

Directions Paper Our Common Agenda & Next Moves

2018 - 2019



HANDS UP MALLEE

Connected Community - Families Matter - Children Thrive

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The Purpose Of This Directions Paper

This Directions Paper will communicate a broad, high-level plan that maps out the work of Hands Up Mallee (HUM) for the next 18 months. The paper builds on the previous Directions Paper ([Hands Up Mallee, 2016](#)), presents the Common Agenda to this point and provides a set of recommended "Next Moves" to launch this next phase of work.

The Next Moves outlined in this paper are a resource to open discussions with an even wider group of people in our community. We will move quickly to implement these actions, with additional actions enacted across the long term.

Our community is known for doing things its own way. By working differently, we will achieve great change through looking at the system as a whole.

This document has been prepared by the Backbone, in consultation with the Executive, Community Leaders Table, Communications and Engagement Enabling Team, the Research, Evaluation and Measurement Team and other key stakeholders.

Who Is This Paper For?

This paper is for: our community, the Northern Mallee Community Partnership and its stakeholders, our politicians and policy makers, and Hands Up Mallee Backbone team.

Message From The Chair

Health and wellbeing is intrinsically linked to where we live, the education we have, the work we do, our financial security, our social relationships and the conditions we raise our children in. Health and wellbeing cannot simply be achieved by the provision of good, adequately coordinated health services. For this reason, the Northern Mallee Community Partnership has adopted a Collective Impact approach to overcome deeply entrenched poor health and wellbeing indicators that continue to plague our community.

Hands Up Mallee is our own community's unique Collective Impact initiative that is being led by community, for community. The Northern Mallee Community Partnership is committed to working collaboratively, in new ways, in pursuit of our Common Agenda; A Connected Community Where Families Matter and Children Thrive.

The NMCP have long believed that the early years are where we should start if we want to create positive change. Through our Community Conversations we learned that our community agrees. The community also told us that they believe community connectedness, strong resilient families, adaptive education and employment pathways, and employment were also paramount. Community informed us that the scope should be broad, from conception through to early adulthood and that activities should be both universal and far reaching though also targeted where the greatest needs exist.

The NMCP is committed to the Hands Up Mallee Common Agenda and the 6 Conditions of Collaboration that underpin success. Together we will share responsibility to create a collaborative environment with priority given to a systems view of local issues and how we can harness assets to ensure all our children have the opportunities to thrive. In the next 18 months in particular Hands Up Mallee will further strengthen our leadership and collaboration, and measure the impact our combined effort has in our quest to be connected to community where families matter and children thrive.

Teresa Jayet

What Is Hands Up Mallee?

Most people need the same things from their community: to have a home, access to food, to be safe, to belong and be respected. But, despite the work we do, not everyone has these needs met. Our local statistics have shown a concerning decline in the overall wellbeing of our community for some time now.

Hands Up Mallee is an initiative to create long term social change that will improve the quality of people's lives and overall wellbeing of our community.

This Collective Impact initiative is bringing together diverse views and ideas from across our community to identify the social issues that have the greatest impact on our long term wellbeing and determine how best to address them. It will coordinate effort and resources across all sectors including non-profits, social services, business, communities, philanthropy, and Government to improve the systems that serve us. It will require advocating for State and Federal alignment of policies and resources for the large-scale social change we need. There are 6 conditions of Collective Impact that are integral to Hands Up Mallee's success that are defined on page 4 of this document (see appendix 1 for a summary of the work we are doing that aligns with the conditions).

The meaningful involvement of people in our community who are most affected by the issues, is a vital element of successful Collective Impact. Their experiences are critical to understanding the problems, their root causes and creating solutions that work for them. We used the Community Conversations as a tool to hear from over 1,600 members of our community and will continue to seek our community's involvement in everything we do.

Hands Up Mallee has adopted a place-based approach defined loosely as: "...stakeholders engaging in a collaborative process to address issues as they are experienced within a geographic space, be it a neighbourhood, a region or an ecosystem." ([Bellefontaine & Wisener, 2011](#))

The place in which people live is important. People and places are inter-related: people contribute to, and are affected by, the place in which they live. Furthermore, both the social and physical environments of a community are known to have an impact on people's health and wellbeing. Feeling connected to others and having a strong and supportive social network matters for people's wellbeing.

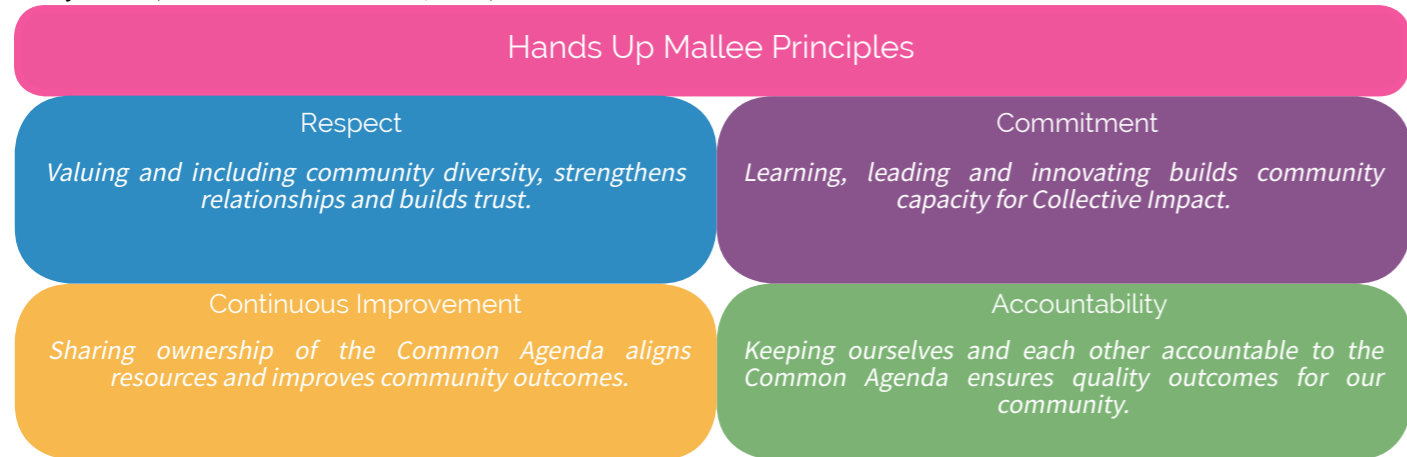
Source: [The Evidence: What we Know About Place-Based Approaches to Support Children's Wellbeing Collaborate for Children Scoping Project. Produced by Centre for Community Child Health 2014](#)

Following two years of foundational work, we have our Vision, our four Focus Areas which make up part of our Common Agenda. Now we need to work towards creating our Goals and our Measures to complete the Common Agenda. Visit www.handsupmallee.com/history to see Our Journey So Far.

There are no quick fixes, this is long term work. It requires changing culture around the way we think and work together, how we make decisions about programs, policies, resourcing, and ultimately how the system we are all part of serves our community. Changing the system will take time. We will try new ideas, succeed, fail, learn and adapt as we grow. Fortunately we can build on the existing partnerships and their successes to achieve this, which puts us ahead of many other communities.

Hands Up Mallee will go where the energy is, so that we can quickly attract committed people and organisations, achieve results and build momentum.

We need ongoing commitment, support and effort to create change for our community. This means thinking and talking to others about how each of us can align the work we do, our strategies, funding applications and projects towards achieving our community's shared aspirations. This way of thinking and working together must become a part of our daily lives.



For more information on our principles www.handsupmallee.com/principles

The Backbone

Hands Up Mallee has a Backbone team to help coordinate and align the efforts of all participants. The Northern Mallee Community Partnership and Mildura Rural City Council co-contribute staff to serve as the Backbone team, and are seeking additional contribution from other partners to advance the work of this initiative.

The Backbone Has Six Main Functions:

- Guide Vision and Strategy
- Support alignment of activities
- Establish Shared Measurement practices
- Capture public will
- Advance policy
- Mobilise funding

These Roles Are Essential For Maintaining Momentum And Impact.

And Operate Within The Six Conditions For Collaboration:

Common Agenda	All participants have a common agenda for change, including a shared understanding of the problem and a joint approach to solving it through agreed upon actions
Shared Measurement	Collecting data and measuring results consistently across all the participants ensures shared measurement for alignment and accountability
Mutually Reinforcing Activities	A plan of action that outlines and coordinates mutually reinforcing activities for each participant
Continuous Communication	Open and continuous communication is needed across the many players to build trust, assure mutual objectives, and create common motivation
Backbone Support Organisation	A backbone organisation with staff and specific set of skills to serve the entire initiative and coordinate participating organisations and agencies
Community Participation	Recognition that the people most affected by the issues are best placed to advise on the changes needed; and facilitating that through participation

The Hands Up Mallee Backbone team are uniquely positioned to provide partners with the following:

- Deep understanding of place based context, and knowledge of existing and emerging partnerships and alliances across sectors
- Ability to connect people across sectors of the community to others whose activities may be mutually reinforcing
- Insight into how state and federal government health and social reforms can serve our local community well
- Timely response to emerging issues and to mobilise partners
- Community development, project management, evaluation, system mapping and community engagement support
- Feedback and support unhindered by the competitive marketplace of service delivery

Our Common Agenda

Hands Up Mallee is developing a Common Agenda for change. This involves working with all parts of our community to develop a common understanding of the problems and a shared vision for what it will take to make progress, including:

- A Vision for an even better community (this has been defined)
- Goals to achieve the Vision
- Action Plans that will guide the achievement of the goals and
- Measures so we can track our progress and ensure we are making a difference

The Common Agenda was determined through a combination of three approaches. First, our partner organisations and service providers agreed we should adopt a Collective Impact approach to address the complex issues affecting our community, and we consulted with them over the following two year period. This process and its outcomes can be found in our previous [Directions Paper](#). Second we consulted over 1,600 community members, from diverse backgrounds to get a strong sense of what our community feel and want. And finally we looked at the research told us.

Below is the Hands Up Mallee Common Agenda - Shaping Our Big Picture.



Our Next Moves



Hands Up Mallee has been working with the service sector for over two years, consulting with over 1,600 community members and listening to the research.

Over The Next 18 Months Hands Up Mallee Seeks To Achieve:

Key Recommendations	Common Agenda Area			
	Vision	Focus	Shared Approach	Scope
The community's systems are mapped for each Focus Area		●		
Goals and their measures are identified for each Focus Area		●		
Action teams and working groups are formed, and strategies developed to improve systems for each focus area		●		
A Shared Measurement System and dashboards are trialled and developed		●	●	
Training in Results Based Accountability is conducted and the framework is trialled for each Focus Area to support an outcomes measurement approach	●	●	●	●
Increased alignment across the service system and community sector with the Common Agenda				●
The Community Leaders Table create and support a Community Connectors network			●	
The Youth Leaders Table promote youth voice and participation			●	
The voice of community is central to all planning and decision making	●	●	●	●
A People Supporting People approach is used			●	
A strengths based approach is used when working with families			●	
Facilitating a shared agenda and agreeing on the scope and focus			●	●



Community Conversations How We Asked Our Community

Community Conversations provided a safe place where people in the Mallee came together to talk about their hopes and goals for our community, their concerns and how they want our community to move forward and be an even better place for everyone.

Their conversations were designed to bring together data and knowledge from all parts of our community. Including, most importantly, our community's knowledge and experience to help identify shared aspirations and goals to improve the lives of people.

Anyone could host a conversation or participate in one. The more diverse the participants the better our shared community plan and the greater our success would be.

Conversations could be with one person or more and could be formal or informal. The intent of Community Conversations was for our community to have their voice heard in the development of our Common Agenda.

Over An 8 Month Period We Heard 1,614 Voices

What Our Community Told Us

What people love about our community

Our community loves the river, our natural and built environments, the close proximity to shops, health services, and a wide range of sporting and leisure facilities, the wide choice of schools, country lifestyle, our cultural diversity and friendly people, having an airport that links us quickly to capital cities and our community spirit, especially in times of crisis.

What People Want For Their Community

Family And Parenting

Ensuring that families are healthy, happy, and connected to a safe, caring community is important to our community. They want to see a community where people support people to be responsible parents and value family. Many believe teenage pregnancy is one of the biggest issues facing this community and that it impacts on parenting capacity. People feel the pressures of cost of living and social media is having an impact on family time and interest in children's education.

Fragmentation of the family unit, substance use and family violence are creating further challenges for families and children. People said we need to help improve parenting capacity by providing more education and support for families in raising their children responsibly, reducing teenage pregnancy, and connecting families better to parenting education, role-modelling and support.

Early Childhood

Affordable access for all our children to quality education, nutrition and health care in the early years of life are regarded as essential for our community. We want to see parents engaged in their child's development and education as their child's first and most important teachers. Many voiced the importance that families take advantage of the 10 key ages and stages checks with Maternal and Child Health for their child's development. The community suggested connecting more families to supported playgroups, raising their awareness around the value of early childhood education and the benefits that full attendance at kindergarten brings to school readiness. They also want early childhood teachers or services to be more supportive of children struggling or who don't fit the norm. People felt we need to invest in improving parents engagement with their children's school and its community to strengthen the links between these different learning environments. Our community wants to see early childhood development services working in a more coordinated way to provide programs and support for parents and their children particularly for those at risk.

Educate pregnant women about how to be healthy for their child's development

Affordable childcare and access to kindergarten

Lack of time with family/parents not at home

The services need to work together and pool resources to make a better impact

Education Access, Engagement And Attainment

Increasing volunteers to help with reading, tutoring and mentoring to improve literacy and learning was suggested. People recommended we focus on improving school family partnerships to ensure full participation for success in the early years for all. They want schools to provide more engaging 'hands on', flexible and relevant programs and to teach more about values, respect, social and emotional skills, life skills, health, mental health, and sexual health, safety (especially regarding drugs and alcohol), and work experience. A need to address barriers to attendance such as bullying, racism, anger, and discipline was voiced. More affordable extra-curricular and after-school enrichment programs were requested, and the development of stronger partnerships between schools and services recommended. Many called for greater support for transition to employment, and a greater choice of affordable and local vocational and tertiary programs. Our community wants to empower all our young people to value and complete their academic and socio-emotional education in preparation for employment and for a sustainable income.

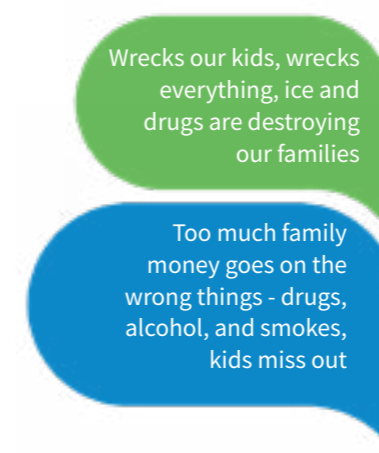


Youth

Youth and their families want more affordable opportunities for youth to participate in community life, complete their education and to gain employment. They want more opportunities for young people to meet others in places that are safe to 'hang out'. More counselling services and programs to improve youth mental health and wellbeing were requested. Community members identified a need for more support for young parents and greater awareness of available services, and better coordination of services. Youth and parents want the levels of bullying, violence, underage drinking, drug use and youth crime addressed. Creating better role modelling by families and adults in our community to improve our social norms was recommended. People suggested we support families with programs that can help them to better communicate with their teenagers and set reasonable boundaries. There is a belief that we need a whole of community focus on keeping young people engaged and participating in school. Youth want choice and easy access to further education, more opportunities for employment and alternative options for disengaged students.

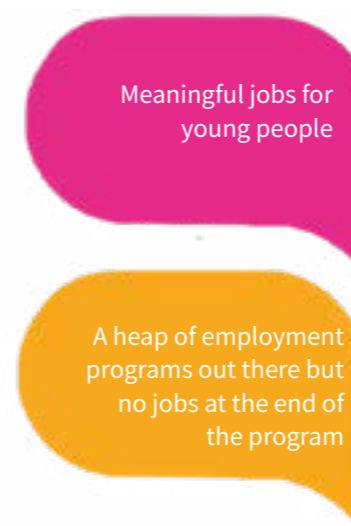
Substance Use

There is concern about the increasing use of drugs and alcohol in our community. People want better education for young people about drugs and alcohol and reduced exposure to them. Increasing services and programs which address the underlying issues leading to substance abuse was suggested to counter this increased use. Early intervention for emerging users, including more support and treatment services is also desired. Changing the social norms that support risky levels of usage, through community investing in long term preventative strategies to raise awareness, was identified as part of the work needed to improve our community's unhealthy relationship with drugs and alcohol.



Jobs

Increased and more diverse job opportunities, to enable families to stay together, is seen as important. Our community wants the issues of unemployment and underemployment addressed, especially for families with children and youth. People see a need to bring back local jobs rather than outsourcing them to working holiday makers and voiced the importance of keeping people with high specialist skill sets within our region. Improved work experience opportunities for young people and better support to help people overcome barriers to finding and staying in employment were also proposed. They called for stronger correlation between training and employment, and greater incentives for business enterprises to invest in our area.



People Supporting People

Redeveloping a sense of a caring, supportive, connected and neighbourly community was highlighted as a priority. A need for people to connect with and support new arrivals to the community, and struggling families so that the next generation of children have the best start to life was expressed. It is felt that families need practical support ranging from managing their time and money, to providing healthy nutrition for them and their children. This includes role-modelling for parents, with support and advice on raising their children responsibly. In order to better understand where they can help those in need people requested greater awareness about our community's data. People see an opportunity to better support our community by improving how we enlist, organise and coordinate volunteers. And that increasing awareness of the supports and community assets available for children, youth and families, and where and how to access them, is necessary to growing unity in our community.



Making A Difference

Overwhelmingly our community said we need to collectively share the social responsibility of reaching out and helping children, youth and their families to be their best. In doing so, people want to see greater social awareness, inclusion and social participation. It was also recognised that support to develop empowerment through community leadership in values, attitudes and empathy will play an essential role in achieving this. There is a strong desire for a more equitable and connected community and an understanding that by sharing the social responsibility for this, together, we can make the difference this community wants to see.



What Our Common Agenda Means

Our Shared Approach

Hands Up Mallee is adopting a People Supporting People approach towards working with organisations, services and community groups; in an effort to strengthen and support families during the life course of their children from pre-conception to 25 years of age. In doing so we seek to improve the life paths for all our young people so that they and their community can thrive.

Our Scope

Hands Up Mallee will support both universal and targeted approaches for prevention and early intervention to:

- Promote the factors known to be important for child and youth development
- Respond as early as possible to emerging risk factors
- Build protective factors to prevent further risk

Our Focus Areas

The four Focus Areas were determined through listening to our community, our organisations and the research. They provide scope for us to drill down further within the systems surrounding these age ranges to make long term change.

What We Hope To Achieve

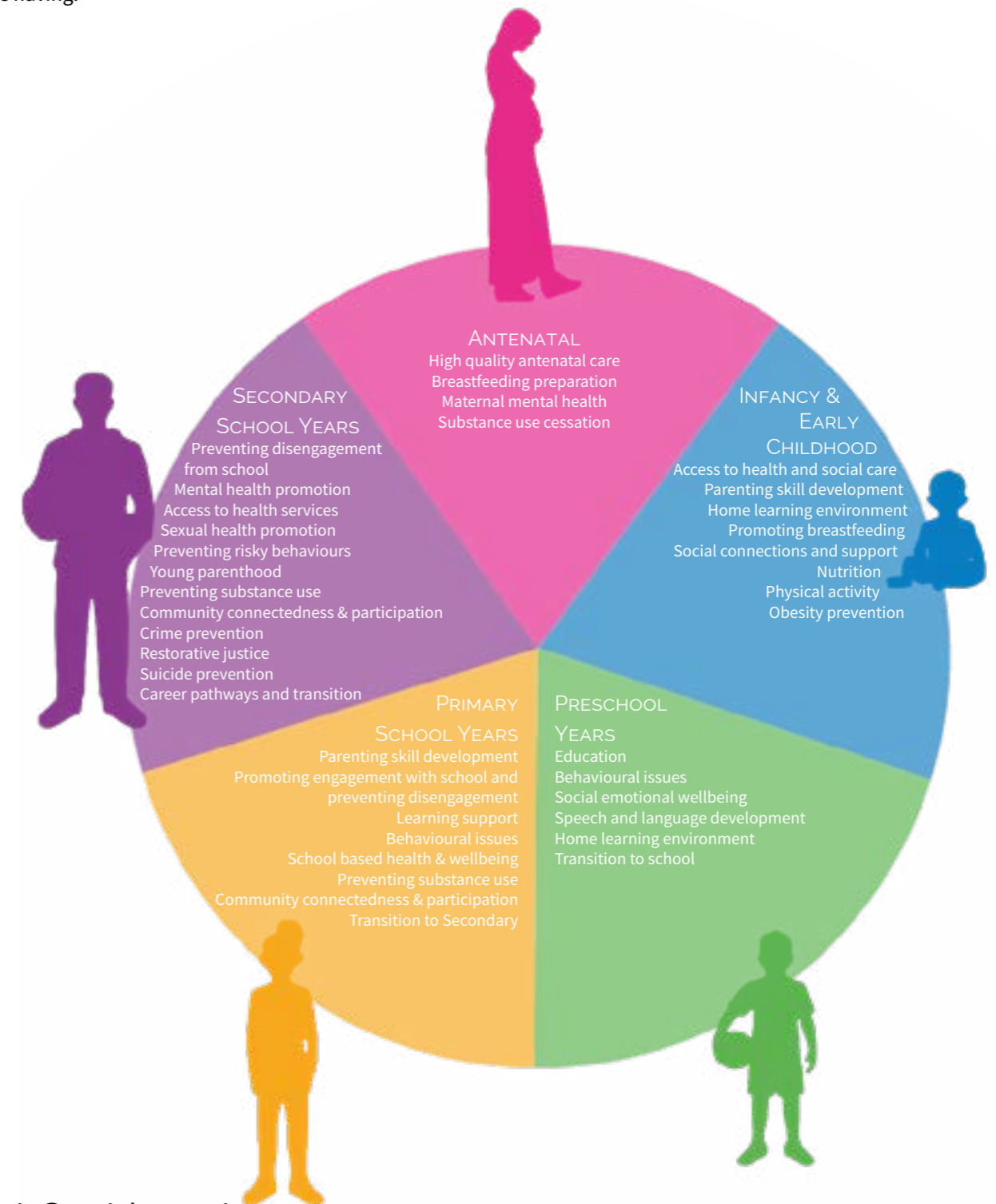
- Systems built around the wellbeing of children and the common needs of families that have a prevention focus
- Preventing problems before they occur
- Responding early to issues that have long term consequences
- Building capacity and focusing on the life course
- Measuring effectiveness, focusing on outcomes and delivering interventions that work
- There is a Shared Measurement System to inform place-based planning

Strengthening Families

- Strengthen parents and parents-to-be perceptions of, and capacity to, effectively undertake their role as their child's care-giver and nurturer
- Connect parents and parents-to-be to community services and activities that support children in their first 1,000 days and through their life course until 25 years

What The Research Says

Along with the Community Conversations we looked at what the research says the best prevention and early intervention points for children and youth are. Understanding the research enables us to best direct our efforts and also measure the impact we are having.



Best Cost Investment

Antenatal To 5 Years: holistic health learning and parenting support to prevent escalating negative life trajectories.

Parenting: universal, systems, and targeted programs to respond early to prevent risk factors escalating across the life course.

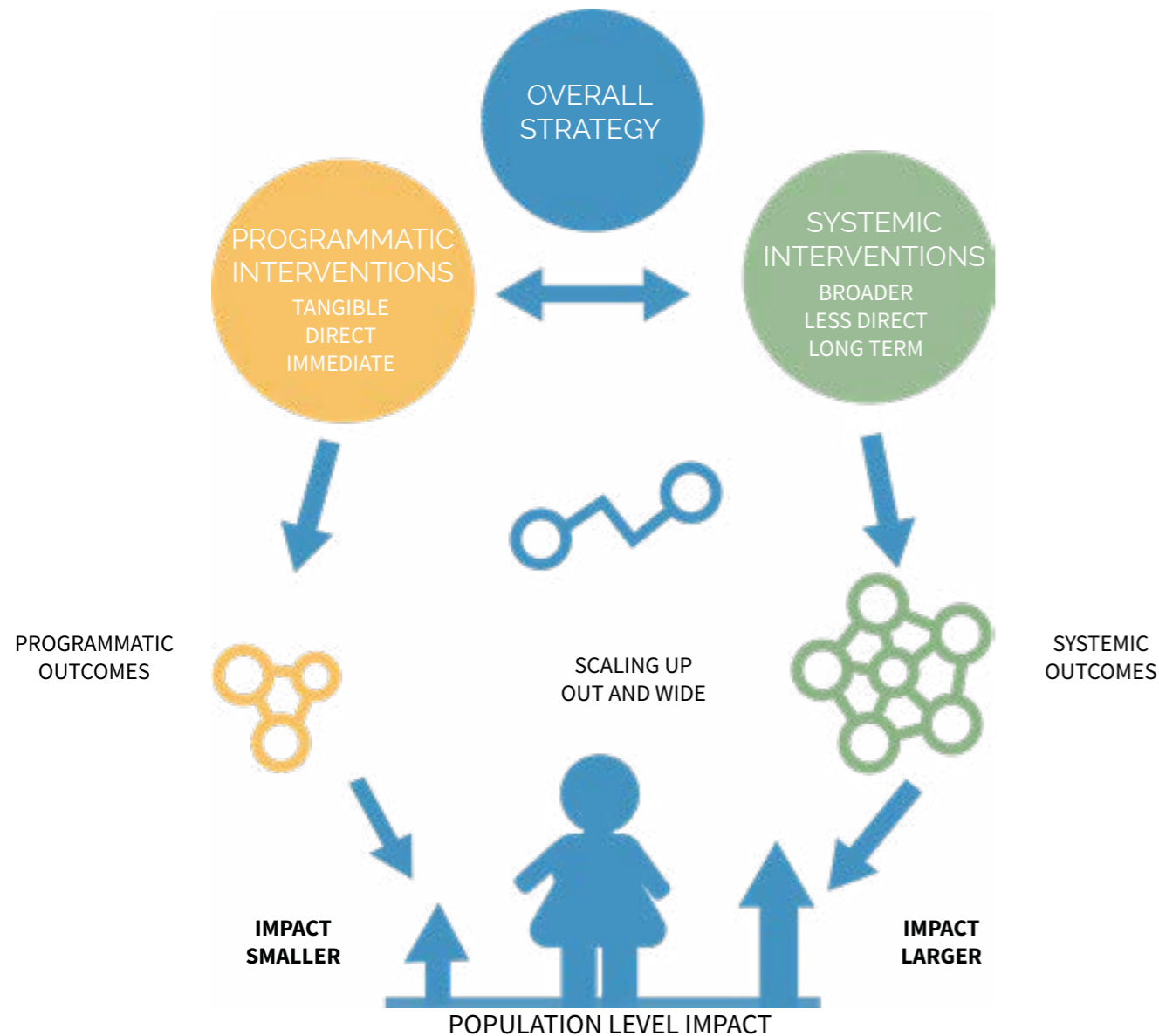
Mental Health and Resilience: universal and targeted approaches to leverage the strengths of individuals, families, and community to prevent serious problems in adulthood stemming from multiple risk factors or emerging challenges of circumstances.

Source: [Better Systems Better Chances, Australian Research Alliance for Children and Youth, 2015](#)

Action Phase

Population Level Impact

To achieve the change our community wants we can either try to change its systems or try to change programs. Research tells us that while programmatic change is tangible, direct and immediate, it contributes little to population level impact. On the other hand systemic change while broader, less direct and longer term, contributes significantly to population level change. Hands Up Mallee will seek where possible to influence systems change and view programmatic change from a systems viewpoint, to increase the likelihood of achieving population level changes over time.



Examples

Approach	Programmatic	Systemic
Direct Control	Immunisations	<ul style="list-style-type: none"> Housing Wrap Around Services Life skills programs
Direct Influence	School Immunisation	<ul style="list-style-type: none"> Change in optimism Change in substance use Housing retention
Population Level Change	Reduced infection rate	<ul style="list-style-type: none"> Reduced homelessness rate Change in use of police and medical services

Achieving Systems Change

There are two ways to achieve systemic change:

Approach	Direct Control
Change the drivers of system behavior	<ul style="list-style-type: none"> Relationships Resources Power / Authority Information signals Policies Operational competencies
Change the behaviours of the actors in the system	<ul style="list-style-type: none"> Bright spots (emerging best practise) Policy shift Data and insights Disruptive technology Public perception

The guiding principle for achieving population level change is to be clear about the system we want to change and to measure changes in system drivers and the behaviours of system actors.

Theory Of Change

A Theory of Change is a method of mapping backwards from the desired goals of a change initiative like HUM to the activities and interventions for the goals to be achieved. This creates a map called an Outcomes Framework which supports better planning, action and evaluation.

Over the next 18 months Hands Up Mallee will bring together experts and interested community to a focus area and ask the leading question - Is what we currently have in place best serving our children and their families? We will use the following Results Based Accountability Questions to help create a Theory of Change and an Outcomes Framework to rapidly take us to action.

1. What are the quality of life conditions that we want for the children, adults and families who live in our community (Result/ Outcome)
2. What would these conditions look like if we could see them?
3. How can we measure these conditions? (Indicators)
4. How are we doing on the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including no-cost and low-cost ideas? (Drivers, testing, hunches, developing strategies)
7. What do we propose to do? (Actions)

To date we have our Common Agenda (long term goal), our data, what the community has told us, and what the research says for priority prevention and intervention points along the developmental course from pre-conception to adulthood. These have informed a draft Outcomes Framework for consultation (appendix 2) and a potential indicators framework (appendix 3).

Key references included:

1. [Better Systems Better Chances, Australian Research Alliance for Children and Youth, 2015](#)
2. [Parental Engagement in Learning and Schooling: Lessons from Research Australian Research Alliance for Children and Youth, and Family-School and Community Partnership Bureau, 2012](#)

Developing A Shared Measurement System

Shared measurement has been defined as the “use of a common set of measures to monitor performance, track progress towards outcomes and learn what is and is not working in the network partners’ collective approach” (John Kania, FSG).

Collecting data and measuring results consistently on a short list of indicators at the community level and across all participating organisations not only ensures that all efforts remain aligned, it also enables the participants to hold each other accountable and learn from each other’s successes and failures.

Our Actions

Hands Up Mallee’s Backbone and REM team, will work with lead adopter organisations and services to undertake:

Capacity Building For

- Results Based Accountability
- Creating dashboards to communicate progress on key actions and investigations
- Evaluation principles and standards

Collaboration

- Engaging partners as early adopters of the Shared Measurement System

Building A Shared System To House

- Population level social indicators
- Progress data of projects and programs for the Common Agenda
- Early win data to inform broader strategies and their projects

Outcomes We Seek

- A Shared Measurement System for our community
- Evaluation approaches to help us learn, adapt and progress our shared goals
- Research opportunities to generate new knowledge or understanding of how to advance our Common Agenda

Success Measures We Will Use

- Uptake and usage rates of the Shared Measurement System
- User satisfaction surveys
- What we have learned to improve further work

Community Leaders Table

The Community Leaders Table (CLT) will bring together collective will, insight, experience, networks and resources to drive real change where it is most wanted and needed. The CLT aspires to be balanced with representation from community, business, government and the service sector. The CLT values individual member’s informal and formal activity.

The Community Leaders Table will serve to enhance the following to support our initiative:

Leadership

- Develop and oversee Hands Up Mallee strategies in order to create the outcomes our community desires
- Broker relationships and promote alignment to impact system change
- Champion the six Collective Impact Conditions in all HUM initiatives and within the broader systems efforts to address complex issues

Collaboration

- Participate in regular meetings and ask opinions of others in the community to inform Hands Up Mallee strategy development
- Lead community wide participatory community network mapping
- Fostering a People Supporting People approach to gather support from community and to build community ownership

Outcomes We Seek

- People Supporting People undertaking a strength and asset based approach to build a connected community where families matter and children thrive
- A focus on systems change rather than programmatic change in isolation
- Acting through agencies, funders, networks of community for joined up sustainable change

Success Measures We Will Use

- Adoption and effectiveness of interagency collaboration
- Community Participatory Network Maps to increase visibility of community assets, their use to grow social capital, and show their impact



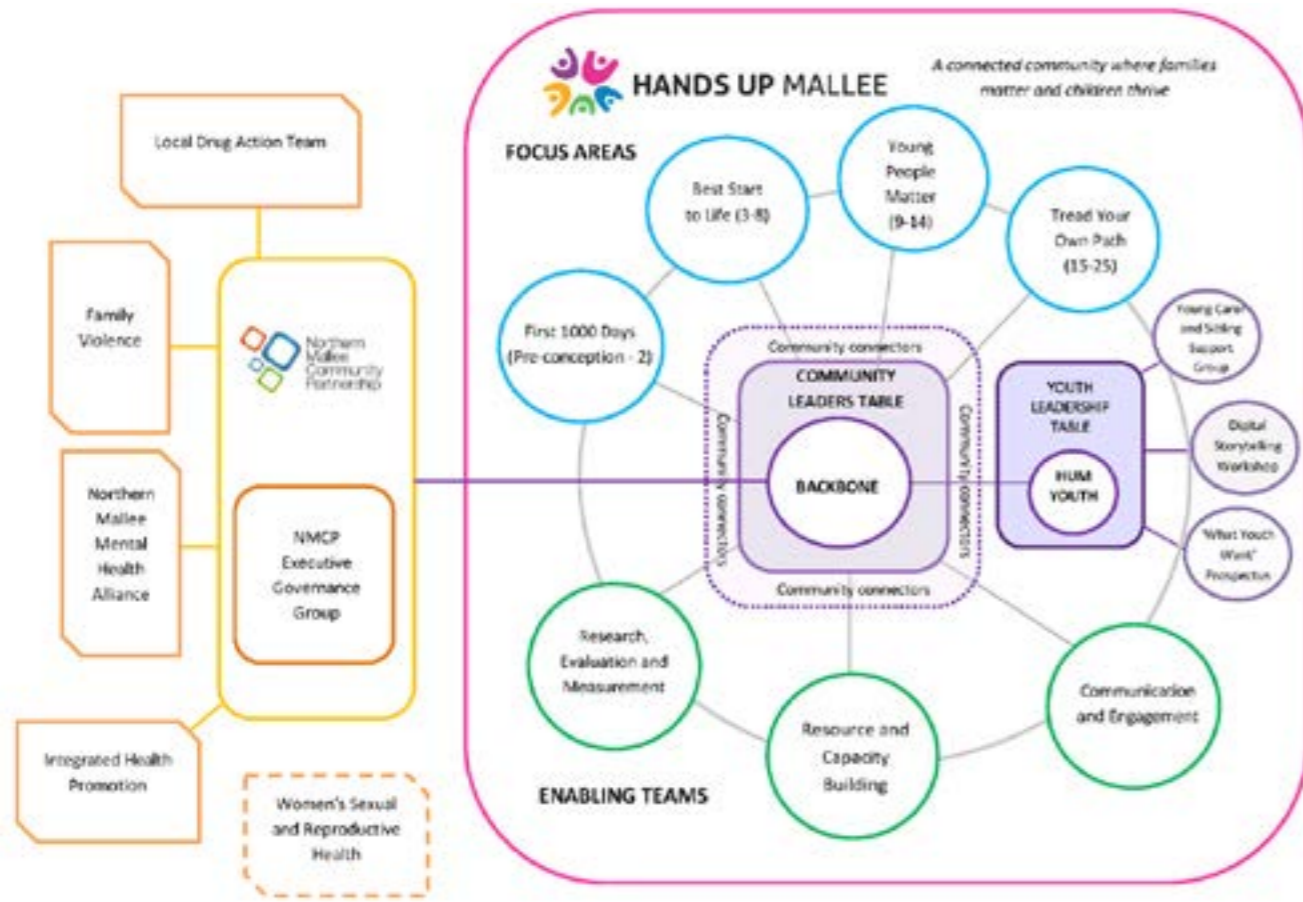
The Collective Impact process has been a journey of discovery. Not only do you learn the sometimes harsh truths about your community, you learn how to be involved in the change that’s needed.



Narelle Hahn-Smith
Community Leaders Table Member

Our Structure

Hands Up Mallee is an initiative of the Northern Mallee Community Partnership. The diagram below shows its relationship to other initiatives and the Hands Up Mallee structure to support the work over the next 18 months.



Our Roles

People Supporting People and Strengthening Families are approaches and outcomes that will be kept in mind in the work undertaken in each of the below groups.

Roles	
Community Leaders Table (CLT)	<p>The Community Leaders Table and its Community Connectors will:</p> <ul style="list-style-type: none"> Act as an advisory group for community projects Launch a community support and advocacy network called Community Connectors Network Champion the work within community to create a movement Support sense making across all Hands Up Mallee groups and strategies Launch and facilitate Community Network Mapping to help visualise collaboration patterns, existing and potential relationships for a more collaborative community
Hands Up Mallee Youth	<p>The Hands Up Mallee Youth Leadership Table will continue to engage with youth aged between 15 and 25, and increase their awareness and capacity about local data, youth leadership and opportunities to participate in community. It will:</p> <ul style="list-style-type: none"> Act as a sounding board on youth related issues and advocate for youth Facilitate partnerships in the youth sector Explore what youth want Participate in and promote other youth groups' projects Construct, test, launch and evaluate youth led projects Ensure long term sustainability in the youth space

Roles	
Backbone Team	<p>The Backbone will:</p> <ul style="list-style-type: none"> Guide the implementation of the Common Agenda Coordinate, facilitate and support the work of the entire HUM structure Facilitate the Six Conditions of Collaboration Build public will and mobilise effort for maintaining momentum and impact Enable capacity building and knowledge sharing of Collective Impact Refer to page 4 of this report for a more detailed description of the role of the backbone
Communications And Engagement Enabling Team	<p>The Communications and Engagement Enabling Team will support Hands Up Mallee to:</p> <ul style="list-style-type: none"> Update and implement the Communication and Engagement Strategy Create a Community Engagement plan to ensure ongoing community inclusion in all HUM work Update and implement the Communications Plan to champion the work of Hands Up Mallee both to the wider community and to organisations and stakeholders within the HUM initiative Promote the use of social media platforms and other communication networks to assist in building a movement Provide partner projects with communications and engagement support
Resource Enabling Team (RET)	<p>Hands Up Mallee will investigate whether we need a Resource Enabling team and how we can:</p> <ul style="list-style-type: none"> Encourage co-contribution, and source grants towards the Common Agenda Facilitate capacity building for improving processes and systems Build relationships with philanthropic and government organisations Identify, measure and report on the economic benefit of Hands Up Mallee Support the Executive's advocacy to government for resources Create a Community Foundation to encourage giving for perpetuity
Research, Evaluation And Measurement Enabling Group (REM)	<p>The Research, Evaluation and Measurement team will support Hands Up Mallee to:</p> <ul style="list-style-type: none"> Develop a Shared Measurement System Assist in Focus Areas to identify their goals, indicators, targets and measures Build capacity in Results Based Accountability, creating dashboards and place-based reporting Develop processes and principles for using data to inform learning and alignment Identify research opportunities to generate new knowledge or understanding of how to advance our Common Agenda
Executive Governance Group	<p>The NMCP Executive will lead the following:</p> <ul style="list-style-type: none"> Governance and strategic planning Broker agreements to broaden and strengthen the NMCP Strengthen the authority of the collaboration to take action Advocate for cross sector leadership in alignment with the Common Agenda e.g. The Community Health and Wellbeing Plan 2017-21 Collaborate to address systems barriers that cannot be achieved by one organisation alone Understand and support the role of the Community Leaders Table
Focus Areas The First 1,000 days Best Start To Life Young People Matter Tread Your Own Path	<p>Work in a systems based approach in each of the Focus Areas to:</p> <ul style="list-style-type: none"> Provide contextual and specialist knowledge within each priority area Work within a Theory of Change model to develop each priority area Identify goals and measures for each priority area to complete the Common Agenda Utilise the Shared Measurement System Evaluate and report on activities and outcomes



Want To Know More Or Contribute To Hands Up Mallee?

Hands Up Mallee invites anyone from our community to join us where they see they best fit to help us implement our community's Common Agenda.

We would love to hear from anyone who has questions, suggestions or comments about the Hands Up Mallee initiative, so please get in contact.

Much of our work can be found on the website, including results from the Community Conversations and the Deep Dives into specific themes that came from the Conversations.

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Companion Documents

[Directions Paper June 2016](#)

[Our Journey So Far](#)

[Community Conversations Evaluation Paper](#)

Glossary

Action Teams are sub-groups reporting to the Community Leaders Table that help choose and implement strategies, engage community members, and track progress towards goals. Members are often trained in a particular field or are community experts with knowledge and experience of how particular social problems affect people in their community and what considerations should be made when creating change.

Backbone the organisation or team that supports and coordinates Collective Impact.

Collaboration a working practice where individuals or organisations come together to openly share and work together to achieve a common purpose.

Collective Impact is a framework to tackle deeply entrenched and complex social problems. It is a structured approach to making collaboration work across, community, providers, business and government to achieve significant and lasting social change.

Collective Impact Conditions the conditions which are needed to ensure Collective Impact is successful.

Common Agenda a common understanding of the problem and a joint approach to solving it through agreed upon actions.

Community Engagement is a way of ensuring our community and their voice is kept central to achieving Collective Impact (Hands Up Mallee) goals. This may be done through educating, informing, collaborating, empowering and foremost listening to them as partners in achieving change. This can range from passive informational outreach to proactive community involvement in decision making.

Dashboard a visual representation of data and data measurement, providing a snapshot of what progress has been made toward achieving goals.

Indicators are used to track our progress toward both outcome and impact goals using existing or new data sources and methodologies.

Mutually Reinforcing Activities is the coordination of differentiated activities through a mutually reinforcing action plan.

Outcomes Framework a resource that helps link activities with outcomes.

People Supporting People ensuring that at all levels of community our actions are driven by people supporting each other.

A **Program** is a plan of action towards a specific outcome.

Results Based Accountability a registered system that is "a disciplined way of thinking and taking action that communities can use to improve."

Shared Measurement System a system in which multiple organisations use a common set of measures to evaluate performance and track progress.

Stakeholders are individuals or organisations with the ability to influence the social issues that are our focus. They may be the public, private, nonprofit, or philanthropic sectors, or the population targeted for change.

Strategies are evidence informed activities and processes that support the adoption and implementation of each goals.

A **System** is the group of interdependent actors and factors, both formal and informal, forming a complex social problem.

Theory of Change a specific methodology for planning, participation, and evaluation, which defines long term goals and then maps backwards to identify necessary pre-conditions.

The **Vision** is the overall impact goal of the Collective Impact initiative (Hands Up Mallee), and is focused on population level changes to social issues. It is focused on the system, environment, or community that surrounds and supports the issue, not just the individuals involved.

'Where the Energy is' monitoring community will, government and other funding planning and social indicators to ensure that efforts are aligned with where the resources and attention is currently focused to maximise effectiveness.

Collective Impact Conditions – HUM Summary

Listed below are the six conditions of Collective Impact and a summary of the work that Hands Up Mallee will be engaged in that aligns with and activates these six conditions.

Condition	What This Means In Practice
Common Agenda	<p>Hands Up Mallee is developing a Common Agenda for change. This involves working with all parts of our community to develop a common understanding of the problems and a shared vision for what it will take to make progress, including:</p> <ul style="list-style-type: none"> A Vision for an even better community Goals to achieve the Vision Action Plans that will guide the achievement of the goals and Measures so we can track our progress and ensure we are making a difference
Shared Measurement	<p>We will develop a Shared Measurement System with common data and evaluation methods to help us plan, learn and progress. We will agree on and use a set of measures to track progress toward our goals. It will help us understand what is and isn't working and hold each other accountable for outcomes.</p> <p>Hands Up Mallee has created a Research, Evaluation and Measurement Team (REM team) to support this work. The REM team can help source available data to help the service sector identify priority issues and is now working to design, develop and implement a system for all participants to measure our combined effort.</p>
Mutually Reinforcing Activities	<p>Our approach will ensure the activities of participants are mutually reinforcing. This means encouraging people and organisations to do the work they are best at and coordinating with others to avoid duplication and have greater combined impact. For example, the non-profit sector supporting a breakfast program in schools to support students learning.</p> <p>The NMCP Executive leaders will identify opportunities for:</p> <ul style="list-style-type: none"> Brokering agreements Creating and strengthening partnerships Negotiating with leaders across different agendas to align with the Common Agenda Using data to inform learning and alignment
Continuous Communication	<p>We will work to coordinate open and continuous communication between all participants so we can share, learn, and adjust our approach as we go. This will build trust and ensure we have shared motivation and understanding of what we need to achieve.</p> <p>The overall HUM structure aims to support and encourage continuous and open communication across all participants through: the Community Leaders Table, Youth Leaders Table, Communications and Engagement and Backbone Teams.</p>
Backbone Support Organisation	<p>Hands Up Mallee has a backbone organisation with staff to coordinate and align the efforts of all participants. It has six main functions: guide vision and strategy, support alignment of activities, establish shared measurement practices, build public will, advance policy, and mobilise funding. This role is essential for maintaining momentum and impact.</p> <p>The Hands Up Mallee Backbone is a team of staff from the NMCP and Mildura Rural City Council.</p>
Community Participation	<p>Hands Up Mallee recognises that the people most affected by the issues are best placed to advise on the changes needed to improve their lives. We are setting a priority of engaging meaningfully with people and involving them in decision making. This is key to understanding the root causes of our community's complex social issues and creating solutions that will work.</p> <p>The Collaboration Framework will include community member representatives on all Action Teams, the Community Leaders Table, and a Youth Leaders Table. These groups will have ongoing conversations with the wider community so we can adapt our Hands Up Mallee approach together and build ownership across our community</p>

Draft Outcomes Framework For Consultation

Below are some potential outcomes that we may seek to achieve when we go out for consultation within each Focus Area.

	First 1,000 days Pre-conception - 2 Years	Best Start In Life 3 - 8 Years	Young People Matter 9 - 14 Years	Tread Your Own Path 15 - 25 Years
Headline Outcomes				
Parents healthy and ready for baby's arrival	●			
Healthy Babies	●			
All children and young people are safe from harm		●	●	●
All children and young people enjoy healthy lifestyles		●	●	●
All children and young people do well at all levels of learning and have skills for life		●	●	●
All children and young people are active community members who feel they have a voice and influence		●	●	●
All children and young people have fun growing up		●	●	●
Short Term Outcomes				
Parent Education Year 12 completion, especially mums. Exposure to parenting knowledge and fertility control as adolescents and young parents.	Child Education Exploring through play, developing language, self-regulation, resilience, problem solving. Attends kindergarten and school. Positively engages in learning and with peers. Progresses from learning to read to reading to learn. Develops expected levels of numeracy skills.	Education Attends school. Positively engages in learning. Connected to peers. Academically on track. Develops expected levels of literacy and numeracy skills. Has aspirations.	Education Attends school. Positively engages in learning. Connected to peers. Academically on track and completes Year 12 or equivalent. Develops expected levels of literacy and numeracy skills. Has aspirations and a career pathway plan. Has work experience.	Education Attends school. Positively engages in learning. Connected to peers. Academically on track and completes Year 12 or equivalent. Develops expected levels of literacy and numeracy skills. Has aspirations and a career pathway plan. Has work experience.
Parent Health Mothers are physically and mentally healthy, safe and connected to community. Child Health Safe, timely, healthy birth weight, key age/ stage MCH visits, immunisations, nutrition.	Child Health & Wellbeing Happy, with a sense of self-worth. Safe, healthy and fit. Nutrition and routines supportive of healthy development.	Young People Health & Wellbeing Happy, with a sense of self-worth. Healthy and fit. Nutrition and routines supportive of healthy development. Participates in community.	Youth Health & Wellbeing Happy, with a sense of self-worth. Positively engages with peers. Makes healthy nutrition and lifestyle choices. Makes positive contributions to community. Stays safe.	Youth Health & Wellbeing Happy, with a sense of self-worth. Positively engages with peers. Makes healthy nutrition and lifestyle choices. Makes positive contributions to community. Stays safe.
Child Care Attachment to at least one caring adult. Routines supportive of healthy development. Safe exposure to world. Exploring through play, developing language, self-regulation, resilience, problem solving.	Parent Role Learning is prioritised at home. Positive adult role models. Participates in community.	Parent Role Learning is prioritised at home. Positive adult role models.	Parent Role Learning is prioritised at home. Positive adult role models.	Parent Role Learning is prioritised at home. Positive adult role models.

Potential Indicators Framework For Consultation

Below are some potential indicators and measures to support discussion when we consult about the outcomes we are seeking to achieve that will support the Common Agenda.

	First 1,000 days Pre-conception - 2 Years	Best Start In Life 3 - 8 Years	Young People Matter 9 - 14 Years	Tread Your Own Path 15 - 25 Years
Headline Indicators				
Parents reported increased skills and confidence in positive parenting	●			
Parents feel supported in their role	●			
Families achieve goals for improving safety and wellbeing	●			
Safe		●	●	●
Ready for school		●	●	
Fit and healthy		●	●	
Connected to community		●	●	●
Enjoying and achieving		●	●	
Making healthy choices				●
On a learn to earn pathway				●
Making a positive contribution				●

Short Term Indicators	Year 12 completion rates of mothers.	Attendance rate 3.5 years MCH visit.	School attendance rates.	Participation and reach of Youth Leaders Table.
Participation and satisfaction rates in programs and activities to promote parenting knowledge, fertility awareness.	Participation in parenting programs.	Attendance rates kindergarten, schools.	Participation in parenting programs.	Year 12 completion rates.
Family violence if pregnant or with a child under 3.	Reach of Let's Read, Hippy and Rich Home Learning Strategy.	AECD data (DET).	Reach of beyond the school day activities strategy.	Re-engagement rates.
Health/mental health of females pregnant or with a child under 3.	School Entrance Student Health Questionnaire (DET).	Connectedness to school (DET).	Number engaged in activities and tutoring MDI data.	Youth crime rates.
Participation rates in play groups of women with child under 3 years.	Connectedness to school (DET).	Connectedness to peers (DET).	Connectedness to school (DET).	Connectedness to school rates.
Child birth weight.	NAPLAN literacy and numeracy.	NAPLAN literacy and numeracy.	NAPLAN literacy and numeracy.	Connectedness to peers.
Key ages and stages visits, immunisations.	Playgroup participation.	Reach of participation in community.	MDI.	MDI.
Attachment support program demand.			Youth survey responses.	Youth survey responses.
Parenting program participation rates.				
Reach of Rich Home Learning Strategy and programs such as Lets Read, and Hippy.				





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