



Early Stage Progress Mapping Report

April 2024

1. Background, Purpose and Context

The purpose of this report is to capture the views of the SPSP Rockhampton Leadership Group on the current state of SPSP Rockhampton, in its way of working as a community-led collective impact initiative.

The *Early Stage Progress Mapping Workshop* was undertaken against the ‘Enablers’ and ‘Phases’ of readiness of the *Stronger Places, Stronger People (SPSP) Progress Mapping Tool* and it is worthwhile noting that this report is not an evaluation or assessment of the performance of, or outcomes of SPSP Rockhampton or the Leadership Group Members.

The report is expected to provide key input into the *SPSP Rockhampton Learning Circle* intended to take place by the end of 2024 and provide important insights into the starting point of the SPSP Rockhampton initiative. The report has been independently prepared by Collaboration for Impact (CFI), to reflect the views expressed by the SPSP Rockhampton Leadership Group Members and Government Partners captured through an *Early Stage Progress Mapping Workshop* held on the 8th of April 2024 in Rockhampton, Queensland.

Annual cycles of Progress Mapping and Learning Circles are a requirement for each community partnering with the SPSP initiative. They focus on the way of working, the practice of community-led collective impact, and offer an annual opportunity to pause from the work of implementation, to collectively measure where the collective impact practice is at, learn and plan for the next year.

Progress Mapping and Learning Circles processes provide key data (i.e. process metrics) for analysis and learnings for each SPSP community and for these reasons, the processes are the one aspect of the SPSP implementation and evaluation strategy that are held with consistency (i.e. to allow comparison over time and de-identified patterns across communities to inform learning and other support offered).

The community’s agenda for change (strategy or roadmap), their approach to implementation including local leadership and governance, community engagement, data analysis, and measurement and evaluation etc., are all community-led.

The Progress Mapping and Learning Circles processes themselves are co-designed with each community from year one and are collaborative. The second and subsequent rounds of Progress Mapping and Learning Circles are led by communities, with independent facilitation to support a neutral environment to explore different perspectives, assumptions and questions. The independent facilitation also provides for equity, for all voices, including the Backbone team and local leaders, to participate equally in the process. These processes are designed to support both the local collective impact initiative and provide data and planning to meet the SPSP objective, to demonstrate that community-led collective impact creates better outcomes for children, families and communities.¹

2. Methodology

The Progress Mapping Tool is a tool developed by CFI that articulates six ‘Enablers’ and five ‘Phases of Readiness’, with an associated set of indicators for each, that SPSP communities use to build a shared understanding of their progress in ways of working as a community-led collective impact initiative on an annual basis.

¹ Australian Government Department of Social Services, *Stronger Places, Stronger People Initiative – Guidance for Progress Mapping and Learning Circles*, pg. 2

The findings of the report are the product of an *Early Stage Progress Mapping Workshop* held with the SPSP Rockhampton Leadership Group Members and Government Partners which included an overview of the *SPSP Progress Mapping Tool* and assessment of where members felt the SPSP Rockhampton initiative currently sits against the Project Mapping Tool.

As the inaugural Progress Mapping Workshop for the SPSP Rockhampton initiative, the *Early Stage Progress Mapping Tool* was adopted and applied (i.e. per Section 4) with the intent to run the inaugural Learning Circle Process once a full complement of Leadership Group Members have been recruited and appointed to any vacant positions, with the full support of an Auspice agent/agency and a Backbone Lead/Team.

The SPSP Rockhampton *Early Stage Progress Mapping Workshop* was hosted by CFI and delivered face-to-face in Rockhampton with participants comprised as follows:

- **Leadership Group Members (7)** – April Ibbotson; Carmen Gray; Dallas Fewquandie; Delilah MacGillivray (i.e. remotely - online); Elizabeth Jacobson; Geoff Higgins; and Peta Steedman
- **Government Partners (3)** – Department of Social Services (Australian Government) representatives, Jen Andersson, and Jenny Joyce; and Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts, David Porter (Queensland Government)
- **CFI Co-Facilitators (2)** – Cheryl Godwell-Pepper and Rodney Greene

A total of ten (10) people participated in the workshop, including representation from the Leadership Group Members and Government Partners, who generously shared their lived-experiences, views and understandings of the local community.

CFI has conducted an analysis of the raw data and key insights learned from the *Early Stage Progress Mapping Workshop* and consolidated these learnings into a draft Progress Mapping Tool report (i.e. this document) which is to be finalised in direct consultation and collaboration with the SPSP Rockhampton Leadership Group Members and Government Partners.

3. Overarching findings and strategic questions

This section outlines the key findings and emerging strategic questions from the SPSP Rockhampton initiative which sits alongside the *Early Stage Progress Mapping Tool* (Appendix 1).

The findings and strategic questions cross all enablers and phases of the *Early Stage Progress Mapping Tool* with a discrete record and account of each included at Section 4 of this report for information, reference and/or sharing with stakeholders as desired.

3.1 Key findings from the Early Stage Progress Mapping Workshop

- a. **Enabler 1: Systems Leadership** – an understanding that a systems approach combined with local leadership is needed to improve outcomes across the community to shift disadvantage.
 - Albeit that there was a clear consensus that there is a readiness and appetite for change within the community (i.e. over eighty percent of votes identifying that ‘we’re currently working on this’ and ‘it is the next piece of work for us to pick up over the next 12 months’) there was a strong sense that a systems approach to change needed to be well-supported in order for it to be achieved (i.e. via a Backbone Lead/Team).
 - A key theme of the discussions recognised the need to understand individual and collective roles within the community – including broader stakeholders/agents/agencies – with varying degrees of agency, power and/or responsibility to redress issues of greatest priority within the community (e.g. youth crime).

- Notably, the greatest challenges and tensions appeared to be with the ability for individuals, collectives and/or the community (i.e. as a whole and/or in its discrete parts) to “*see ourselves as part of the problem and solution*” and our willingness/ability to engage with dissenting voices.
- b. **Enabler 2: Inclusive community engagement** – Community voices and leadership are valued and influential. There is an understanding that enduring social change can only be achieved with the diversity of the community being included and leading in the drive to improve outcomes.
- Whilst many participants voted on the need to build readiness and foundations to achieve inclusive community engagement, the single highest rate of votes demonstrated that the community needed to be acknowledge as a key part of the conversation and driver of subsequent calls for change.
 - The theme of subsequent discussions consistently reiterated the need for greater access to, visibility of and transparency of perceived “*formal power*” within the community (i.e. those individuals/agencies/organisations with discrete role/s, responsibilities and resourcing to redress disadvantage).
 - Some of the key tensions that arose spoke loudest to the importance of valuing “*all voices*” and developing a better understanding of the need to “*actively engage with the ‘other’ and/or opposing parts of the community*”.
- c. **Enabler 3: Understanding, measurement, evaluation and learning (UMEL)** – Government collected data is being brought to the community transparently and utilised alongside community collected data and stories to understand what is happening in the community and inform what needs to be the focus of the work together. There is a shared commitment to understanding, measurement, monitoring, evaluation and learning together in line with the needs of the local collective impact initiative and the learning across all SPSP communities and partners.
- Whilst there was unanimous recognition for the importance and significant role of data, there were concerns with a perceived lack of transparency, visibility and/or access to any such data and more specifically, to the data that is used by service providers to directly shape, inform and influence measures adopted throughout the community.
 - All too often the experience was that quantitative data was used independent of any qualitative data (e.g. “*lived-experience/s*”) and that these “*lived-experiences*” were critical context to the stories that were being told and in order to redress priorities within the community.
 - Key tensions that arose during the workshop included concerns with the risk of relying on “*fear informed/based data and stories*” and the need for both “*negative and positive*” data stories to be shared within the context on the local community, region, state and national data comparatives.
- d. **Enabler 4: Use of collective power for purpose** – A shared recognition that the way power and authority has traditionally been used across the system has not delivered outcomes in communities and for people who disproportionately/unfairly experience disadvantage. There is genuine interest and practice to use power and authority differently so that everyone can play their role in the community-led shared agenda.
- Of all the ‘enablers’ participants noticeably struggled with the ‘*use of collective power for purpose*’ with the measure only attracting a total of nine votes (i.e. compared to twenty-one votes on ‘*inclusive community engagement*’ – the single highest rate of votes recorded on the day).
 - Discussions amongst the participants were labored with notable tensions in the room when speaking directly to race, racism and race relations within the community.

- Albeit that there was agreement with and an acknowledgement of there being “*so many issues with power*” in the community, there was still a sense of hope that this could be achieved with the “*right*” support that involved dedicated, consistent and comprehensive resourcing to achieve the change that is long overdue, desired and needed.
- e. **Enabler 5: Investment and policy for purpose** – to achieve the desired community outcomes there is shared recognition and action being taken across the system that investment, policies and accountabilities need to align with the community-led shared agenda.
- Albeit that fifty percent of all votes concurred that funding, policies, service delivery and investment were being sought to help improve ‘*policy for purpose*’, most participants felt that without continued support, these initiatives and/or any momentum they currently held in the community would not be sustained.
 - There was a strong sense that “*some services, funding and providers are not ready/willing to change*” and that this is where the greatest “*power imbalance/conflict*” exists within the community. There was a perception that some agencies, organisations and/or service providers are not willing/able to work with others, nor will they allow any new or innovative approaches to be adopted as it is not in their organisational, institutional and/or systemic interest.
 - Most notably, the SPSP initiative was envisaged as having the potential to be a vehicle for new and/or innovative approaches to be conceptualised, developed and implemented in direct partnership and collaboration with key stakeholders throughout the community and region.
- f. **Enabler 6: Leading and supporting effort for purpose** – Governance structures and processes and the resourcing of the work such as a backbone team and high leverage activities, reflects the phase of collective impact. Partners support the local leaders and the backbone team to make change aligned to the community’s plan.
- Whilst there was an acknowledgement that a lot of work had been done to date (i.e. to establish and appoint the inaugural Leadership Group Members) there was a recognition that this was still a ‘*work in progress*’ and there was a shared sense of urgency to ensure that the Leadership Group was representative of the Rockhampton-Livingstone community.
 - There is great anticipation for the work of the Backbone Lead/Team and the options available to the Leadership Group to enable the Backbone Lead/Team to progress more immediate priorities of the Learning Circle, ‘*Shared Agenda*’ and priorities into the future.
 - Notably this is to be achieved within the true intent of the SPSP Rockhampton initiative and in order to achieve the community-led change that is needed in the region.

3.2 Strategic questions for the SPSP Rockhampton Learning Circle

The following questions have emerged from the synthesis of the *Early Stage Progress Mapping Tool* and process and are envisaged as being central to the support afforded through the recruitment of a Backbone Lead/Team and subsequent Learning Circle. The intent of discussing these questions is to:

- Recognise the need to grow a shared visibility and understanding of the SPSP Rockhampton initiative, to build capacity and to **prioritise outreach, engagement and collaboration** with a diverse range of stakeholders throughout the Rockhampton-Livingstone region.
- The need to define “*who the community is*” and more importantly, to take steps that ensure that all parts of the community are **engaged, informed and empowered** to participate in the SPSP Rockhampton initiative.

- There is a desire to reassess, rationalise and realign available resources, funding and commitments to achieve greater transparency and collaboration on priorities that are genuinely **community-led and informed**.

Strategic questions:

- Who are the **key collaborators** for learning, action and change in the next 12 months?
- What does **community-led** change look like in SPSP Rockhampton 5 years from now?
- What do we need to learn about the different **types of power and authority** we each have and hold in the community?
- What do we need from each other in the next 12 months to be able to use the **influence we have** to achieve the SPSP Rockhampton priorities?
- How can we build momentum for **reassessment, rationalisation and realignment** of available resources, funding and decisions in the Rockhampton-Livingstone community and region?

4. Collated Early Stages Progress Mapping Tool: Enablers and Phases of Community-Led Collective Impact

This section provides a synthesis of how the SPSP Rockhampton Leadership Group reported (i.e. in an Early Stage Progress Mapping Workshop) the current state of SPSP Rockhampton against the six enablers and five phases of the Early Stage Progressing Mapping Tool.

The colour-coding of the indicators of the tool reflects:

- **Orange – what is in place and ongoing:** we have done the work, it is sustainable, the Backbone Team can step away and know that others will keep the change going.
- **Green – what is currently being worked on:** we are currently working on this, but if the Backbone Team stepped away it would not continue, things could return to the previous way things were done.
- **Blue – next steps:** We have not started this yet but see it as the next piece for us to pick up over the next 12 months.
- **No colour – a longer-term step:** we have not started this yet and see it as a longer-term piece, beyond the next 12 months.

The table on following page provides an abbreviated (one page) record of the Early Stages Progress Mapping Tool and data, with colour-coding that reflect the current state of SPSP Rockhampton. This is complemented by a more detailed capture of each enabler, phase and discussion/s that took place in the Early Stage Progress Mapping Workshop held in April 2024 and more specifically, as a reference point and comparative measure for future years.

4.1 Early Stage Progress Mapping Tool - Overview of SPSP Rockhampton April 2024

Please note that all the text in the following table is consistent with the text contained within the *Early Stages SPSP Progress Mapping Tool* (i.e. applicable to all SPSP communities as provided by the Department of Social Services). The colour-coding of that text is specific to the SPSP Rockhampton initiative and is a synthesis of the views held by the SPSP Rockhampton Leadership Group Members who participated in the *Progress Mapping Workshop* facilitated by CFI on the 8th of April 2024.

2024 Enablers (incl. total votes)	Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a Shared Agenda	Phase 4 Scaling Up	Phase 5 Achieving Transformation
1. Systems Leadership (20)	There is recognition that a problem exists (that everyone has a role in) and a call to work differently to tackle it. Votes: Green (5) Blue (2) Orange (1)	Local cross-sector leaders are working together to focus attention on the problem and bring people together to understand it and explore how to tackle it. Votes: Blue (7) Green (1)	The local leadership group have agreed on a shared agenda (with a focus on creating a better system, rather than on delivering programs and activities), and are committed to work together over the long term. Votes: White (2) Blue (1)	The local leadership group is aligning their power, resources and effort behind the change agenda and learning about how to work together differently. Votes: White (1)	The local leadership group is aligning new partners to the change agenda and influencing systems level changes. Votes: Nil
2. Inclusive Community Engagement (21)	Community is a key part of conversations about the problem and calling for the need for change. Votes: Orange (5) Green (3.5)	The voice and lived experience of community is shaping understanding of the problem and ideas to address it. Votes: Green (4.5) Blue (3.5)	Community is leading the continued refinement of the change agenda (change goal and how to achieve it). Votes: Blue (2.5)	Community is making decisions about and self-organising around the change goal and strategies. Votes: White (1)	Community is holding itself, service providers and governments accountable for making progress. Votes: White (1)
3. Understanding, Measurement, Evaluation, and Learning (14)	Data and stories are used to raise awareness about the problem and need for change, within and across community. Votes: Green (5) Blue (1) Orange (1)	Data and research are being used by cross-sector, local groups to make sense of what is happening and establish a baseline or data picture of 'now'. Votes: Blue (3.5) Green (1)	Data and evidence from diverse sources (data, story, systems analysis, community voice) are being used to develop strategies for change. Votes: Blue (1.5)	A 'theory of change' and plan of action (about the change agenda) is understood by everyone, with data being systematically used to measure progress. Votes: White (1)	Evidence of early instances of impact and population level impact is being shared and learning from the journey is informing decisions. Votes: Nil
4. Use of Collective Power for Purpose (9)	There is a call to address how power is used and shared, and how decisions that impact community are made, especially when it comes to addressing the impacts of racism. Votes: Green (3) Blue (2) White (1)	How the system works (decision-making, relationships, structures, processes, mindsets and resource flows) is being mapped, and power holders are starting to enable rather than direct this work with racism acknowledged as a barrier to working together. Votes: White (2) Blue (1)	The shared agenda is collectively agreed with shared decision-making, and addressing power imbalances, racism and inequity embedded as a way of working. Votes: Nil	Decision making processes are clear, transparent, and there are open conversations about race, equity and power sharing amongst leaders. Votes: Nil	A new way of working is established and leaders are skilled at recognising and exploring the impacts of race, equity and power. Votes: Nil
5. Investment and Policy for Purpose (15)	The need for policy and funding change is being called for by community, the service system and/or government. Votes: Orange (3) Green (2.5)	Funding and policies that impact the issue, service delivery and community are being mapped and investment is being sought to improve the system with local solutions (not just add more or coordinate programs and services). Votes: Green (4.5) Blue (2) Orange (1)	Governments and investors are aligning and adapting policy and funding to resource strategies and projects to achieve the change agenda (including racism and the impacts of it). Votes: Blue (1)	Investment is being re-directed to address the drivers/causes of entrenched disadvantage and support the ongoing collaboration. Votes: Blue (1)	Policy and investment are aligned with the change agenda. Votes: Nil
6. Leading and Supporting Effort for Purpose (12)	Conversations are happening about the need for collective action to tackle the problem, including who leads and joins this group with some partners working together to make small changes together. Votes: Orange (3) Green (2)	A diverse cross-sector, local leadership group is formed with agreed and transparent ways of working that ensure equity and inclusion. A backbone (with a leader) is taking up community engagement functions. Votes: Green (4)	The local leadership group is formalising membership and is supported by a backbone team that builds capacity to learn together, embrace diverse views, and have hard conversations. Votes: Blue (2) Orange (1)	The local leadership group is aligning new members, resources and infrastructure to the change agenda with greater participation from all levels of government. The backbone team is taking up a full strategic coordination role. Votes: Nil	Participating leaders from all sectors have embedded the change agenda into their organisations and power structures for the long term, and the backbone team is established as part of local decision making and change. Votes: Nil



4.2 Early Stage Progress Mapping Tool - Detailed Findings by Community-Led Collective Impact Enablers

Please note that the text is identical to and directly sourced from the *Early Stage Progress Mapping Tool* (i.e. for six Enablers and five Phases). The colour-coding of that text is specific to the SPSP Rockhampton initiative and it is a synthesis of the views held by the SPSP Rockhampton Leadership Group Members and Government Partners who actively engaged and participated in an *Early Stage Progress Mapping Workshop* hosted by CFI on the 8th of April 2024.

Enabler 1: Systems Leadership – an understanding that a systems approach combined with local leadership is needed to improve outcomes across the community to shift disadvantage.

2024 Enabler 1	Phase 1 Building Readiness	Phase 2 Building Foundations	Phase 3 Creating a Shared Agenda	Phase 4 Scaling Up	Phase 5 Achieving Transformation
<p>Colour-Coding</p> <p>There is recognition that a problem exists (that everyone has a role in) and a call to work differently to tackle it.</p> <p>Votes: Green [5] Blue [2] Orange [1]</p>	<p>Local cross-sector leaders are working together to focus attention on the problem, and bring people together to understand it and explore how to tackle it.</p> <p>Votes: Blue [7] Green [4]</p>	<p>The local leadership group have agreed on a shared agenda (with a focus on creating a better system, rather than on delivering programs and activities), and are committed to work together over the long term.</p> <p>Votes: White [2] Blue [1]</p>	<p>The local leadership group is aligning their power, resources and effort behind the change agenda and learning about how to work together differently.</p> <p>Votes: White [1]</p>	<p>The local leadership group is aligning new partners to the change agenda and influencing systems level changes.</p> <p>Votes: Nil</p>	
<p>Key reasons supporting assessment</p> <p>COMMENTS:</p> <ul style="list-style-type: none"> • “Yup – we know there is a problem.” • “We all agree. There is concerns that change has not happened in Rocky.” • Recognition that we all know that we need to do something differently - but we don't know what the <i>definition</i> of doing things differently is/means? “Is work needed to communicate SPSP/community-led approach as an opportunity to progress in a different way?” • The Leadership Group need to reach an agreed ‘Change Agenda’ with the Learning Circle within the next 12 months. • Need to give more consideration to engagement and communication with “Cross-Sector Leaders” with the support of the Backbone Team. • Need to get a better understanding and grasp of ‘our role’ and the need to acknowledge that we are all part of the problem <u>and</u> the solution. • Caution with creating a victim mentality and/or that this is about everyone else (e.g. Reconciliation in Rocky). <p>THEMES:</p> <ul style="list-style-type: none"> • General sense of readiness in the community and the need for things to change. • The need to recognise our role as being part of the problem by letting things to continue. <p>TENSIONS:</p> <ul style="list-style-type: none"> • Ability for us and/or community to all see ourselves as part of the problem and solution (i.e. beyond the Leadership Group and amongst the broader community). • How do we define the ‘community’? Who is the ‘community’? Acknowledging that it is comprised of so many different parts of the ‘community’ and often, in opposition to each other. 					



Enabler 2: Inclusive community engagement – Community voices and leadership are valued and influential. There is an understanding that enduring social change can only be achieved with the diversity of the community being included and leading in the drive to improve outcomes.

2024 Enabler 2	Phase 1 Building Readiness	Phase 2 Building foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Colour-Coding Community is a key part of conversations about the problem and calling for the need for change.	Votes: Orange (5) Green (3-5) The voice and lived experience of community is shaping understanding of the problem and ideas to address it.	Votes: Green (4-5) Blue (3-5) Community is leading the continued refinement of the change agenda (change goal and how to achieve it).	Votes: Blue (2-5) Community is making decisions about and self-organising around the change goal and strategies.	Votes: White (1) Community is holding itself, service providers and governments accountable for making progress.	Votes: White (1)
Key reasons supporting assessment	<p>COMMENTS:</p> <ul style="list-style-type: none"> • "Community defining Leaders" (i.e. the community needs to be the one to decide who the leaders are) • "Lots of this [community voices], but not cohesive" • "Who's missing and who needs to be represented on the Leadership Group - "Leadership Group identified need to bring additional diversity/representation into membership" • "Yes! Without them, we can't move forward" • "People living in region reaching out, to be heard and to change/solution" • "Not yet, cause there are limited ways to do this..." • End game is community driving this and calling government to the table • The importance of feeling empowered...e.g. "the least empowered people are being made to sit here" • Risk is always in getting tied up in process, need to sharpen that up and get to the end game. • Even as people within the community, you have got to learn to speak a lot of different languages (i.e. complexity of navigating programs, services and providers respective policies, processes and provisions) • Need to talk to the people without the labels (i.e. use of formal and informal power within the community) • "Need to consider how we start tapping into this to start informing development of priorities and shared agenda" • "Lived experiences will give recognition to...good outcomes" • Community is fractured but what are the pieces that aren't seen <p>THEMES:</p> <ul style="list-style-type: none"> • The need for greater access to formal power and the visibility/transparency of formal power in order to build trust between all parties. • Need to engage the community, community voices and leaders (i.e. formal and informal leaders) • Need to define who are we talking about? What is the definition of "community"? Whose "community"? • Strong sense of community but not cohesive and a desire from some for 1950's solutions <p>TENSIONS:</p> <ul style="list-style-type: none"> • Ability to "value" ALL voices - "which voices are not being heard?" • How do we actively engage with the "other" and/or opposing parts of the community? • There is lots of "othering" in the community • Recognition that "doing things differently" is not universal 				



Enabler 3: Understanding, measurement, evaluation and learning (UMEL) - Government collected data is being brought to the community transparently and utilised alongside community collected data and stories to understand what is happening in the community and inform what needs to be the focus of the work together. There is a shared commitment to understanding, measurement, monitoring, evaluation and learning together in line with the needs of the local collective impact initiative and the learning across all SPSP communities and partners.

2024 Enabler 3	Phase 1 Building Readiness	Phase 2 Building foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Colour-Coding Data and stories are used to raise awareness about the problem and need for change, within and across community. Votes: Green [5] Blue [1] Orange [1]	Data and research are being used by cross-sector, local groups to make sense of what is happening and establish a baseline or data picture of 'now'. Votes: Blue [3.5] Green [1]	Data and evidence from diverse sources (data, story, systems analysis, community voice) are being used to develop strategies for change. Votes: Blue [1.5]	A 'theory of change' and plan of action (about the change agenda) is understood by everyone, with data being systematically used to measure progress. Votes: White [1]	Evidence of early instances of impact and population level impact is being shared and learning from the journey is informing decisions. Votes: Nil	
Key reasons supporting assessment COMMENTS: <ul style="list-style-type: none"> • "Acknowledging community members as having expert knowledge and lived experience in data capture". • "Yes please! ASAP". • "Raw data collection, versus data/research – mixed data". • "Data embedded...needs truth and explored". • "Starting the process of what data to collect or recognise" (i.e. as a 'sole source of truth'). • "We're doing it, but need to do more and more...". • Needs to be the opportunity, incentive and resourcing to pool all data on the region. • Need to ensure that all data has context i.e. local versus state/territory versus national/international "trends". • The "ABS Indigenous Standard Questions" need to be adopted and applied consistently in all approaches. • Barrier + Gap i.e. "data is being captured but, lack of visibility" and data "needs to be grounded" – there needs to be "truth to data". • Quantitative and qualitative data sets need to tell the "whole story" in order to capture the reality of the lived-experience in the community and region. THEMES: <ul style="list-style-type: none"> • Need for data dashboard/s or portal/s to enhance visibility of and access to data on the community and region. • Access to and visibility of the definitions and distinctions of data. TENSIONS: <ul style="list-style-type: none"> • Caution and risk of relying purely on "fear informed/based data and stories" and the need for both "negative and positive" data that tells the full story. • Overlaps and intersections of data (e.g. "youth data") and the absence of any design in direct consultation or collaboration with the community. 					



Enabler 4: Use of collective power for purpose – A shared recognition that the way power and authority has traditionally been used across the system has not delivered outcomes in communities and for people who disproportionately/unfairly experience disadvantage. There is genuine interest and practice to use power and authority differently so that everyone can play their role in the community-led shared agenda.

2024 Enabler 4	Phase 1 Building Readiness	Phase 2 Building foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Colour-Coding There is a call to address how power is used and shared, and how decisions that impact community are made, especially when it comes to addressing the impacts of racism.	How the system works (decision-making, relationships, structures, processes, mindsets and resource flows) is being mapped, and power holders are starting to enable rather than direct this work with racism acknowledged as a barrier to working together.	The shared agenda is collectively agreed with shared decision-making, and addressing power imbalances, racism and inequity embedded as a way of working.	Decision making processes are clear, transparent, and there are open conversations about race, equity and power sharing amongst leaders.	A new way of working is established and leaders are skilled at recognising and exploring the impacts of race, equity and power.	
Key reasons supporting assessment	<p>Votes: Green [3] Blue [2] White [1]</p> <p>COMMENTS:</p> <ul style="list-style-type: none"> • "Some days" there is a call to address how power is used and shared especially when it comes to addressing the impacts of racism. • "Yes" there is a call to address power and diversity within the community...but who and how? • "I'd like to put 'green' up, but I just don't know". • "Bring it on!" (i.e. some of us are ready, we know we NEED it and we just want to get on with it!) • "Some feel they are doing this...but in reality, they're not." • Never underestimate the impact and experience of racism within the community and the lived-experience of so many families throughout the community – even within a single family. • Whether we are perpetrators of racism or we are part of the problem by remaining silent when racism and racist behaviours/beliefs arise. • Community outreach and engagement (re: racism) needs to be "enlivened and done well". • It needs to move beyond just Indigenous Organisations, people and communities doing all the heavy lifting. • There needs to be a power shift in order for all organisations and service providers to engage effectively with race and racism throughout the entire community. • Needs to be resourced for proven outcomes and results, not just community control. • Need to build the capability and funding to engage the entire community effectively in discussions on race and racism. • "The Referendum was a vote against us...it told Aboriginal and Torres Strait Islander people that we are not wanted in our own country and on our own lands". • "Equal treatment won't lead to equitable outcomes" • Services aren't used to conversations about power • There is a greater need for allyship, we cannot do this alone and we cannot do this without you. <p>THEMES:</p> <ul style="list-style-type: none"> • There are so many issues with power (i.e. informal and formal power, role, rank and authority) and we need to learn so much more. • Without respect or redress of Aboriginal and Torres Strait Islander matters, nothing will ever change. Get it right for us and it will make it right for others. • Recognition that there have been safe and respectful conversations but dedicated resourcing not available for it to be consistent or comprehensive <p>TENSIONS:</p> <ul style="list-style-type: none"> • Extended pause and noticeable hesitation to engage in a discussion on race/racism in the room (e.g. lowest vote count of all Enablers) • Who needs to be at the table and who needs to be having the conversations on race/racism in our community (i.e. beyond the victims of racism and those who are always there)? And how do we engage them? • What about the visibility of race and/or racism beyond that of Aboriginal and/or Torres Strait Islander communities? • What about others in the community? • Is it a similar experience or even worse? • Who are the voices who are not in the room? <p>Votes: White [2] Blue [1]</p> <p>Votes: Nil</p> <p>Votes: Nil</p> <p>Votes: Nil</p>				



Enabler 5: Investment and policy for purpose - to achieve the desired community outcomes there is shared recognition and action being taken across the system that investment, policies and accountabilities need to align with the community-led shared agenda

2024 Enabler 5	Phase 1 Building Readiness	Phase 2 Building foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Colour-Coding The need for policy and funding change is being called for by community, the service system and/or government.	Funding and policies that impact the issue, service delivery and community are being mapped and investment is being sought to improve the system with local solutions (not just add more or coordinate programs and services).	Governments and investors are aligning and adapting policy and funding to resource strategies and projects to achieve the change agenda (including racism and the impacts of it).	Investment is being re-directed to address the drivers/causes of entrenched disadvantage and support the ongoing collaboration.	Policy and investment are aligned with the change agenda.	Votes: Nil
Key reasons supporting assessment COMMENTS: <ul style="list-style-type: none"> • "More conversations are needed" • "It is happening...slowly...but building traction" • Openness to change in some organisations, but hampered by competitive environment • "Change is the responsibility of communities, the voices of the community and service providers" • "It is in place with CBCAC funding and Communities for Children (Facilitating Partner)" • "Much much more needs to be done...but" • "Opportunities through SPSP to leverage government partnerships, investment mapping and potential flexibility around funding/programs" • "Happening in slow stages and not a linear process" • "Distorted" • "Beginning for community" • Do current services recognise the need to shift or are they just ticking the boxes and hitting the targets to secure their funding year after year with no change? • Does the community have the maturity and/or capacity to change? Not sure. • We need the visibility of both old and new data to inform change and demonstrate where really good things are happening. • Recent "flips into mainstream funding and/or providers" that demonstrate the sharing of success and things that have worked for discrete targets groups and can be adopted and/or applied to others. • Not just SPSP (whole of government approach e.g. Treasurer's vision) THEMES: <ul style="list-style-type: none"> • What is the need and/or appetite for systems change (i.e. perception that some services, funding and providers are not ready/willing to change)? TENSIONS: <ul style="list-style-type: none"> • Perceived "power imbalance/conflict" with those organisations who have all the "power" and are not willing to work with others and/or to allow new and/or innovative approaches to be adopted (i.e. as it is not in their direct interest and/or benefit). 	Votes: Orange (3) Green (2.5)	Votes: Green (4.5) Blue (2) Orange (1)	Votes: Blue (1)	Votes: Blue (1)	Votes: Nil



Enabler 6: Leading and supporting effort for purpose - Governance structures and processes and the resourcing of the work such as a backbone team and high leverage activities, reflects the phase of collective impact. Partners support the local leaders and the backbone team to make change aligned to the community's plan.

2024 Enabler 6	Phase 1 Building Readiness	Phase 2 Building foundations	Phase 3 Creating a shared agenda	Phase 4 Scaling up	Phase 5 Achieving transformation
Colour-Coding Conversations are happening about the need for collective action to tackle the problem, including who leads and joins this group with some partners working together to make small changes together. Votes: Orange (3) Green (2)	A diverse cross-sector, local leadership group is formed with agreed and transparent ways of working that ensure equity and inclusion. A backbone (with a leader) is taking up community engagement functions. Votes: Green (4)	The local leadership group is formalising membership and is supported by a backbone team that builds capacity to learn together, embrace diverse views, and have hard conversations. Votes: Blue (2) Orange (1)	The local leadership group is aligning new members, resources and infrastructure to the change agenda with greater participation from all levels of government. The backbone team is taking up a full strategic coordination role. Votes: Nil	Participating leaders from all sectors have embedded the change agenda into their organisations and power structures for the long term, and the backbone team is established as part of local decision making and change. Votes: Nil	
Key reasons supporting assessment COMMENTS: <ul style="list-style-type: none"> • "Governance is a power to move with confidence". • "Underway! With more to do!" • "Early stages...beginning" • "Beginning and building trust" • "Leadership Group formalised!" • Acknowledge that it is still very early days and everything is still emerging (e.g. recruitment and selection of Project Officer) but we have already come so far. • Even the beginning of the discussion on race and racism is such an impressive start for the Leadership Group and initiative. • The establishment of the Leadership Group and governance arrangements is such a solid foundation for the future. THEMES: <ul style="list-style-type: none"> • Anticipation for what the work of the Backbone Team looks like and how we enable them to progress the 'Shared Agenda' and associated priorities with, for and by the community. TENSIONS: <ul style="list-style-type: none"> • Sense of urgency in recruiting, employing and enabling people from within the community to achieve the change that is needed. 					