-design processes to prototype and pilot promising activity and program concepts. This is leading to a deeper understanding of key issues and contributes to building the conditions for systems change in the community. For example, through their collaborative pilots HUM is changing mindsets, power dynamics and practices.

- **Increasing alignment of resources** - HUM partners are increasingly sharing resources. For example, Council contributed staff and financial support to help the youth co-design and events activation as part of the Free Pool pilot.

- **Diverse local leadership and representation in HUM pilot projects** - For example, the role played by young people and families, including Aboriginal youth in HomeBase Hoops and the Red Cliffs Free Pool Access Pilot.

- **Focus on experimentation, failure and learning** - Experimentation and learning are a strong part of each HUM initiative, using pilot phases to assess what does and doesn't work and how to optimise programs to cater to people's needs. For example, during the COVID pandemic it became clear that taking services out to where people are (rather than expecting people to travel to a central location) is a feasible and effective approach for delivering services. This learning resulted in a new pilot initiative 'Fun in the Park', which led to changing outreach practices for some services and Council.

- **Working differently** - Local service providers are adopting outreach and engagement methods that involve meeting people where they are in line with the learnings shared by HUM. For example, offering kinder enrolment alongside Child and Maternal Health Services at Playgroup and doing outreach work at *Fun in the Park* rather than expecting people to attend a service provider's premises at set times.

Enabler 1: Systems Leadership

Challenges

It is important in examining leadership and power to acknowledge that these critical elements for collective change grow in and are constrained by the same systems that we are trying to shift. This can be difficult to envision for those working within systems which limit their scope, time, and opportunity to imagine new ways of and working and systems for change.

Some organisations have not seen first-hand the benefits and long-term ripple effects that could be achieved by working differently. For example, they may be constrained by funding practices and required to use conventional monitoring processes focused on outputs, which do not capture broader systems change.

- **Readiness** - Despite strong and growing support for the shared agenda, not all people and organisations in the Mildura LGA feel able to join HUM's collective movement for change.
- **Inflexible funding -** Many organisations have inflexible funding arrangements with fixed deliverables which limits their opportunity to align their activities to the shared agenda. For example, some funders place limitations on the number of times per year a service provider can conduct outreach work (e.g., in schools), not understanding the benefit that could be derived from taking a different approach.

- **Funding and KPIs shape delivery practices**
  - Some organisations have limited scope to change practices due funding guidelines and the need to secure sustainable resources. This shapes the services they deliver and who they report to.
  - Some individuals within the Mildura LGA community have experienced how strongly the system holds itself in place and have low confidence that the system can be changed..

- **Competition** - Due to a passion for our community and the need to secure sustainability, some organisations are focused on maximising their funding. This may result in taking on:
  - more work than they can effectively deliver, or
  - work that other organisations may be better placed to deliver.

  Not all grant guidelines include allocated funding towards collaboration between service providers, so it is not as valued as it could be.

"We've got to encourage them to work differently, I think. They get funding and they work to specific guidelines, and they don't know how to move out of that lane and adopt a different way of working. I think it's not their fault, it's the way it's set up." (Governance)

"When we did the evaluation and it landed there, it sparked attention and added gravitas to the work. People could see more deeply what we were trying to do and what we're trying to shift, and they got excited about the ripple effects. We received quite a few comments from people at Council about the little ripple effects that happened for those kids that were able to go to the pool for free." (Backbone)

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Enabler 1: Systems Leadership

Phase	Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
	Leaders start to recognise: • 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	Leaders start to come together to: • 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.**	A group of diverse local leaders agree on a shared agenda for change. This means there is evidence of: • **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.	The group of diverse leaders focus on achieving the shared agenda. This means there is evidence of: • **people thinking and working differently together,** • **experimentation, failure, and learning** • **partners aligning their leadership, resources, and effort behind the shared agenda**	A growing group of diverse leaders focuses on achieving the shared agenda. This means there is evidence of: • 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.

Evidence collected during the yarns ranged from Phase 2 to Phase 4 of the progress mapping tool

"Rather than ask the professionals, it was about asking ourselves: what can we do? How do we feel about bringing up kids in Red Cliffs? What do we think are the good things and the bad things and what can we do about it?" (Community)

"It's like the kids are beginning to realise that there's all this interconnection between the adults, there's a sense of place or community, that it's not just one group that's doing things." (Governance group)

"We've come a long way, but we still got people who aren't on board yet. They're the ones we need to target. We got some people that sit on committees here who think they're untouchable. But we'll get there eventually. HUM has a role to play in that, as long as they have the blackfellas alongside them. It's about taking the journey together and we've got to 'walk the talk." (Yarning group)

"After that workshop, the Mayor has been advocating really hard for basketball courts down on the riverfront. He took that on after he'd been in that session with the young people. And after that session, he pushed really hard for the Red Cliffs pool to be free for young people because of what he'd heard in those sessions. He took that back to Council and pushed really hard for that." (Backbone)

"Like fun in the parks, doing that outreach, meeting people where they're at in parks and doing kinder enrolment at maternal child health, they wouldn't have done that previously but now there is recognition that we need to go to where people are and reach people where they're at instead of expecting them to come to our office during set hours from Monday to Friday " (Governance group)

"As part of Connected Beginnings, we were going through the process of doing a MEL framework and at a similar time HUM were doing their MEL framework which we were involved in. So, we said, let's not pay for something twice when we can share that information." (Local Government and Services)

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ENABLER 2: INCLUSIVE COMMUNITY ENGAGEMENT

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Enabler 2: Inclusive Community Engagement

The Mildura LGA community is made up of people from lots of different backgrounds including Aboriginal and Torres Strait Islanders and people from diverse cultural and language backgrounds. It's the local people who live in the area who understand it best. They see and experience the challenges firsthand and have the best ideas about how to improve their lives and the lives of others in the Mildura LGA. So, when it comes to figuring out what needs to be done to address the problems, it should be the local leaders who take on the challenges and make the decisions. The role of government and other partners is to help the community to make change happen. This includes asking the local people what they need and responding to what the community has asked for. It also includes bringing research evidence and data to further inform community expertise.

Strengths

- **Community influence over Council decision-making** - For example, when parents identified the need for a Hub in Red Cliffs, the HUM backbone supported them to work with Council. This led to Council writing the proposal and grant application with community input, resulting in the award of $6M funding for integrating Maternal Child Health with the kindergarten extension, instead of $4million for a kindergarten extension.

- **Facilitating and enabling genuine community engagement** - The HUM backbone team is noted for its role in bringing the community together and providing advice and leadership about how to genuinely engage with community including youth and Aboriginal people and include them in decision making. The HUM backbone team is a strong advocate for the value community expertise brings to the table and recognises this by offering honorariums for their work.

- **Informed community driven decision making** - This is happening based on feedback collected via HUM's work. There is a sense that HUM is in touch with the local people and is a reliable source of information, providing formal and informal advice about community needs and preferences.

- **Connecting community** - The HUM backbone team is establishing itself as a go-to resource for governments and services regarding information about the local community. Other leaders use HUM staff as a sounding board and to help them identify and connect with the right people, depending on needs.

- **Listening, reflecting and adapting to facilitate inclusive participation** - HUM is praised for inviting feedback about how to make community consultation more accessible, listening to the input they receive and then acting on it by adjusting the way things run the next time. Community acknowledges and appreciates the way HUM facilitates participation of people with diverse needs by providing incentives, catering and childcare, and by offering a range of formats to contribute (including, verbally, in writing, anonymously, and using techniques like role-playing).

- **Engagement of youth and emerging new leaders** - Young people, including Aboriginal and culturally and linguistically diverse youth, are listened to and meaningfully engaged on local projects. For example, the Red Cliffs Free Pool Access pilot came out of youth-led research which involved young people taking on responsibility and leadership and playing a role in co-designing and running activities as part of the pilot.

Enabler 2: Inclusive Community Engagement

Phase	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.

Evidence collected during the yarns ranged from Phase 2 to Phase 4 of the progress mapping tool

"It lets us get our voice out there and talk to everybody and get a level of understanding among everyone in the room. So, it's not just youth talking to youth or elders talking to elders. You get that clear understanding throughout the whole room about what's going on because we are the youth, and we know what's going on with the younger generation today." (Yarning Group)

"It is important that you hear from people about what has and hasn't worked for them and what they would like to see changed. And you need to be open and honest about what you can actually do with that information." (Government)

"There is really strong evidence from the way that the backbone team are working that it's the voice of community that is driving this in Mildura" (Government)

"HUM did a really good job in making sure they had different people in the team and picking a time and place that suits, bringing snacks, trying to make sure that everyone had what they needed. And they had different ways of helping everyone to communicate and give input, they made it comfortable for everyone no matter what their needs or background (e.g., they enabled written, verbal and anonymous contributions). They did a really good job including everyone." (Community)

"Having Indigenous community members present during meetings means they can hold service providers to account because they can say: 'well you're saying you're delivering x,y, z service but we're not seeing that in the community." (Government)

"We're also using the work that's been done by HUM, to look at what young people in the community are telling us they would like to see. That then guides what projects we explore and decide on as a team that we should be putting resources into." (Services)

"I've never seen anything like that before, where you had young people leading the conversation with really powerful people, and they were listening." (Backbone)

"At the Family and Child Hub, the voice of the community means absolutely everything, we're there to provide good help and that looks different to lots of different people in different ways and who are we to say what good help looks like unless we listen to those who want the help." (LG & Services)

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Enabler 2: Inclusive Community Engagement

Phase	Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Community organizing/ 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.**

Evidence collected during the yarns ranged from Phase 4 to Phase 5 of the progress mapping tool

"We desperately needed a detox centre for our people so we decided to do something about it. We said it's for the whole community including black and white [people] because I know very well that if we just said it was for Aboriginal people we wouldn't get it. We included the whole lot because there are non-Aboriginal people whose kids have committed suicide and have had exactly the same problems as our kids. So that's why we fought for this, and we got it. We advocated for it by going to the papers, tormenting the government departments here and the people that are supposed to stand up for us in government. And now we've got $36 million." (Yarning Group)

"That way of working with young people and using the co-design approach and the power coming out of their voice has been used as a story to illustrate how this way of working, not just in this community but to other communities might be a big help. This community and other community groups have both commented that they learned so much about co-design and they are now utilising that in their own community space." (Backbone)

"I've seen the communities who've worked with us now pushing other organisations to change their system to be inclusive. They are keen to stay involved, asking when is the next session." (Backbone)

"I can say that what HUM did was all youth led, it was about collaborating with the youth, using their perspective. We asked them, what do you want to see? Because it wasn't about what we wanted, it was what they wanted. They said what they wanted and then they did it. They did the flyers and then they handed them out in schools, and they encouraged the kids to come. So, it was really hearing their voices." (Governance)

"The CEO of Council was adamant that the $6 million grant for the Red Cliffs Hub would not have happened without the input of families and support from HUM.." (Community)

"We all sort of felt inspired to do good things in the community and push through things like the Red Cliffs Hub. And I can't even remember the moment when we decided that, Oh yeah, that's what we should do! It was such a collaborative thing that just came out of discussion." (Community)

"It's already extended from not just the early years project but into the youth engagement in Red Cliffs which was identified by members of the group as something that needed to be looked at as well and then a couple of us from the group joined the 'Red Cliffs focus group" (Community)

Enabler 3: Understanding Measurement, Evaluation and Learning

Understanding, Measurement, Evaluation and Learning (UMEL) is an important for community change work. It helps us understand the problems we are trying to solve, what is working well, and why, and it gives us the information we need to make strong decisions. It also helps us to show our wider community and others in Australia that our work is making a difference. UMEL is part of the everyday work we do. It involves tracking our work by collecting data, (including numbers as well as stories), and using that information to check we are on the right path. It further helps us understand how and why our work is creating change (or not) and to make evidence-based decisions.

Strengths

- **Local MEL capacity** - HUM actively engages people in its UMEL work and has invested significantly in building local UMEL capabilities. All UMEL frameworks and plans are being co-designed with local partners and/or community. Additionally, parents, youth, and community leaders, including Aboriginal people, are actively involved in data collection and sensemaking.

- **Evidence-based decision making** - HUM consistently collects three types of data (numbers and stories) to inform its work: 1) Community insights, 2) Research findings, and 3) Local and publicly available data.

- **Each project is guided by a mini-MEL plan** - For each pilot project HUM develops a mini-MEL plan and performs an internal evaluation. Findings are used to validate the work and are explained in a report which is shared with key audiences including everyone who was involved in the project. Findings and recommendations contained in the report are used for future decision making.

- **Data exchange pilot** - HUM participated in two data exchange pilots at the State and Federal levels. HUM received some non-publicly available data from Federal and Sate Governments, and State Government shared information and links to publicly available data.

- **Focus on evaluating system condition shifts and instances of impact** - When performing internal evaluations of its projects HUM looks for signs of systems change and instances of impact. The first includes changes to people's mindsets, power dynamics, relationships, practices, policies and how resources are being used, the second looks at whether a person or a group is better off because of HUM's work. For example, whether they have gained new knowledge or skills, if they became more confident or if their experience helped them to secure a job, or transition back to school smoothly after the holidays.

- **Ethics** - HUM has developed an Ethics, Privacy and Safety Framework to guide ways of gathering, using, storing and sharing information in the form of data and stories.

- **HUM's UMEL practice is leading to mindset shifts** - There is evidence that HUM's focus on storytelling for systems change and its mini-MEL work is starting to shift mindsets, especially across local government and services, regarding what good UMEL practice looks like, the type of work that needs to be prioritised, and the sort of data and outcomes that are important.

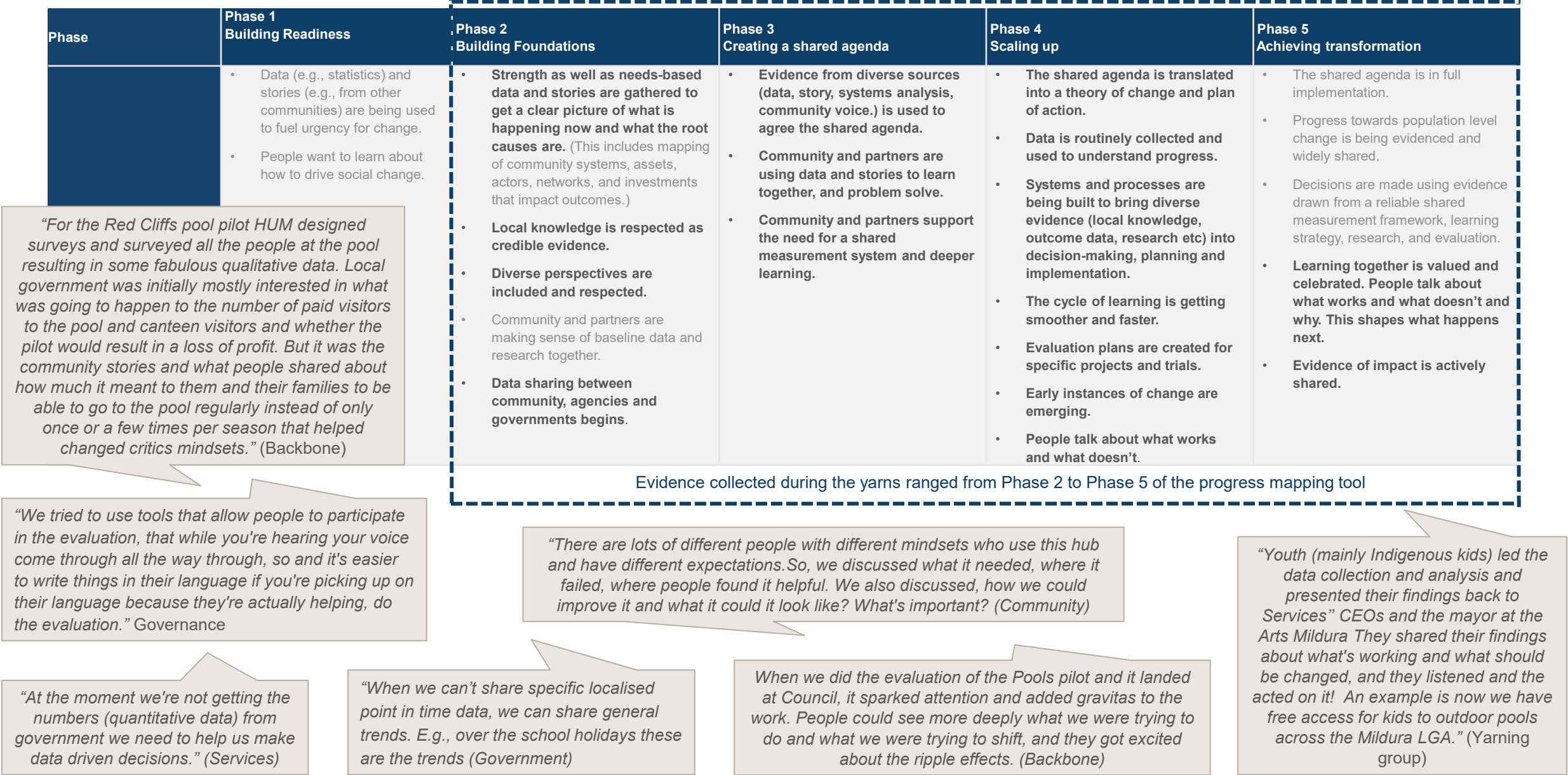# Enabler 3: Understanding Measurement, Evaluation and Learning

Challenges

- **Data sharing** - Current restrictions around data sharing, mean that government agencies (e.g., the police, the education department, and child protection) cannot share relevant data with the HUM backbone team and other partners. This is a challenge because HUM needs timely access to data to make evidence-based decisions and population level data to demonstrate its impact. HUM's future steps are to bring local services and government together to have a strategic conversation about data sharing and establish formal data sharing agreements. At this stage only a few partners are sharing data with HUM and others only general information about trends because of data sharing restrictions.

- **Difference of opinion about what counts as valuable evidence** - There is a view that government considers qualitative data (stories) to be less reliable evidence compared to quantitative data (numbers). The same goes for internal evaluations performed by HUM. Independent evaluations are perceived to be of higher standard even though HUM can gather richer information due to having a strong understanding of the local context and work as well as high levels of community trust. Additionally, various people raised concerns about how easy it is to misuse or misinterpret data. Especially when it comes to issues affecting Aboriginal people. That's why critical questions need to be asked: what data is being collected, how and

why, what is people's understanding of that data and data in general, who interprets what it means, and how it is being used and by whom?

- **Burden of proof** - Multiple participants shared that they believe the burden of proof is higher for HUM than for traditional services. HUM is expected to consistently provide proof of progress to ensure continued funding while traditional services can provide their numbers without an accompanying story that explains why people stopped attending their service for example or didn't engage with their service in the first place. Part of the challenge, too, is that some participants believe there is a lack of understanding within governments and services about how you measure non-traditional service delivery such as community outreach and place-based system change.

- **Attribution versus contribution** - One of the big challenges with collaborative work, especially when other organisations who are not part of HUM are working on the same issues, is finding out how much change happened as a result of HUM and how much is due to other factors, such as broader context changes. HUM is careful not to overclaim responsibility for positive outcomes, which may result in conservative estimates about its impact and influence.

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Enabler 3: Understanding Measurement, Evaluation and Learning

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

Evidence collected during the yarns ranged from Phase 2 to Phase 5 of the progress mapping tool

"For the Red Cliffs pool pilot HUM designed surveys and surveyed all the people at the pool resulting in some fabulous qualitative data. Local government was initially mostly interested in what was going to happen to the number of paid visitors to the pool and canteen visitors and whether the pilot would result in a loss of profit. But it was the community stories and what people shared about how much it meant to them and their families to be able to go to the pool regularly instead of only once or a few times per season that helped changed critics mindsets." (Backbone)

"We tried to use tools that allow people to participate in the evaluation, that while you're hearing your voice come through all the way through, so and it's easier to write things in their language if you're picking up on their language because they're actually helping, do the evaluation." Governance

"At the moment we're not getting the numbers (quantitative data) from government we need to help us make data driven decisions." (Services)

"When we can't share specific localised point in time data, we can share general trends. E.g., over the school holidays these are the trends (Government)

"There are lots of different people with different mindsets who use this hub and have different expectations.So, we discussed what it needed, where it failed, where people found it helpful. We also discussed, how we could improve it and what it could it look like? What's important? (Community)

When we did the evaluation of the Pools pilot and it landed at Council, it sparked attention and added gravitas to the work. People could see more deeply what we were trying to do and what we were trying to shift, and they got excited about the ripple effects. (Backbone)

"Youth (mainly Indigenous kids) led the data collection and analysis and presented their findings back to Services" CEOs and the mayor at the Arts Mildura They shared their findings about what's working and what should be changed, and they listened and the acted on it! An example is now we have free access for kids to outdoor pools across the Mildura LGA."* (Yarning group)

Clear Horizon

ENABLER 4: USE OF COLLECTIVE POWER FOR PURPOSE

Clear Horizon

Enabler 4: Use of collective power for purpose

Traditional power structures, where some people and organisations have the power to make most of the decisions and influence others while other people have no or very little power, including over their own lives, have led to ongoing disadvantage for communities. That's why we need to change who holds the power to make decisions about the lives of families in the Mildura LGA. Community members and organisations should be playing a leading role in solving local problems, with the government and other funders supporting them. For example, by providing resources such as money, materials, staff who help out, and expertise.

Strengths

Systems change

- **Shared agenda** - All HUM activities are underpinned by its Journey of Change (JOC) which was co-designed by the HUM backbone team and people from across the community, services and government (32 people in total), and reflects community insights about the change they would like to see. The JOC includes a set of system and community outcomes and has a strong focus on achieving equity. Joint priorities to progress HUM's ways of working are agreed upon annually by a diverse group of participants during the Learning Circle.

- **Capturing signs of and strengthening systems change** - When co-designing and evaluating its collaborative projects HUM consistently tries to influence and look for early signs of systems change such as changes to practices, relationships or mindsets. These changes are documented and shared across the collaboration for joint learning. Examples of system condition shifts that are believed to be highly influenced by HUM's work include:

  - A significant increase in outreach activities in the Mildura LGA (practice) by Early Years Services and Sunraysia Community Heath Services.

  - Changed perceptions within organisations about community, e.g., about what drives them, how you effectively engage them, and the knowledge and expertise they hold and bring (mindsets).

  - Organisations showing up differently (practice).

  - Increased collaboration and sharing of resources (practice / relationships / resource flows).

  - Community, including Aboriginal people and youth, being engaged in more empowering ways including in decision making (practice / power dynamics).

- **Resource allocation** - A discussion about reviewing grants to identify gaps and overlaps so that resources can be used more efficiently has started.

Decision-making

- **Power shift to community** - Various participants mentioned that HUM supports community empowerment:

  - HUM has established a governance structure and operates in a manner that allows community members including Aboriginal people.

Enabler 4: Use of collective power for purpose

Strengths (continued)

people and youth, to be involved in decision making about the collaborative work, in ways that suit them.

- Through their involvement with HUM, community members build new skills, connections and confidence.
- HUM has strengthened awareness among the community about the power they hold and how they can use it. This is helping people to feel more empowered and to act e.g., advocate for change, and codesign change efforts.

Effects that have been observed as a result include community members challenging traditional ways of working and service delivery, plus instances of impact for individuals, families and groups. The latter include HUM participants securing board roles and jobs as a result of increased skills and confidence,.

Inequitable power structures

- **Two-worlds approach and First Nations Leadership** - During the Progress Mapping workshops and Learning Circle in 2022, Aboriginal people shared what they wanted from HUM to help ensure cultural safety, build trust and a strong foundation for two-way learning, as well as enable sustainable change. HUM listened: Aboriginal people are now represented throughout the different layers of the governance structure. This includes the Governance Group with Aboriginal

representation, the HUM backbone team employing Aboriginal staff, and the establishment of a Yarning Group which consists of Elders and Aboriginal youth. The latter:

- Centres the voice of Aboriginal people in the HUM collaboration,
- Provides cultural guidance
- Leads decision making in key areas for action, the use of Aboriginal designs and imagery and how HUM engages with Aboriginal people.

Challenges

- **Status quo** - While participants shared that HUM is doing well when it comes to sharing power and listening to community, lots of organisations (services and government) in the Mildura LGA region aren't up to that same standard yet (e.g., due to systemic structures within and outside of their organisations that are posing barriers to change to this way of working). The progress that was identified is mainly attributed to the HUM backbone team as well as specific individuals and teams within HUM partner organisations. To achieve significant change across partner organisations as a whole and the wider government and services community in the Mildura LGA, more work will have to be undertaken.

Clear Horizon

Enabler 4: Use of collective power for purpose

Phase	Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Systems change (S)	• 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.

Phase	Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Decision-making (D)	• 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.

Phase	Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Inequitable power structures (I)	• People and leaders are raising awareness about the need to address racism and other inequities and the impacts. • People and leaders are calling for power to be shared.	• The community and some partners recognise that racism and inequities are a barrier to working together. • 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.**	• **Leadership tables and working groups actively create safety to talk about power imbalances, racism, and inequity.** • **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.	• There is open, evidence-informed dialogue about race, equity, and power sharing among a diverse group of leaders. • A growing proportion of strategies and investment are directed to address the drivers/causes of entrenched disadvantage and inequity.	New power structures exist that: • are skilled at recognising and exploring the impacts of race, equity and power. • **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.

Enabler 4: Use of collective Power for purpose

I — "Like when we had all the yarns to set up the governance group. It's about a collective coming together. We all got different things to bring to the table and that's what the membership is based on. It's all about equity and being fair. Everyone gets a voice." (Governance group)

I — "Community members involved in that work perform a different role in the system to what service providers do. They were in a position where they could question the government. The organisations that are funded by the Department of Health were way less comfortable questioning procedures. I had a staff member from a service provider tell me: you won't change that. Whereas for us, that was a really important piece. It was about our community, and it wasn't just about getting a service here, but the service being right for our local context and needs. Plus, the Aboriginal community having a say. When you are not looking for funding and you're interested in achieving community population level outcomes, the way you can question government is entirely different." (Backbone)

I — "We can get very emotional, especially when we're talking about the stolen generation and the things that are happening to our families. In those instances, we can't get things across, because we feel like we're going to choke and our voice gets loud, and these fellas can't understand us. HUM asks us lots of questions and listens to us. They get it and know what we are all about. They know that we are passionate and want to work with our community. They use their power to help us implement our ideas when we need support." (Yarning group)

I — "If you're sitting around with government and they don't believe you. You can say: "If you don't believe what I'm saying, I expect you to come to my local area, have a look yourself and go and talk with the Aboriginal people". Make it a bit of a shock and keep at them. You don't stop. You keep going when you go to the next meeting. Didn't I ask you fellas to come out to our community and have a look. I haven't seen you. What's going on?" (Yarning group)

S — "I really think that's where HUM could come in and work with whoever and go into the community to empower and tell them this is where you need to go to ask that question, and this is how you structure your email or letter." (Government)

D — "The Victorian Government asking local people to be involved in the land acquisition and community voicing what they wanted to say. They had their input, and it was all documented right throughout, and it was followed up to the tea in all their planning and everything and it was huge." (Governance group)

I — "As a non-Aboriginal organisation, HUM staff are using their (white) privilege to help Aboriginal people because government and services are more likely to listen to the whitefellas. For example, with the lands acquisition work. Without HUM, we probably would still be out there yelling and trying to get what we've got now." (Yarning group)

S — "The Pool pilot in Red Cliffs which gave free pool access over the summer created an environment where community felt ownership and a bit more power in terms of what was happening in the community." (Local Government and Services)

S — "Last week I was hearing someone who has come onto the governance group talking about how she's grown in herself, in that experience of leading, coming into that community group and then finding some leadership in that as well." (Governance group)

S — "Those kinds of traditional community structures have a lot of power in our small community and the way how a meeting operates also holds that power in place. You're allowed to talk, but you only have this amount of time and need to stick to the agenda. We're breaking into that group and challenging the old ways of doing things. HUM gave us that confidence" (Community)

S — "Families taking on this way of working and using their power in community to continue to do that." (Backbone)

S — "The role that the backbone plays of empowering youth, to help them drive their own change, to be the ones that make their own choices. It is less about service coordination and how the system works. It's about those kids taking their own power and feeling that power and being supported to do that by the actions of the backbone team." (Government)

Clear Horizon

ENABLER 5: INVESTMENT AND POLICY FOR PURPOSE

Clear Horizon

Enabler 5: Investment and policy for purpose

Existing systems are held in place by a number of factors which include policy and investment practices. We need to shift systems that are holding entrenched disadvantage in place. This means moving away from top-down approaches to genuinely create place-based community-led change so we can better prioritise fairness and support families, youth, and children in the Mildura LGA so that we all can enjoy a good life. Alignment of existing resources is often constrained by the policies and red tape that go with them, which impacts on effectiveness and reach. The length of funding cycles influences planning for and commitment to change.

Strengths

- **Mapping how policy and investment impact community outcomes** - HUM has requested and received information from the Federal Government about its local investment mapping to get a clearer picture of what is being invested in areas relevant to HUM's community aspiration. What is needed next is similar information from State Government.

- **Government advocacy, alignment and investment**

  - **Local government** - Local Government representatives including the Councillors and Council staff have advocated for, collaborated with, and aligned some resources with HUM. Those that received Council support (both in kind and financial) included COVID outreach responses, and tactical projects such as Fun in the Park and the Red Cliffs Free Pool Access Pilot,. The success of the latter two pilot projects were partly due to the role the Mayor played in listening to the youth and then advocating on their behalf. Additionally, Council secured $6M for the new Hub to be built in Red Cliffs. HUM and families played a role in this.

- **State Government** - The State Government provided in kind support through the Data Sharing Pilot which served to identify a number of barriers and constraints, and to share some data that is not publicly available.

- **Federal government** - Stronger Places Stronger People have announced additional investment in the new budget for Shared Decision-Making and Local Solutions.

Clear Horizon

Enabler 5: Investment and policy for purpose

Challenges

- **System Constraints** - Service providers are constrained by systems that determine their priorities, and this affects their capacity to work collectively with other service providers for maximum impact.

- **Funding sustainability** - This is a contributing barrier to greater engagement by some service providers. There is a view that some may at times adopt a competitive stance which can be at odds with collaborating for greater overall impact.

- **Limitations around designated work hours of employees has potential to interfere with program delivery -** Most employees are contracted to work during standard office hours this creates a tension when community wants services available outside of these standard hours. This can impact on effective reach.

- **Lack of coordination across State and Federal funding** - There is a view that coordination of funding across levels of government could be improved. There is broad agreement that complex problems that span the remit of multiple departments could benefit from a more 'joined up' approach. However, regarding funding, coordination across departments is barely happening.

- **Accountability of service providers** - Funding for some services is channeled into large nationwide organisations who:

  - are accountable first and foremost to funders and therefore their own boards. This means that accountability to the local community to whom they are delivering services is secondary,

  - may not be placed to meet the needs of the community as well as local organisations who have a deep understanding of the community.

Exploring funding arrangements that support alignment of resources in the local community may result in more effective program delivery.

Clear Horizon

Enabler 5: Investment and policy for purpose

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

Clear Horizon

Enabler 5: Investment and policy for purpose

G *"I think there is still a disconnect between Commonwealth funding and State Government funding. I'm wondering how we can bring that together for better outcomes, better use of the resources and a better understanding of who is doing what and work in a more joined up way and I wonder if LSEC is an opportunity for that."* (Government)

G *"It is definitely on the Federal Government's agenda there is a broader piece of work in the community sector around the blueprint for reform around the way the government funds the sector and that is looking at how do we create some accountability back to the places where these services are operating, how do we diversify the funding how do we look at models instead of funding one very large religious organisation that covers the entire map of Australia and we're you don't get that level of qualitative feedback into what the service is actually doing for the community itself, what are the options then to diversify the funding, if there is an organisation in the community that is capable of providing that service or one that better meets the needs of community."* (Government)

G *"To shift policy, we should first map the state, government, partners, and investment that's coming into community and make sure we really have state and federal government, community and partners on board to do shared decision making. I think that will require strong partnership agreements with service providers and government, but they aren't in place yet. It's becoming increasingly apparent that is the work that needs to be done."* (Backbone)

G *"We are in contact now with the Department of Justice in a different way to before. They are really keen to look at what they are funding and how the money is being used in community. That's a significant change."* (Backbone)

I *"We're talking about a joined up approach to those wicked problems in community, maybe we also need a joined up approach in respect of the funding that goes along with it. We need to reach a common understanding that no one department can fix the problems because they are complex and they involve a whole lot of different players around the table and different systems."* (Government)

I *"One really big thing was that we managed to work with state government to ensure that local Aboriginal people would work side by side government to decide on a piece of land to go up to the minister. That process could be streamlined. It took a lot of jumping up and down. It's probably not the normal way that they work > They are now looking at scaling that way of working across the state."* (Backbone)

S *"We've shared funding and various other things on other projects like we did a data project together and some other things. So we've put some funding in to do projects together and next year we're doing Changefest together."* (Services)

S *"Sometimes you have organisations whose objective is just to get as much funding as they possibly can, regardless of where it is coming from, they just want as much as they can so they can say to their board: look funding has gone through the roof, we're doing all this great stuff and that might look great but is it actually doing a disservice to the community because you've taken on too much. It's great for your bottom line but it is not great for the community."* (Services)

Clear Horizon

ENABLER 6: LEADING AND SUPPORTING EFFORT FOR PURPOSE

Clear Horizon

Enabler 6: Leading and supporting effort for purpose

To be able to co-create long-lasting change, collective impact initiatives need access to resources such as money, materials, people, expertise, and time. They also need to be organised and do things in a way that supports them to do their important change work. As part of this, HUM partners such as local organisations and government need to work together with the community and the backbone (support) team to put their joint community plan into action.

Strengths

Governance

- **Structure** - In 2022, with support from The Australian Centre for Social Innovation (TACSI), HUM co-designed a fit for purpose governance structure with community members, Aboriginal leaders, and leaders from Local Government and not for profit-organisations. Most of the components of the structure are currently operational and made up of people with diverse backgrounds, experiences and levels of authority.

  Note: The agency and government enabling group to strengthen connections between HUM collective and the role of local agencies and relevant government departments is still under construction.

- **Implementation, learning and tracking progress** - Over the last year the HUM collective established multiple internal community-led partnerships with the community and agencies to co-design, test, and grow promising ideas. Examples include the Fun in the Park Pilot, Red Cliffs Re-Connect family events, and Hoops. Each of these tactical projects and actions are informed by community insights, local data, and research and are expected to contribute to achieving HUM's Community Aspiration. Annual priorities regarding strengthening HUM's ways of working are decided on collectively during the Learning Circle.

Backbone team

- **A trusted and neutral party** - The HUM backbone team is viewed by its partners, including community, as a neutral party whose only agenda is to act in the best interests of the local community.

- **Building the supporting mindsets, skills and infrastructure** - The HUM backbone team also aims to build the capabilities and appetite for collaborative effort, as well growing the structures needed for partners to work well together. HUM has invested significantly in setting up and implementing its measurement, evaluation and strategic learning approach which is driving continuous improvement. Decisions regarding how to best invest the available resources are driven by evidence including community voice and previous learnings. Ongoing communication is taking place in different ways, and via various channels, to engage with different audiences. For example, HUM uses social media, sends out a monthly newsletter, and undertakes community outreach to talk to people directly. HUM also captures results and learnings in blogs, reports, videos, etc. Various people have shared that the HUM backbone team has an excellent reputation due to the impressive work undertaken by the team and the growing collaboration of community, services and government partners .

Clear Horizon

Enabler 6: Leading and supporting effort for purpose

Strengths

- **Partnerships**

  - **Diverse membership** - There is a wide range of partners involved in HUM including community, different types of local organisations and individuals and teams from various Local, State and Federal Government Departments.

  - **Local innovations** - Local innovations are being set up and trialed involving multiple partners. The Fun in the Park pilot for example was delivered and/or supported by a partnership of local organisations including Sunraysia Community Health Services, Sunraysia Arts and Learning, Mallee District Aboriginal Services, Mildura Rural City Council, the Mildura Lions Club and the Hands Up Mallee backbone team. Through their joint participation partners have improved their relationships with the community and other services and organisations resulting in strengthened trust and new insights which are informing their organisational practices.

Challenges

- **HUM's role is not universally understood** - Yarn participants shared that some people in the community have heard of HUM and have a vague idea of some of its work but mistakenly assume that it is part of DHS or some other government department. There is work to be done to communicate and educate people about HUM's role and function. An existing barrier is a lack of available resourcing for communication.

- **No formal partnership agreements in place yet** - A recurring challenge that came up during the yarns is that HUM doesn't have any formal partnership agreements or MOUs in place. This is creating the following challenges.

  - **Lack of data sharing** - See enabler 3.

  - **Lack of understanding around roles and responsibilities** - It's not a 100% clear to organisations what it means to be part of the HUM collective including what their role and responsibilities as HUM partners are.

  - **Accountability** - On occasions where HUM partners don't follow through on their promises, it is often the HUM backbone team that has to pick up the work.

  - **Shared agenda** - Collaboration is happening but there isn't a formal joint agenda in place yet that all partners are fully committed to.

Clear Horizon

Enabler 6: Leading and supporting effort for purpose

Phase	Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Governance (G)	• 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	Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Backbone team (B)	• 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.**

Phase	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. • Some partners are working together, focused on making small improvements. • Governments and services are building relationships with local communities and actively listening and learning.	• Agreed ways of working are adopted to ensure diversity, equity, and inclusion. • Trust and the ability to hold tension/conflict is being intentionally built. • **New coalitions and partnerships are emerging.** • **Local innovations are being set up and trialled involving multiple partners.**	• Organisations are formalising their commitment to the shared agenda through written agreements. Within the community and with partners there is: • **increased capacity and capability to 'learn, test, try, and learn', increased relationships and trust** • greater confidence to hold different views and manage conflict	• New partners are joining and aligning their leadership, resources, and effort behind the shared agenda. • **There is greater participation by governments across levels.**	• Participating leaders from all sectors have embedded the shared agenda and ways of working into their organisations and power structures for the long term.

Clear Horizon

Enabler 6: Leading and supporting effort for purpose

B "HUM has a reputation for being the experts in town when it comes to community consultation, particularly with youth, and the go-to when we need to know what the community thinks. This doesn't necessarily mean asking HUM to do it, but HUM are the people that you might ask: how might I go about trying to understand community needs in that space?" (Services)

P "Formalising partnerships and working in collaboration with special organisations in Mildura. I think that's probably a really good move to do that and to have something like an MOU about how will work together and what everyone needs do and the benefits that come from that partnership." (Governance)

B "Especially around partnerships. Two organisations jumped ship and now they are coming back because HUM is playing that role of helping them come back even though there are still tensions." (Governance)

B "HUM are the Switzerland in the middle that bring everyone together and do a lot of the unseen stakeholder management but always with the voice of community underpinning where things are going." (Services)

B "HUM are like a conduit kind of thing, making the left hand know what the right hands does and vice versa. They're really good at that kind of stuff." (Governance)

B "Having the HUM backbone team involved changed a lot because they had to listen to the Aboriginal voice and come back to us. They gave support behind the scenes. They pushed it forward." (Yarning group)

B "Sometimes you get frustrated. You think that nothing is getting across to the non-Aboriginal people. You think what's wrong with me, am I talking in another language, because they're looking at you. But when HUM came around into this situation, we had a back stopper. They talk the same language as the White Brothers. We talk to them. We have a good conversation. The crew that works here all know what's going on and what we're all about and what blackfellas are all about. But sometimes we can't get it across to the government. HUM comes behind us. They finish it." (Yarning group)

G "The work that has gone into reimagining the governance structure in the last couple of years has really laid the groundwork for the next steps and has created a greater sense of agency in the community. It has expanded that network of people who see themselves as in this work and who take responsibility for it, engage and want to be a part of that change. It's not your business owners, its not your service providers, its not your heads of agencies, its actually your community who are sitting and engaging with that governance and making those decisions with the community." (Government)

B "I've had conversations with other colleagues and had to explain that no, HUM are not part of x service or structure… those of us who participate know that they're a neutral voice, but not all services know that, and they may wonder if/why it is administered by DHS. I have had to explain that to people and we all need to continue to raise awareness about that." (Services)

P "To shift policy, we should first map the state, government, and partners and investment that's coming into community and to really have state and federal government, community and partners on board to do shared decision making. I think that's requires strong partnership agreements with service providers and government that aren't in place yet. And it's becoming increasingly apparent that that's the work that needs to be done." (Backbone)

P "I think we need to establish formal partnerships. Working with the police and the government agencies out there. What happened to their resources and trying to work with them and see how they spend their money." (Yarning group)

B "Knowing that they [the HUM backbone team] were on board meant that it could happen. Your ideas are not going to fall on deaf ears. I knew that they could help present our ideas and it would be easier to get the funding." (Community)

Clear Horizon