



Hands Up Mallee

Collective Governance Group Charter

May 2024



Acknowledgement to Country

We acknowledge the traditional owners of the land, the Latji Latji people, and their near neighbours, the Barkindji people.

We pay our respect to Elders past and present and emerging.

We acknowledge their wisdom and knowledge of our culture, our connections to land and communities.



Executive Summary

The charter outlines the roles, responsibilities, authorities, and behaviour of the Hands Up Mallee Collaborative Governance Group. This charter is a living document and will be reviewed annually and updated to reflect any changes in practice as agreed by the group.

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Introduction

1.1 About Hands Up Mallee

Established in 2015, Hands Up Mallee (HUM) is a place-based, community-led, social change initiative. Hands Up Mallee operates in the Mildura Local Government Area in the far north-west of Victoria. HUM began when a group of local leaders recognised that we needed to work together differently so all children, young people and families in our community have the opportunity to thrive.

Hands Up Mallee works in partnership with community members, local service providers, agencies and all three levels of government. The initiative takes a place-based approach to solution for local issues, centring community voice and combining this with data and current research to develop collective action for a better community for children, young people, and their families. HUM is committed to continuous learning, adaption and learning in service of the local community.

1.2 Type of Organisation

Hands Up Mallee is a formal, multi-year partnership between Mildura Rural City Council (MRCC) and Sunraysia Community Health Services (SCHS). Hands Up Mallee is not a legal entity in its own right. MRCC and SCHS are signatories to a partnership document, with legal oversight, which outlines the roles and responsibilities of each organisation in relation to Hands Up Mallee. Briefly the roles of each organisation are as follows:

Mildura Rural City Council

- Funder holder.
- Signatory to grant and other legal agreements.
- Financial management, oversight, and acquittals.
- Procurement and third-party contractor agreements.

Sunraysia Community Health Services

- Employing auspice agency.
- Human Resource management and payroll.
- Information Technology systems and management.
- Fleet car access.

1.3 Why have this organisational structure?

Operating under a formal partnership model has a number of benefits for Hands Up Mallee and our community. These include:

- Hands Up Mallee Collaborative Governance Group Members do not have the risk or liability associated with being a director of other not-for-profit company structures (such as an Incorporated Association or a Company Limited by Guarantee).
- The Hands Up Mallee Backbone Team benefits from having access to highly developed corporate management systems and skilled personnel for financial management and procurement.
- The shared partnership between two organisations (MRCC and SCHS) means Hands Up Mallee is not a member of either organisation, this enables the Collaborative Governance Group to fulfill the role of guiding strategic direction while corporate and HR functions are taken care of by the auspice organisations.
- MRCC provides corporate services in-kind to Hands Up Mallee, this means more funding is available to go directly to community-based work, but we are still able to provide a rigorous financial reporting back to funders.

1.4 How does HUM work?

Hands Up Mallee does not work in direct service provision. Instead, Hands Up Mallee is focussed on shifting population level outcomes for community through:

- Testing, trialling, and scaling pilot projects alongside partners.

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- Looking at, and acting on, what is holding back change or holding unhelpful conditions in place.
- Making sure the community and other partners have what they need to make strong decisions, including the right data and understanding of the funding landscape.
- Fostering the conditions for collaboration and partnership between community, service providers and government to change outcomes for community.
- Using co-design practices and processes to involve community in designing solutions.
- Measuring, Evaluating and Learning from our work, and sharing this information out broadly to improve how we work towards change.
- Centring the cultural leadership of Aboriginal people in our work – and acknowledging that this needs to be considered and valued in all aspects of our work.
- Prioritising the involvement of young people in decision making.
- Developing and valuing relationships – because the work of change is relational.
- Developing and applying practices of shared decision making which give community members greater input into decisions which impact them.
- Working to shift systems through changing: policies, practices, resource flows, relationships and connections, power dynamics and mental models.

1.5 Hands Up Mallee Outcomes

Hands Up Mallee developed our Community Aspiration of “a connected community, where families matter, and children thrive” after holding over 1,600 conversations with community members. Further information about the community conversation process and key themes can be found on our website.

In order to reach our Community Aspiration, we work towards change in six key outcome areas which align with the Australian Research Alliance for Children and Youth (ARACY) Nest Framework:

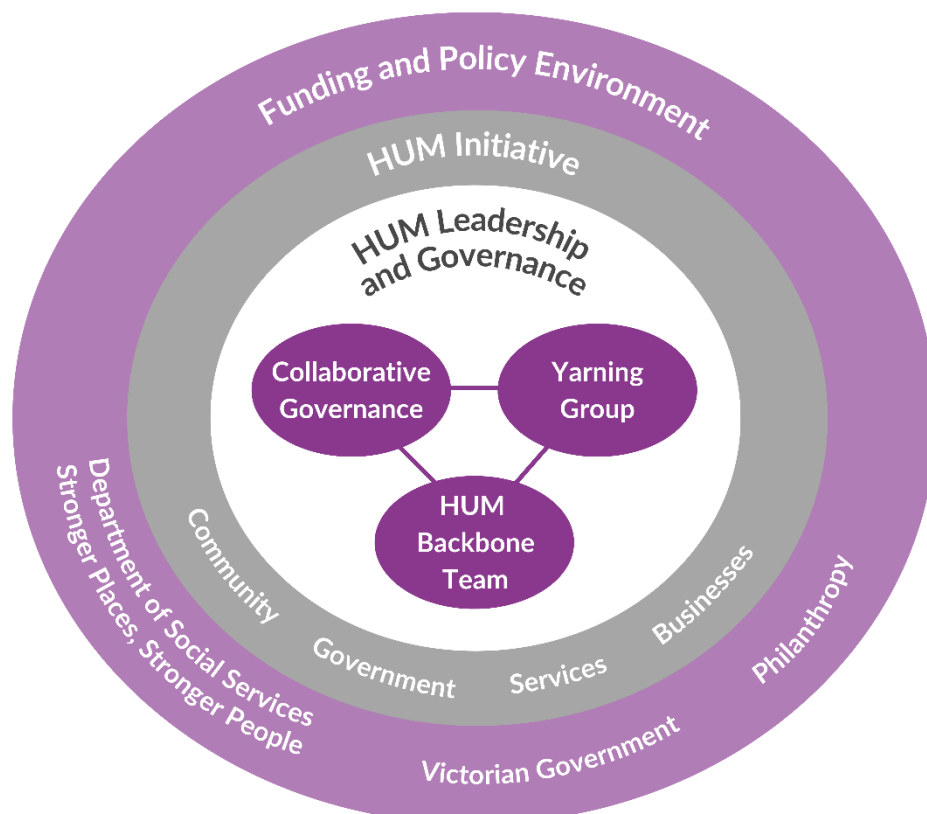
- Learning
- Valued, Loved and Safe
- Material Basics
- Healthy
- Participating
- Connected to Community and Culture

More information about how we do this work and how we measure it can be found in our strategy document, action plans and Measurement, Evaluation and Learning Framework on our website.

1.6 The Structure of HUM

Because we don't deliver services, we aren't structured like a traditional organisation.

The overarching structure of HUM is:



Overview

2.1 History

Hands Up Mallee grew out of the foundations and learnings of a number of different partnership approaches to change in our community, namely the Northern Mallee Community Partnership and the Community Engagement Framework. These past approaches were governed by either Mildura Rural City Council or a collection of service provider CEOs. In 2018 Hands Up Mallee undertook a governance review, acknowledging that we need to shift to a model where community members were governing the initiative. Following this Hands Up Mallee undertook a governance co-design process alongside The Australian Centre for Social Innovation (TACSI). For the first year of operation the newly formed Collaborative Governance Group was supported by an independent facilitator and tested and continued to design a fit for purpose governance structure and practices which are reflected in this Charter. Further information and reports on the governance co-design process, early formation and development of the group and its practices can be found on our website.

2.2 Purpose Statement

We represent and remain accountable to the community aspiration, in a way that endorses and advocates for the work of HUM.

2.3 Role of the Collaborative Governance Group

The Collaborative Governance Group's main roles are:

- To guide the strategic direction of Hands Up Mallee in line with the community aspiration of “a connected community, where families matter and children thrive.”
- To advocate and champion in order to influence systems change at local, state and national levels.
- To commit to acknowledging and disrupting colonial structures that continue to have a negative impact on Aboriginal people and communities.

- To make sure that community needs, views and wants are central to decision making, and to actively seek this input in the role of Collaborative Governance Group Member.
- Balance community voice, the research and data in decision making about strategic direction and actions.
- To ensure the Backbone Team are doing the work which needs to be done in service of the community and in alignment with the community aspiration.

The Collaborative Governance Group has a line-of-sight over the financial management of the initiative and funder reporting, but do not bear ultimate responsibility. Similarly, MRCC and SCHS have a line of sight over the strategic direction and implementation of HUM initiatives, but do not hold decision making power in this area.

2.4 Opportunities for members

As a member of the CGG you will contribute to important social change in our community. You will bring your understanding of, and connection to community and your skills and knowledge alongside others in a supportive environment to guide the initiative.

Participating in the HUM Collaborative Governance group presents many opportunities for individual and group learning and capacity building. Opportunities include:

- Attending events such as the annual Cultural Day on Country, Change Fest, and CGG workshops.
- Ongoing development in meetings.
- Attending events and conferences, representing HUM in the community and in other communities.
- Networking with other community-led, place-based change leadership groups.
- Opportunities to participate in relevant training sessions and webinars such as evaluation and data sessions.

HUM is committed to seeking opportunities and supporting members to pursue their own opportunities. This could include letters of support and recommendation, support for scholarships etc outside of the CGG.

2.5 Commitment to Diversity

We are committed to having a Collaborative Governance Group which is reflective of our community. We believe the best decisions are those which benefit from a variety of views being expressed and considered, which requires people with different experiences and viewpoints. We actively work to not only state that we value diversity, but to do the work that it takes to support diversity – this includes through practical support, including assistance to attend meetings, with childcare or whatever else it might take.

2.6 How the Collaborative Governance Group Operates

During the co-design of the Collaborative Governance Group, and our first year of meeting we spent a lot of time thinking about how the group needs to feel and run in order to make decisions and guide strategy for inter-generational change. These aspects have been included in the charter.

2.6.1 Community Values

We uphold the community values in our decision making:

- Power of change comes from community.
- We are community-led.
- We govern for community purpose.
- We recognise all perspective.
- We value the knowledge, wisdom and culture of Aboriginal and Torres Strait Islander people, and their holistic care of land and people.

2.7 Community Principles

- We are consciously democratic and relational.

- We are actively shifting inequity and power balance.
- We act in response to community voice and data.

2.8 Cultural Commitments

We strive to move forward together alongside Aboriginal people by:

- Engaging a diversity of Aboriginal voices.
- Disrupting white structures, even when it is uncomfortable.
- Acknowledging and sharing emotional labour.
- Engaging in continual learning about Aboriginal culture.

We commit to the following actions:

- We share Acknowledgement of Country in meetings.
- We have an annual Cultural Learning Day on country.
- We have two identified Aboriginal positions on the Collaborative Governance Group, and an Aboriginal Co-Chair (who may hold one of the two identified membership positions or may be additional).
- We commit to a collaborative relationship with the HUM Yarning Group.

2.9 Being State

The Being state is the nature of ourselves, the quality of our being. The spirit and energy we bring, how we show up for each other. Being conscious of this, knowing how to access the parts of ourselves we need.

During a workshop in early 2023 the HUM CGG group developed the following statements to reflect the being state we would like to bring to our meetings:

- We hold purposeful and informed conversations.
- We ground ourselves to be more present.
- We advocate and champion in order to influence systems change.
- We are a space to seek understanding.

*See Appendix 2 for a visual representation of the Collaborative Governance Group
Emerging Frameworks 2024*

Members and Group Compensation

3.1 Who can be a member

To be a member of the Hands Up Mallee Collaborative Governance Group, an individual must:

- In the opinion of the co-Chairs, and the other members of the CGG selection committee, be committed to the HUM community aspiration and have a connection to, and understanding of, the local community.
- Understand the role and purpose of HUM as stated in the Charter and associated documents.
- Have honesty, integrity and high personal ethical standards.

3.2 Member recruitment

- Member recruitment will be led by a recruitment sub-committee.
- The recruitment sub-committee will be comprised of one co-Chair, and up to three other general members.
- At least one of the recruitment committee will be an Aboriginal or Torres Strait Islander member.
- An annual Yarning Circle will be held in November each year to replace members reaching the end of their term who have decided not to continue for another term, or for members who have resigned mid-term during the course of the year.
- Applicants will be asked to fill out a short membership application form outlining why they wish to join the HUM. Support is available from the HUM backbone team to applicants to complete the form if required.
- People interested in becoming a member are asked to attend a group interview (Yarning Circle). The Yarning Circle is an informal way to learn more about people interested in becoming a member of the CGG, to see how they interact with others, and for them to learn more about HUM.

- If people interested in joining the CGG cannot attend the Yarning Circle, individual interviews can be arranged, but attendance at the Yarning Circle is preferred.
- Support will be provided to people to attend the Yarning Circle or an individual interview to address any barriers a prospective member may have to participating e.g. Taxi vouchers if there is a transport barrier, provision of childcare options, and interpreter etc. This can be arranged via the HUM EO and HUM secretariat support.
- The recruitment sub-committee determines successful applicants via a deliberation process. It is the role of the co-Chair on the recruitment subcommittee to contact all applicants and inform them of the outcome of their application.
- Minimum number of members of the CGG is 6. If the group numbers fall below this between terms a recruitment process is activated outside of the November process.

3.3 Induction

New members are inducted via:

- A session with the HUM co-Chairs and EO focussed on understanding the charter.
- Receiving presentations from the HUM Backbone team introducing new members to key documents, concepts, and the current work of the initiative.
- This session will be arranged at a time that suits the new members, Co-Chair and HUM Backbone team, preferably before the new member's first meeting. If this is not possible, the induction will occur within the first 2 months of the new member's term.

3.4 Length of Term

- A membership term is 3 years, taken from the attendance at the member's first meeting.

- A member can serve a maximum of 3 consecutive terms.
- A member can resign prior to the completion of their term in writing (see resignation process).

3.5 Resignation

- Resignations should be submitted to the Co-chairs in writing.
- Upon receiving a resignation, the Co-Chairs will offer the member who has resigned an exit interview with one or both of the Co-Chairs either in person, over the phone or online. This is an opportunity for the member who has resigned to give feedback, ask questions or express any concerns they hold.
- Co-Chairs notify the rest of the CGG via email if a resignation is received.
- Resignation is formalised and minuted at the following meeting.
- The group are committed to maintaining a culture of gratitude and will work together to ensure outgoing members are thanked. Current and outgoing members will be invited to annual celebrations.
- If there is a complaint or conflict that has been requested to follow up- please refer to the section on conflict resolution.

3.6 Conduct expectations

Members of the HUM CGG are representatives of community whose role is to guide and steward work that aims to change outcomes for the community. It is expected that members behave in a way that is befitting of the role, and responsibility associated with that role. It is therefore expected that members behave with integrity and respect for each other, the community, and the work they are governing.

Grounds for termination include:

- Attendance of 5 or less meetings per annum. Co-chairs will speak with a member who attends less than 5 meetings per annum to discuss the reasons, and to provide any support that might be required. We aim to support members, but also acknowledge that a meeting quorum and consistency in attendance is important to progress our work.

- Disclosure of information which is confidential.
- Serious personal misconduct, not in keeping with the ethos of Hands Up Mallee.
- Behaviour that does not reflect the values and being statement of the group.

3.7 Conflict resolution/mediation

We take an inclusive and compassionate lens to conflict and encourage members to engage directly and honestly in regard to any conflict, use as an opportunity to learn and develop deeper understanding of each other. We receive feedback and constructive criticism openly and encourage vulnerability. We share what we learn as we go so, we all have the opportunity to learn.

If conflict arises between member of the group that is unable to be resolved directly or is uncomfortable for an individual, the HUM EO or co-chairs can be notified.

Steps can be taken such as:

1. Resolve directly with group member.
2. Arrange a discussion with the HUM EO or a co-chair present.
3. External mediation to be arranged.

3.8 Remuneration

- In recognition of the time commitment to the CGG and to assist with participation, members may choose to access a monthly honorarium payment, this is optional.
- Remuneration for General members is set at \$200 per month, attendance at the general meeting for the month is required to receive remuneration.
- Remuneration for the co-Chairs is set at \$300 per per month, attendance at the general meeting for the month is required to receive remuneration.
- Remuneration is via EFT transfer, and members wishing to receive remuneration will be required to complete the required paperwork from SCHS and sign a payment voucher following each meeting for the purposes of processing and record keeping.

3.9 Composition of the Group

- The CGG will be no more than 12 members and no less than 6 members.
- Two of the positions on the CGG are identified Aboriginal / Torres Strait Islander roles.
- At least two-thirds of the CGG members must reside in the Mildura LGA
- The group composition will be considered alongside the skills matrix.

3.10 Co-Chairs

- There will be two co-Chairs; one co-Chair role is an identified Aboriginal/Torres Strait Islander role, the second is a non-identified role.
- Co-Chairs will be elected from the membership of the CGG.
- Co-Chairs will be elected for a period of 2 years, and elections will take place in July each year.
- Co-Chair terms will be staggered.
- A co-Chair can hold the position for a maximum of 3 consecutive terms.
- Nominations will be called for via email from the Secretariat 2 weeks prior to the July Meeting. Nominations are due a week before the July meeting.
- Should there be more than one nominee for each co-Chair position, the names of the nominees will be included in the July meeting package and voting will occur in the July meeting.
- The Secretary will lead the voting agenda item.
- Votes will be private, written down and given to the Secretary.
- The Secretary will announce the results.

Meetings

4.1 General Meeting frequency and duration

- Meetings are held monthly on the third Tuesday of the month between 6.15pm - 8.30pm.
- 10 meetings are held per year, with no meetings held during December or January.

4.2 Special Meetings

- There will be one Aboriginal Cultural Day on Country each year.
- There will be one full day planning workshop each year.

4.3 Shared Meetings with the Yarning Group

- The Collaborative Governance Group will hold at least 2 meetings with the Yarning Group each year, one of these will be a cultural day on Country, the other will be determined in consultation with the Yarning Group.

4.4 Meeting Location

- In the Autumn/Winter (April – August) Meetings will be held at the Hands Up Mallee Office, 93 Pine Avenue, Mildura, unless otherwise stated.
- In the Summer/Spring (September – March) meetings will be held at a location that enables the use of outdoor space for the opening grounding activity.
- Special meetings (including the Cultural Day on County) will be determined in consultation with the CGG, and where relevant the Yarning Group, and communicated to the Group in advance.

4.5 Quorum at General Meetings

- A quorum is considered half of the membership plus one.
- No decision making can occur if a quorum is not present.

- The Co-Chairs make a decision about whether the meeting will proceed if there is not a quorum.
- If the Co-Chairs determine there is not a quorum, and the meeting will not proceed the co-Chairs make a decision about when the next meeting will occur.

4.6 Meeting Flow

- Meetings are held 6.30-8.30pm on the third Tuesday of each month. This time is reviewed annually at the November meeting.
- Meeting dates can be changed in the event of a public holiday or other major event.
- Agenda and meetings papers are sent one week prior to the meeting.
- Members must attend at least six meetings per annum.
- If a member misses two meetings consecutively (without an apology) a call will be placed by the co-chairs to check-in and offer any support that may be required.
- Members are encouraged to gather at 6.15pm to settle into the space and greet each other.
- The acknowledgement of Country is shared between group members.
- Each meeting starts with a 15-minute grounding activity.
- Meetings are in person- preference is people attend in person, this is important to build trust and relationships.
- Virtual attendance can be made possible if required, due to extenuating circumstances, this is to be checked with the Secretariat and Chairs prior to the meeting.
- Members are unable to be a permanent virtual attendee.

4.7 Decision Making Process

The way we make decisions in the group is as important as the decisions we make. The group have developed a decision-making process.

4.7.1 Decision Making Context

Hands Up Mallee Collaborative Governance Group

A nested model of decision making



The nested model shows how the Collaborative Governance Group are nested within Hands Up Mallee, who are nested within the community.

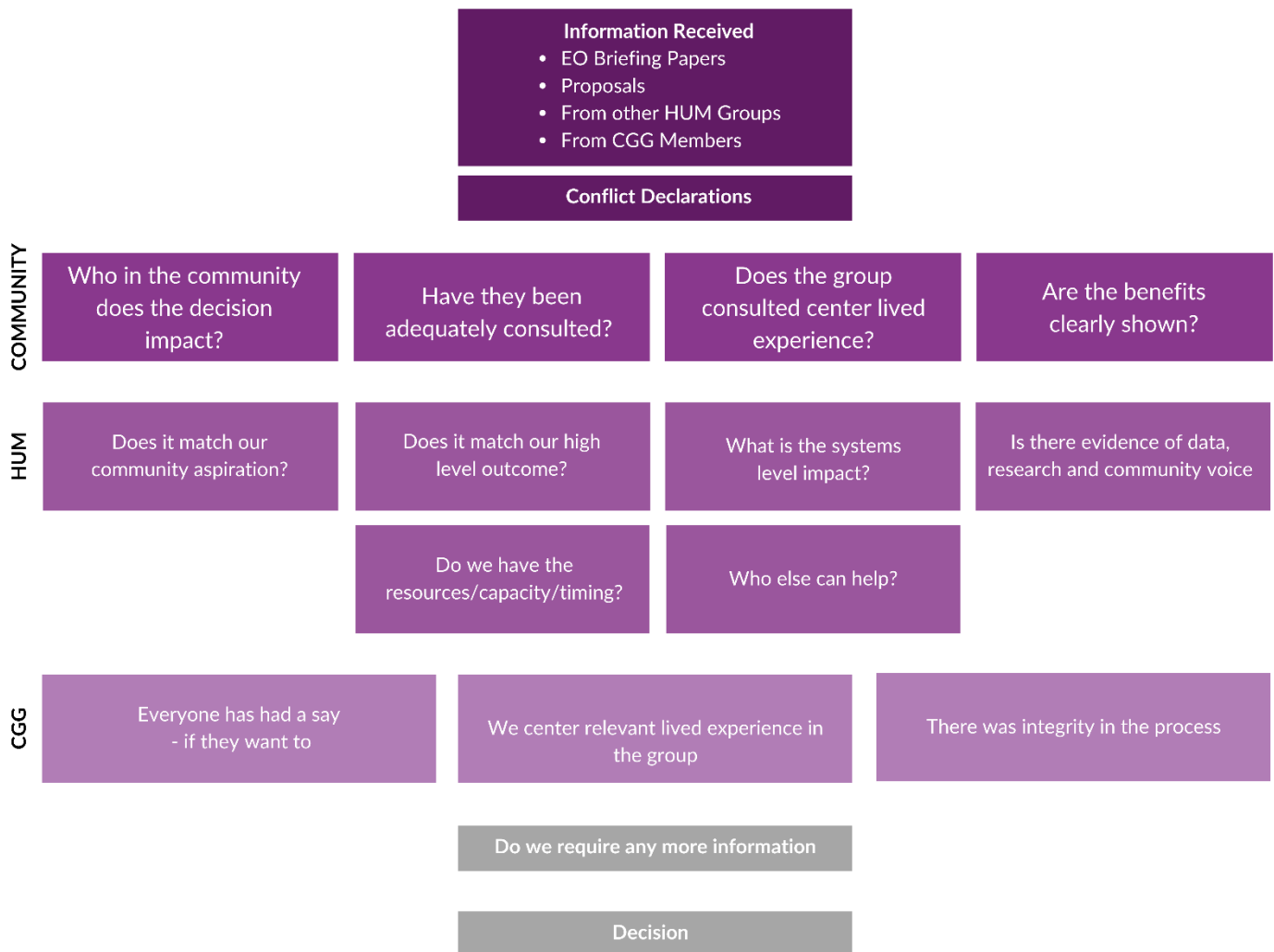
The decisions we make as a group ripple out into the organisation and the community we serve. Therefore, there needs to be accountability across three levels.

In the following decision-making map, we start on the outside of the nest and move inwards. Each level has its own unique questions to move through to ensure we are thinking from all perspectives.

Not all questions will always be relevant, and sometimes there may be more things to consider. Moving from top to bottom is a guide only.

This is a living document and will be reviewed as we progress through future decisions and improve the model.

4.7.2 Decision Making Process



4.8 Sub-committees/groups

Subgroups/committees may be formed at any time to focus on a particular piece of work and report back to the group at the monthly meeting. Decision making still sits with the CGG, sub-committees do not have the power to decision make on behalf of the group unless this is clearly delegated when the group forms. Sub-committees are considered short term, or issue specific.

Roles and Responsibilities

5.1 Role of general/all members

- Pre-read agenda and meeting papers and come prepared – seek further clarification if needed, prepare questions, consult with your community, discuss with other CGG members in advance.
- Maintaining ongoing engagement, connection and commitment to the CGG throughout your term.
- Keep cultural commitments front of mind when engaging in the work of the CGG.
- Meaningfully contribute to decision making.
- Keep the Being statements, developed by the group, front of mind in our interactions with each other – these are crucial in guiding our work.
- Additional responsibilities of general members (when they nominate themselves for this responsibilities) include Acknowledgement of country, grounding activities at the beginning of each meeting, preparing food and supporting other members to attend and engage as required.
- Advocate for HUMs work in the broader community, and at state and national levels.

5.2 Role of co-chairs

The Co-Chairs act as important links between the CGG and the HUM Backbone Team via the Executive Officer. The co-Chairs are responsible for the leadership of the CGG including:

- Facilitating the effective functioning of the CGG including managing the conduct, frequency and length of meetings.
- Working with the Executive Officer to develop the agenda for each month.
- Acting as a point of contact for the other CGG members; receiving suggestions and hearing concerns.
- Supporting the Executive Officer as required, this includes meeting at least once a month in person, online or over the phone with the Executive Officer.

- Acting as a spokesperson for the initiative when required, this may include (but is not limited to) the media, Federal and State Government Ministers, Senior bureaucrats, the Board Chairs of other Stronger Places, Stronger People initiatives, Change Fest 2024 and the Stronger Places, Stronger People National Leadership Group.
- Facilitating open and constructive communication amongst CGG members and encouraging their contribution during meetings.
- Ensure the Being Statements and associated ways of the group have decided they want to operate are adhered to during and outside meetings.
- Contribute to the HUM EO performance development agreement if requested by the employing auspice organisation.

5.3 Role of HUM EO

- Operationalise the strategy determined with the CGG.
- Provide up-to-date presentations of the HUM Backbone work over the preceding month.
- Prepare CGG Agenda Packages monthly in consultation with the Co-Chairs.
- Present information, position, and briefing papers as required to facilitate CGG understanding to be informed appropriately to make decisions.

5.4 Secretarial support role

The HUM Executive Assistant will provide Secretariat support for the CGG. This will include:

- Providing the agenda package to members a week before each scheduled general meeting.
- Collate a list of apologies prior to the meeting and provide these to the Co-Chairs.
- Minute meetings and provide these minutes to the CGG members within a month of the meeting.
- Maintain member attendance records at CGG meetings.
- The Secretariat is responsible for securely storing all CGG meeting papers and minutes.

Conflict of Interest and Confidentiality

6.1 Conflict of interest

Conflict of Interest is about transparency. Transparency in decision making is important for good process, and it is important in order to maintain the trust of community in Hands Up Mallee.

A conflict arises if a CGG member or a member of their immediate family or the organisation they work or volunteer for, stands to benefit from the decision they are involved in making on behalf of Hands Up Mallee.

Members must declare any perceived or actual conflict of interest prior to the meeting, if they recognise a conflict arising on the agenda. They can be involved in discussions about the topic but will be asked not to be involved in the decision making. This will be clearly recorded in the minutes.

Examples of a conflict of interest:

- Discussion or decision in relation to a project, organisation, or community group that a CGG member is a part of.
- Discussion or decision regarding funding that impacts a CGG Member.

It is best to declare a conflict, even if you are not sure about it. The rest of the group is then in a position to decide whether you should be involved in making the decision or not.

6.2 Confidentiality

Confidentiality refers to the duty of an individual to refrain from sharing confidential information with others. HUM CGG members will at times be privy to confidential information including community data, funding, service data, and service agreements. It is expected that this will not be shared or discussed beyond the HUM CGG. If CGG members share confidential information in relation to Hands Up Mallee or our partners, this is grounds for removal from the CGG.

6.3 Privacy

At times HUM CGG members will also have access to sensitive information about people or communities. This might be information about a staff member, or it might be data about a part of community. It is expected that this information is treated confidentially, and it is used in a way that directly relates to why the information was collected.

Breaching privacy expectations is grounds for removal from the CGG.

Strategy

7.0 Strategy

An organisation's strategy describes how it will create value. In the case of HUM, our strategy must create value for our community. The community are the primary stakeholders in Hands Up Mallee, and the CGG members are representatives of the Community. The development and oversight of the HUM strategy sits with the HUM CGG. It is separated from the role of our auspice organisations, MRCC and SCHS. The HUM CGG are guardians of the initiative's long-term vision and value and play a role in ensuring the Backbone Team delivery on the strategy in a timely and appropriate way.

The HUM CGG are expected to make considered input into strategic development. It is the role of the HUM Backbone Team to lead and be responsible for the Strategic Planning process.

Evaluation

8.0 Evaluation

The CGG work to a Theory of Change and key evaluation questions, co-designed by the group. See Appendices 1 and 2.

Each year we commit to undertaking evaluative activities which align with our Theory of Change and help us to answer our key evaluation questions, with the support of the HUM Backbone Team. We are committed to adjusting our governance model as needed based on insights gained from our evaluations and the contribution, we are making to helping Hands Up Mallee realise the community aspiration.

Charter Review and Appendices

Review of charter

Charter is to be review annually prior to the annual workshop in February each year.

Version #: 1.1 July 2024

Review date: February 2025

Appendices

Appendix 1

The Collaborative Governance Key Evaluation Questions

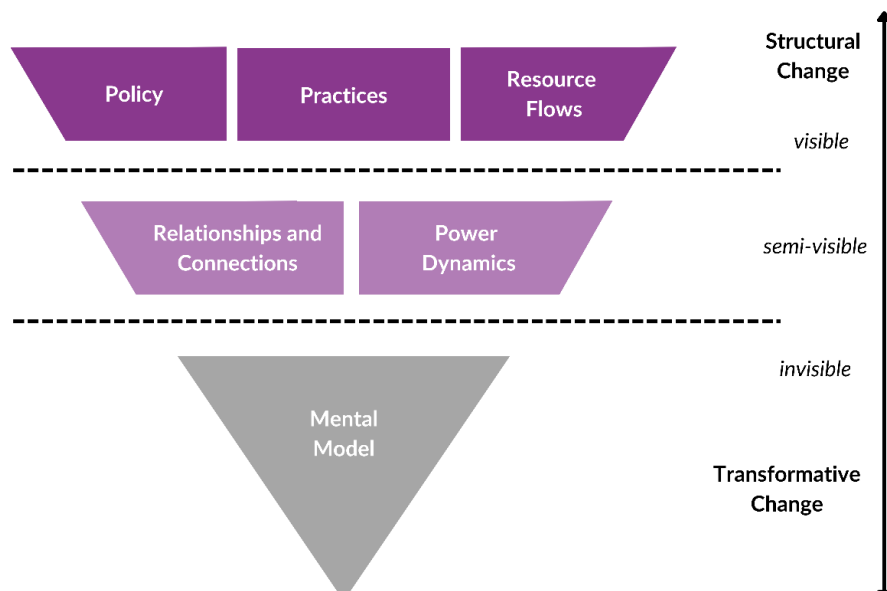
These were designed to align with the over-arching key evaluation questions in the Measurement Evaluation and Learning framework (MEL).

Outcomes

1. What was the role and contribution of the Governance Team in achieving outcomes for community and beyond?

Systemic Change

2. How has HUM Governance contributed to systemic changes?



Governance Implementation:

3. To what extent and how well are we implementing our activities?
 - How well are we working together as a team?
 - How well are we upholding our Governance principles?
 - How well are we using ethical and culturally appropriate ways of deepening engagement with Aboriginal and Torres Strait Island People?
 - How well are we creating and nurturing a safe space for learning and decision-making?

Community Orientation:

4. Are community aspirations and priorities driving our governance decision-making, activities and use of resources.

Making lasting change for community at the population level

Phase 5:
Achieving transformative change

We want children and young people to thrive in 6 wellbeing domains (ARACY). We will measure change for community-based on community experiences and what population data tells us

Early instances of impact for children, families and community

Valued, loved and safe	Material basics	Healthy	Learning	Participating	Positive sense of identity and culture
<ul style="list-style-type: none"> Have safe, supportive family environments. Have families that provide responsive caregiving practices. Feel they have adults to turn to for advice. Feel safe in community and online. 	<ul style="list-style-type: none"> Has adequate and stable housing, nutrition and clothing. Access to the equipment necessary to participate in education and training. Access to public transport, and community infrastructure. 	<ul style="list-style-type: none"> Born with a healthy life expectancy. Access to timely health services. Access to preventative measures that target physical, emotional and mental health. Live in a community with infrastructure that supports healthy living. 	<ul style="list-style-type: none"> Families engaged in child's learning. Opportunities to learn in quality early childhood education and childcare services. Participate in, and attend, school on a regular basis. Complete Year 12 or equivalent, progress to further education, employment, or training pathways. 	<ul style="list-style-type: none"> Engaged in age-appropriate organised activities. Participate in peer groups and online communities. Have a say in matters that affect them. Opportunities for volunteering, work experience and full-time employment. 	<ul style="list-style-type: none"> Feel connected to their community and culture. Feels safe and supported in expressing identity. Feels included and accepted, absence of racism, values diversity.

A connected community where families matter, and children thrive

People feel connected to their community and culture, safe and supported in expressing identity, included and accepted, there is an absence of racism, and we value diversity

Phase 4:
Scaling up the change across the system

Changes we are making within the system

Systemic changes	Empowered community with agency to act	Government, services and leaders change mindsets and practices	Investment in co-designed local solutions and innovations	Resource changes in how they are shared and used	Changes are happening beyond our place
	<ul style="list-style-type: none"> Community voice is respected and a key driver in decision-making. Representation by Aboriginal people, participating and leading in the journey. There are multiple champions at multiple levels and places in the System. 	<ul style="list-style-type: none"> There are effective cross-sector partnerships that play an enabling role. Community input and priorities drive policy and practices. Relationships between community, government and services are strong. 	<ul style="list-style-type: none"> Community-led and co-designed initiatives are supported, tested and scaled up. 	<ul style="list-style-type: none"> Improved resourcing and better funding arrangements support the work. Services are sharing and joining up resources to meet community needs for more significant impact. Funding for Aboriginal communities supports sustainable change. 	<ul style="list-style-type: none"> We are having an influence on policy, other communities and broader systems.

Phase 3:
Creating a shared agenda for change

Phase 2:
Building the foundations for change

Phase 1:
Recognising the possibility for change

What helps to change the way we work together	Authentic engagement of Aboriginal people, the wider community and its diversity.	Transparent and locally-led governance, with a focus on place-based change.	Multi-sectoral collaboration - collective effort, resources and advocacy - not competitive slices.	Grow skills and knowledge - use data, stories and research to inform decisions and actions.	Work on activities that deliver high levels of impact on Common Agenda.	Report on progress and share our learning for continual improvement and awareness.
Enablers						
What we had at the start of the journey	Community, government and agencies ready to listen to the community, use evidence (data, stories, research), and open to doing things differently.	History and context of place - remote region, many Indigenous people, culturally diverse, river, horticulture, small business, high socio-economic disadvantage.	Existing relationships and partnerships to build on.	Sufficiently resourced backbone to convene and facilitate stakeholders.		
Foundations						
The challenge and opportunity that inspired our shared journey	We saw, the need to disrupt cycles of disadvantage for the whole community; that services and support can be fragmented and hard to navigate; and that solutions often come in from outside of place and are not community-driven. We saw the potential for community based and driven responses to create positive alternatives and bridge the gap between community and services. We saw the opportunity for working together in new ways (through collective impact practice) to create more outcomes and impact for local families and community members.					

Appendix 2