

# The Way Forward

For communities of practice supported by  
*Stronger Places Stronger People*

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Collaboration  
for Impact

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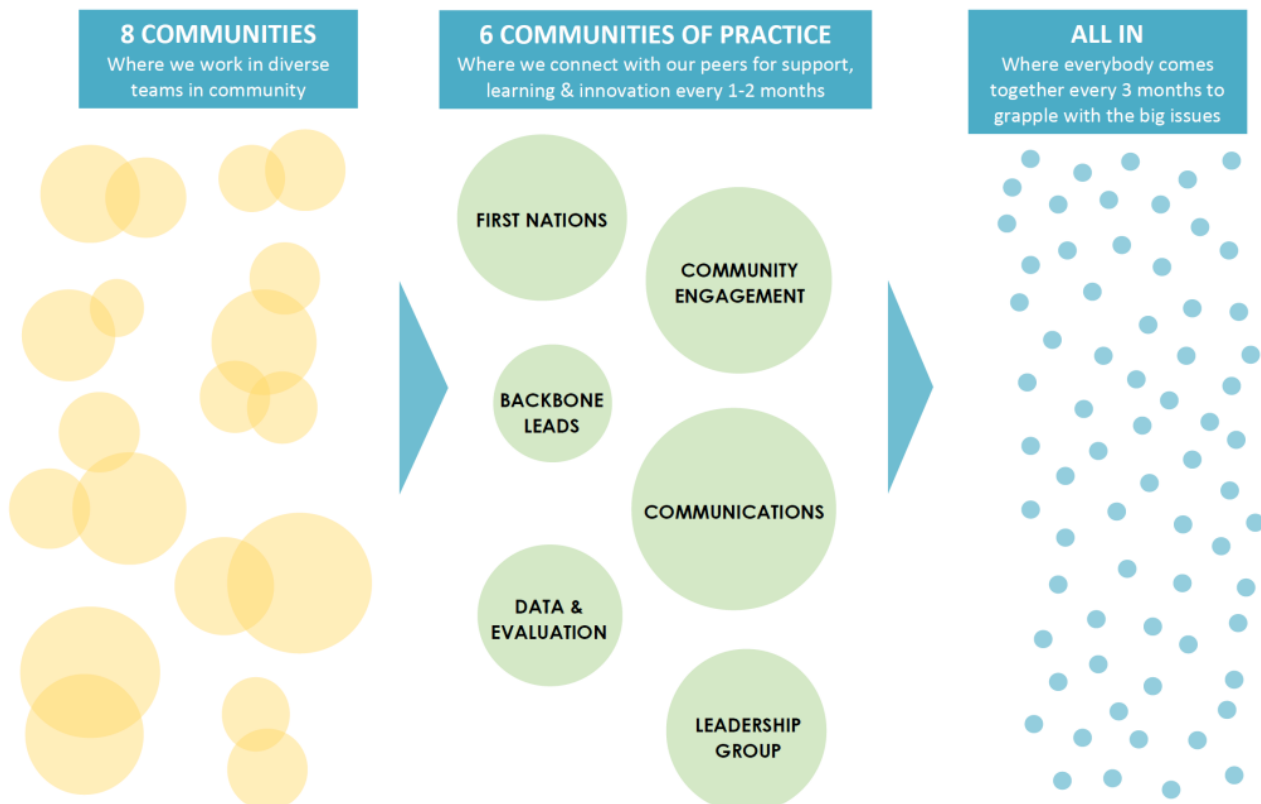
# COMMUNITIES OF PRACTICE: THE WAY FORWARD

## SUMMARY

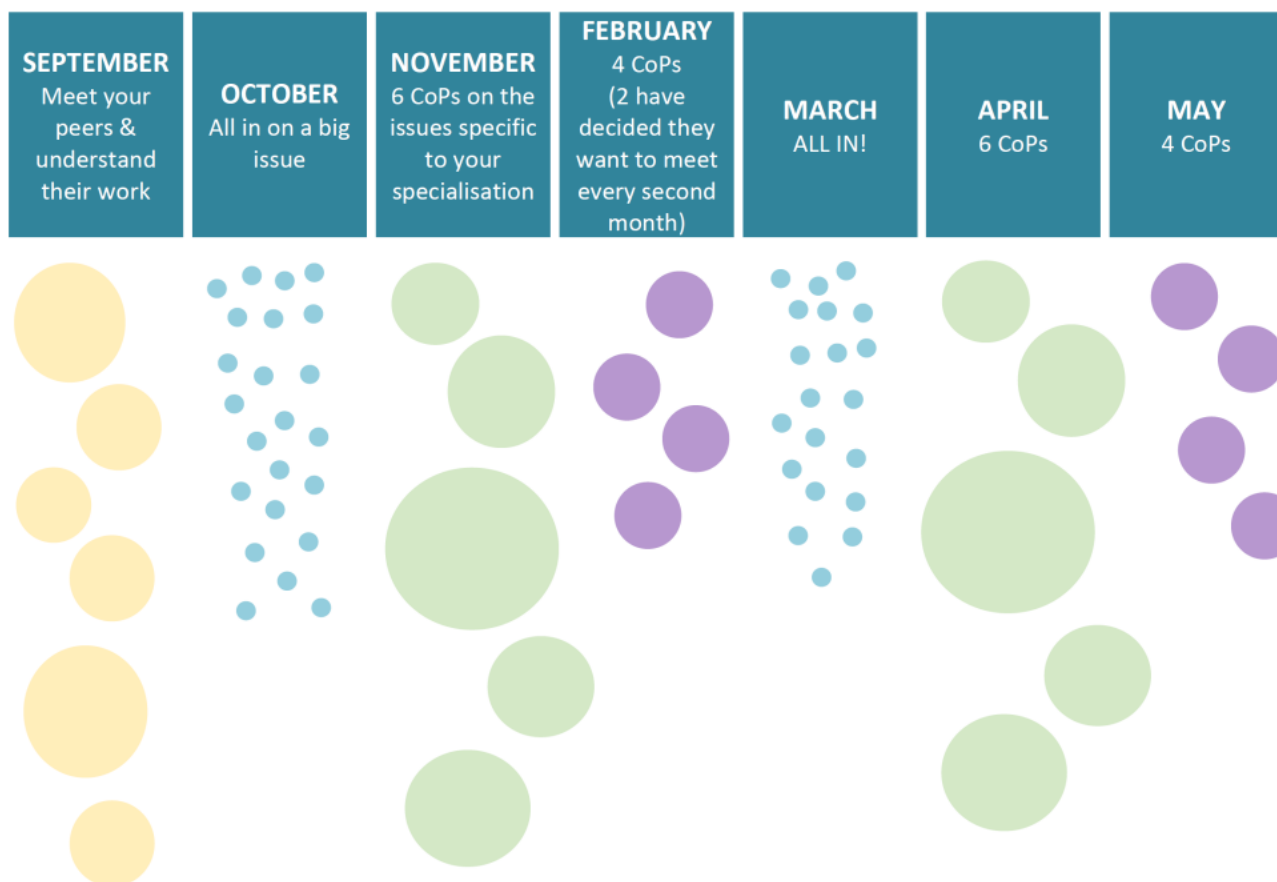
- **6 Communities of Practice:** First Nations (for First Nations people), Leadership Group, Communications, Data and Evaluation, Backbone leader, and Community Engagement.
- **5 Reasons:** Peer support, peer learning, innovation and making things together, growing the next generation, and joined up action.
- **Opt in 2 ways:** Join a community of practice in only if it feels good and choose the group you most want to be part of.
- **3 steps:** Month 1: Connect with your peers; Month 2: *All in* on a big topic; and Month 3: Dependent on what you choose in month 2, and will begin a 6-month commitment to learning and support with your peers.
- **8 principles:** Equity, community, cross-sector partners, data, system leadership skills, system strategies, relationships, trust, and respect and local context.

It could look like this...

**Stronger Places, Stronger People: Better futures for children, families and their communities.**



## The Rhythm



### Some examples of the topics people would like to explore:

Cross cutting for an *all in* - "How do we meaningfully enable First Nations leadership and participation?"

First Nations (leaders and staff) - "What does cultural governance look like for SPSP?"

Community engagement - "How do we grow people's understanding of and commitment to community led change making - starting from our own leadership and teams?"

Leadership table members - "How do we help people feel more comfortable with stepping into the wild unknown and taking decisions in ways they wouldn't normally on a Board?"

Backbone leads - "SPSP offers a real opportunity for joint influence on the national agenda. We need this kind of work protected by national legislation. We'll need to get our timing right and linked to the election cycle. How do we best do this?"

Communications - "The loss of regional media is an issue. Robust discussions about this would be good."

Data and evaluation - "Data strategy, science and analytics - we need to be keeping up with this. How are others doing this? Are others doing this in house?"

## THE LONG VERSION: WHAT WE HEARD AND WHY THE WAY FORWARD LOOKS THE WAY IT DOES

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### BACKGROUND

CFI was engaged by DSS to expand its capacity building role within the *Stronger Places Stronger People* (SPSP) initiative to include designing and facilitating the leadership and learning program over the next 12 months.

The communities of practice of the learning program includes:

- A range of themed SPSP communities of practice
- SPSP annual learning events
- SPSP government learning events
- The development and delivery of a systems leadership development offering

### PURPOSE OF THIS DOCUMENT

This document relates to one element of the emerging learning program. It aims to:

1. Report back to potential participants on the initial work done through two waves of engagement, to understand what the leadership and staff of eight collective impact initiatives supported by SPSP want from communities of practice;
2. Based on this, outline the way forward

### THE PROCESS TO DATE

To inform the design, we set out to interview and host small group discussions to explore the learning needs and preferences of the seven SPSP funded backbone teams and the leadership groups in their communities in relation to:

- What communities of practice you'd like to be part of
- How often you'd like to meet and for how long
- What you'd like to be focusing on
- How you thought you'd like the community of practice to be run
- Whether to have separate communities of practice for early-stage initiatives and mature stage.

We sought to hear from members of leadership tables and backbone staff. We spoke to 23 people.

	BURNIE	LOGAN	FW	BOURKE	MILDURA	BARKLEY	GLADSTONE
<b>BOARD</b>	1				1		1
<b>BB LEAD</b>	1	1	1	1	1	1	1
<b>AT LEAST ONE OTHER MEMBER OF THE TEAM</b>	3	4	1		3	1	1

The roles of these 23 people included: data and evaluation, communications, community engagement, project management/support & Deputy Director.

We then drafted a report and a proposal and invited prospective members of communities of practice to improve it. We held a 2-hour session on August the 6<sup>th</sup>, and over 20 people came. For more than half of these people, this was the first time they had had a chance to contribute.

## WHAT WE HEARD

### What the reasons participating in these communities of practice?

Generally, there was alignment about what people wanted from communities of practice, with some things being a higher priority than others for different people. These included personal support, learning from each other, learning with each other and from others outside the SPSP network, making new things together and policy influencing.

In the last round of engagement one team added “*Outcomes and indicators framework are community specific and [phased to suit] community timing (manage expectations)*” as another reason for coming together. This will be taken up elsewhere.

## The themes that many people wanted to discuss regardless of the kind of role they held (Future ALL IN topics)

### First Nations First

- How do we meaningfully enable First Nations leadership and participation?
- 'First Nations first' motto adopted after Logan ChangeFest, but what does this really mean? How do you fit recognition of First Nations into collective impact place-based projects? How does this fit it with other distinct cohorts or disadvantaged community groups? How do you hold all those interests in a collective impact project?

### Community-led

- What does community-led really look like and how do you foster it?
- How do we reach the "hard to reach"?
- How do we continue to evolve our governance, management, decision making and action to have local citizens and community aspiration at the centre?

### Systems

- How do we take others on the journey towards a systems approach to change making and build ownership along the way?
- How do we disrupt the status quo, particularly as this relates to poverty and colonisation?

At the end of this document, you will find more detail about the specific conversations people wanted to have broken down by function.

## Early stage and mature stage gatherings together or separately?

When asked about this most people expressed a preference for staying together for a range of reasons including: an understanding that some of the newer initiatives work can be accelerated by spending time with others, and that they have experience and expertise to share as well. People spoke about the possibility of breaking into smaller groups as required.

## How people wanted them to operate

Many people spoke about the importance of developing relationships and trust as foundations for learning, support and action. People also spoke about creating safe spaces. Some people identified as introverts, needing the time to consider issues outside a meeting. A small number of people identified as neuro diverse and spoke about how shorter meetings or meetings with rhythms for breaks is important.

When asked about the approach they'd suggest along a spectrum - from Friday night drinks to very carefully curated sessions with (for example for the communications



community of practice), an investment of time by a consultant pulling together every community's strategies, providing a summary and an analysis of these and maybe even coaching the group in response. People most wanted to understand each other's work deeply, the "real nitty gritty". The thing they most wanted was peer learning. Two community engagement people correctly challenged the assumption that "Friday night drinks" weren't the work, stating "The informal places are where some of the most important conversations happen".

People wanted a combination of structure and flexibility. This might look like agendas that have some consistent scheduled content (check-ins, rotating site learning, themes to explore, or challenges that people are bringing), combined with more open spaces (for issues arising between meetings). Many also spoke about wanting to be able to contact others for support between meetings.

### **To read before or not to read?**

Generally, there was a high appetite for information to be provided before each meeting about the participants' work and the topic at hand. Some people were interested in the definitive reading list as an ongoing reference, while others were wanting a concise reference to set the scene well for the work of the meeting. Some people were open to podcasts and video being included. Some also spoke about the importance of learning from others in very different sectors and life experience.

Two out of three people from leadership tables had much lower appetites for pre-meeting work and wanted to be able to arrive in the meeting, do the work and leave. The other leadership table member is actively in the process of establishing working groups and has a very high appetite for learning from others. Throwing up the questions about whether a leader table community of practice would meet their needs.

The value of speaking to a diverse range of roles and initiatives was born through the process. The community engagers had ideas about how to make the opportunity more engaging, the communicators knew that for this work to progress the language we use needs to change, and the MEL people wanted to go deep on what we need to consider about impact and effectiveness and how we might measure it. There are potentially opportunities for the communities of practice to progress the work and influence the SPSP network as a whole.

### **The rhythm of the communities of practice**

Generally, people wanted to meet every one or two months. In the interviews people were juggling the need for relationship and momentum against the demands of time. They thought 1-2 hours or somewhere in between for the same reasons.

### **Should we include others?**

People were also asked whether it was acceptable to invite others doing this kind of work, but not supported by SPSP into communities of practice. Views were mixed, but there was a general openness. The thing people didn't want to compromise was establishing a culture of trust and collaboration that enabled deeper learning and shared action.

Participants in the workshop wanted fast movement into the practice, with this in mind it makes sense for membership communities of practice to be open to people with the SPSP network, for the first six months and then reviewed.

### **Tensions we are working with from the August 6th workshop**

- How do we build learning across the system and between initiatives as a whole?
- We need to get the balance right between silos and focus/the holistic and the detailed learning required. Grappling in a BB team with a generalist role against the specialisation of data and evaluation, communications etc. How do we swim in our lanes and across our lanes at the same time?
- There are different needs of BB teams compared to community members/leadership table members
- How do we make sure that what is happening in communities of practice is about what's relevant to their practice right now.
- It's a commitment of time for teams that are already stretched.
- It's difficult to work out how you organise ourselves at a community level and then also at a national level.
- those people that want time to consider their options and others who are saying let's start and just do the work.

### **The workshop offered up two new questions**

The proposal made after the initial round of interviews interviewing reflected that almost everybody wanted to be part of the big conversations at the heart of the work about poverty and inequality. It build in sharing across communities of practice. This will happen during all ins and as required in between through communities of practice asking for time on each other's agendas.

The other big question that comes out of the workshop and couldn't be resolved outside the communities of practice was "*Are community leaders who do not have a role in the initiative's governance structure able to be included?*". Participants in this breakout group had several related questions that are at the end of the document.

This question is on the agenda for the October *all in*.

## THE WAY FORWARD

This is an improved version of the proposal shared at the end of July.

### The purpose of communities of practice

The communities of practice set out to support the following:

1. **Peer learning:** *"A place to explore what works and what doesn't...to share some revelations."*

For some, this is about wrestling with the big questions that underpin this work - e.g. how to shift inter-generational poverty or to contribute to self-determination. For others it is about the strategies and tactics that underpin their area of professional practice.

Also, the community of practice might be a place to share tools and experiences. *"I want to understand the work...and the way of working. There's lots of reinventing the wheel. What can be streamlined to accelerate and avoid heartache?"*

2. **Peer support:** A safe place to discuss the hard stuff and place to get advice and solve problems together.

*"Personal support for people in their role is an important part of a community of practice. We are butting heads in our own community, with the State and Federal government. Mutual support is in the interest of all, not just from a personal, but to avoid burnout. SPSP can't afford to lose people."*

3. **Innovating and making things together:** Where we know there are gaps in the practice or the tech, we set out to change this.

4. **Growing the next generation and its diversity:** A place for people to find their feet and be mentored and grown professionally.

*"We should be investing in young people, looking for gender balance, celebrating diversity and connecting to all the elements that make up our community. We need to create safe places for conversations and bringing people into the fold. "*

5. **Joined up action and influencing:** There is the potential for the network of initiatives supported by SPSP to work together to influence policy and practice nationally. Each Community of Practice may have a role in this whole network effort.

*"I'd like to explore how we could work as 10 communities for policy shifts. We don't have a platform to share and converse about how to push that forward. For example, we could set progress measures for 0-8s and discuss the process to get change here."*

## That people opt in in two ways:

1. Participation is optional rather than a requirement to join. That if someone does opt in, they are committing to joining the majority of meetings for the first six months so that relationship and trust can be developed.
2. They opt into the community of practice that best suits them. Deputy Directors might join the backbone leaders' communities of practice, or another that relates to their most pressing concerns. People whose role spans communications and engagement may choose one, none or both communities of practice. A member of a leadership table who is establishing working groups might join the engagement community of practice. If they opt in and attend more than the first meeting (where they may need to go to decide about ongoing participation) then they commit to the six months.

Two sites (Burnie and Barkly) suggested a community of practice for staff leading project management. At this stage it doesn't look like there is enough support for this. It is one of the questions to test with people before this plan is finalised.

## Guiding principles

Collective impact principles of practice make sense as guiding principles for the communities of practice:

1. Design and implement the initiative with a priority placed on **equity**.
2. Include **community members** in the collaborative.
3. Recruit and co-create with **cross-sector partners**.
4. Use **data to continuously learn**, adapt, and improve.
5. Cultivate leaders with unique **system leadership skills**.
6. Focus on program and **system strategies**.
7. Build a culture that fosters **relationships, trust, and respect** across participants.
8. Customize for **local context**.

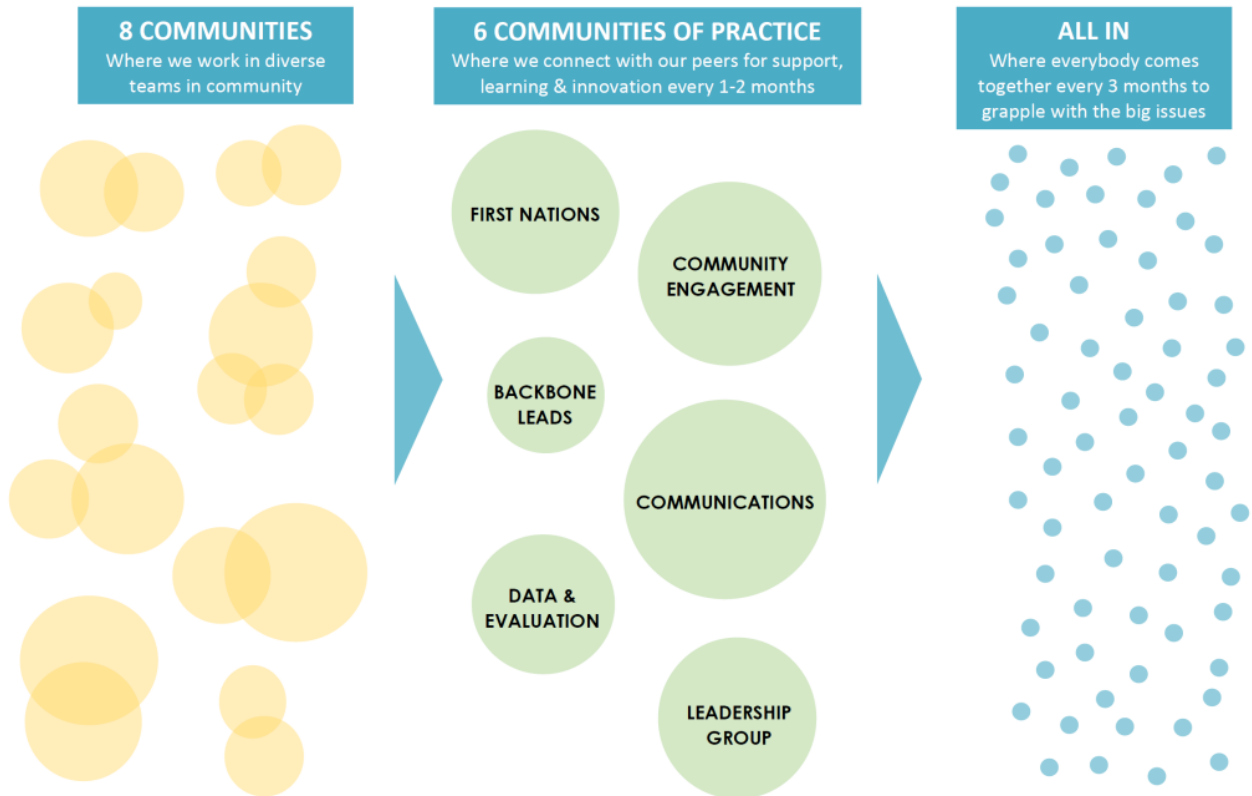
## Start strong and aim high

The intention is that the following communities of practice are established:

- First Nations people working on collective impact (all First Nations people welcome – form leadership table members to interns)
- Members of leadership tables
- Backbone leaders
- Community engagement roles
- Communications roles
- Data and evaluation roles

## SET THE FOUNDATIONS WELL AND GET STARTED AT THE SAME TIME

**Stronger Places, Stronger People: Better futures for children, families and their communities.**



### The original proposal

- Month 1 - Getting to know each other in function groups (First Nations, Leadership Table, Communications, Data and Evaluation, Backbone Leader and Community Engagement)
- Month 2 - All in exploring the potential of this network
- Month 3 - Setting the agenda for 2021 in function groups (First Nations, Leadership Table, Communications, Data and Evaluation, Backbone leader and Community Engagement)
- 2021 - Your way, every month or two with one or two all ins during the year on the big topics.

### The revised way forward

At the workshop people built on what had already been said (above) and added some new things:

- Adopt a continuous improvement approach - learn as we go
- Need time to think - more information on community of practice, how it might play out, Logan Together team could go to several communities of practice, keen for a community of practice on children's voices.
- Do we move faster in the start? Test and try by jumping in. Problem solving and learning - Mechanism for communities of practice to ask questions of each other.

Fluid information share and responses, opportunities to join when they are shared interests

- Broadening the orientations of the communities of practice around bigger aspirations and questions. For example: leadership strengthening, community-led, critical ingredient/pieces of the practice, collaborative governance, working with and using power for change.

## September - Getting to know each other - 1.5 hours

- **People join the community of practice that is most relevant to their priorities** (First Nations, Leadership Table, Communications, Data and Evaluation, Backbone leader and Community Engagement)
- This is where **relationships are formed**, you'll get to know more about the initiative each person in the room comes from and the work they do.
- **You'll choose the big issue you'd like to focus on** at the *all In* next month from the list generated through the engagement process so far (*see detail above*):

How to grow the involvement of Aboriginal people in the work?  
How to realise the aspiration for community led action?  
How we deepen our systems practice?

...and provide some advice about how you'd most like to explore this.

- **Coming into this meeting you'll have:** an overview of each initiative with specific information about their approach to the domain of your Community of practice. You might share your strategies before the event.

## October - exploring the potential of this network - 2 hours

- **All in!** - this session starts with everybody who is joining a community of practice (and other members of leadership tables and backbone teams) in a *session on the topics people have prioritised previously*.
- Alistair Ferguson (National Leadership Group and Executive Director for Maranguka) and Tara Day Williams (Director Stronger Places, Stronger People initiative) will host this session. You'll hear about the Maranguka journey.
- **Then, we'll explore the big issue you have prioritised.** We might do this with our community of practice you met with last month. It will depend on what you suggested as a process.
- And the question from the workshop - **do we set up a community of practice for community leaders?**
- **Where to from here?** Function groups (First Nations, Leadership Table, Communications, Data and Evaluation, Backbone leader and Community Engagement) or big topics.

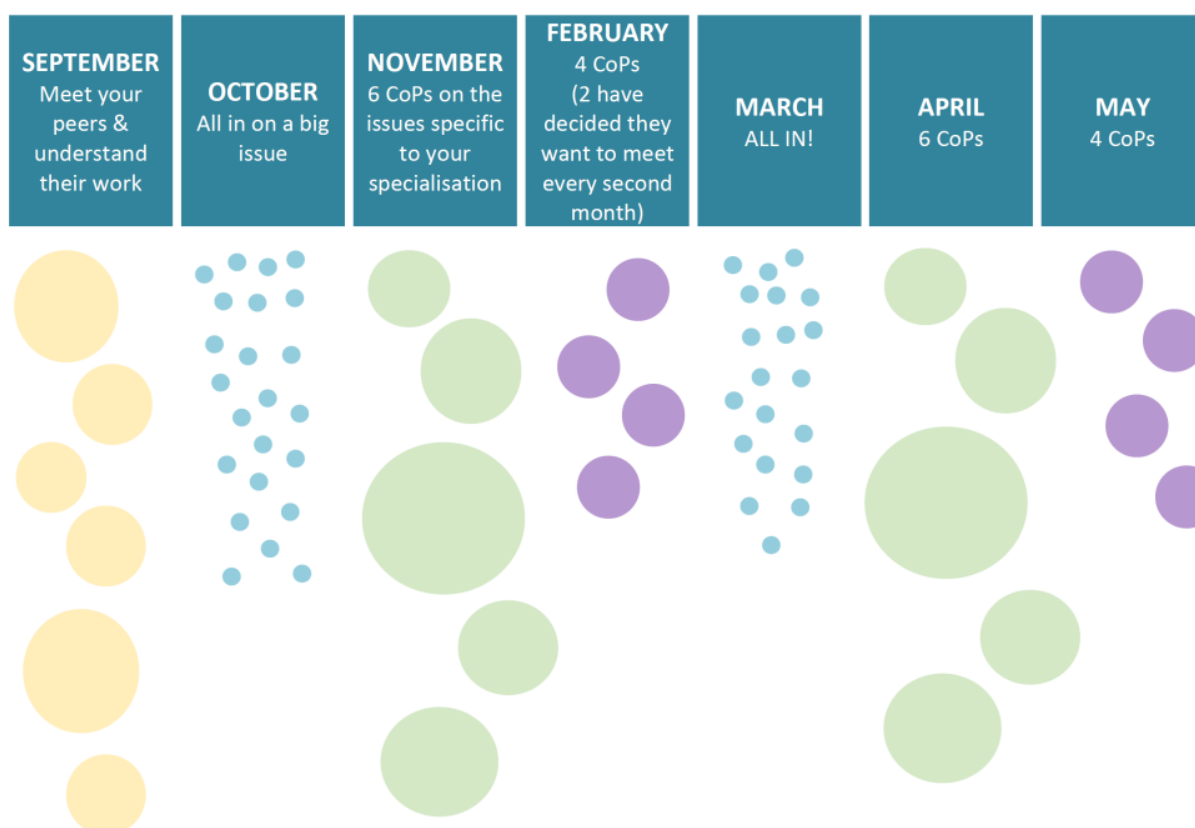
- **Coming into this meeting you might have:** some of the best of Maranguka - 12 principles, the Safe Smart Strong strategy, outcome indicators, collaboration agreements. Some pre reading on the topic you have chosen.
- **Leaving this meeting you'll have:** a greater sense of what impact is possible in your community and what impact is possible nationally through SPSP.

### Month 3 (provisionally) - setting the agenda for 2021 - back in function groups

Returning to your community of practice you will:

- **confirm how often you will meet.** For most it will be monthly for 1.5 hours or every two months for 2 hours.
- **set the agenda for the next 6 months** roughly based on the shared purpose, principles and ambition of communities supported by SPSP and what you are most curious about
- decide whether you want the **support of facilitators** and what kind.
- *propose the two big topics you want to discuss quarterly at all ins.*

#### The Rhythm



## Possible extras

### Responsive

Many people spoke about the potential value of being able to reach out to others in real time as issues emerged in their working life. The proposal here is that mechanisms for this are established this year according to what people feel comfortable offering. Two options include:

- At the end of each meeting people ask for something they could use help with between meetings and others offer what they can in response.
- Every quarter the team checks on what their availability is to support others.

### Joyful

The community connectors spoke about how the most interesting stuff often happens outside the formal meetings. An informal drinks session might be held in month 1 or 2 hosted by the community engagers as a place for the alchemy we all know happens outside. This might be repeated every quarter and hosted by the engagers again or revolving through the other Communities of Practice.

### Rigorous

The MEL team spoke about the importance of measuring the value of the Communities of Practice. Resources are available to develop a light framework for this with collated data provided back to each Community of Practice.



## THE ISSUES PEOPLE MOST WANTED TO EXPLORE

Community of Practice	Questions and themes people wanted to explore
<b>First Nations</b>	How can we enable self-determination and establish cultural governance in SPSP? Lateral violence.
<b>Should we have one for community leaders</b>	<ul style="list-style-type: none"> <li>• What would it take for community to be a part of the movement building nationally?</li> <li>• Is there a way for elders to be supported to come together for their own Community of Practice?</li> <li>• We need to think how to prepare community to be here</li> <li>• What is the boundary of practice? Do we pay community to come to communities of practice?</li> <li>• Face-to-face participation a challenge for Adelaide convening for community members. How do we resource initiatives to make this happen?</li> <li>• How do we support community to learn and who carries the costs?</li> </ul> <p><b>Inclusion of Community Leadership in Community of Practice</b></p> <ul style="list-style-type: none"> <li>• How do we grow community leadership and capacity?:             <ul style="list-style-type: none"> <li>◦ Facilitation</li> <li>◦ Leadership</li> <li>◦ Confidence</li> </ul> </li> </ul>

<p><b>Community connectors</b></p>	<p><b>First Nations First</b></p> <ul style="list-style-type: none"> <li>• Understanding some of the stuck dynamics between Aboriginal and non-Aboriginal people - How to respond to it and moving from naming it to something new. Examples of what has worked in relationship to this.</li> </ul> <p><b>Community led</b></p> <ul style="list-style-type: none"> <li>• How do we grow people's understanding of and commitment to community led change making - starting from our own leadership and teams?</li> <li>• Place based work and collective impact - we are constantly translating the concepts for the community (the language and the whys this is important). It would be great to do some work on this together.</li> <li>• How do we open up a range of different ways for community involvement beyond hearing their voice?</li> <li>• How do we value community contribution? What's in it for them in the short term? We must give them more than money. We need to come up with how we formalise the reciprocity (e.g. and community qualification, ceremony, name as associates).</li> <li>• How do we find a place for Asylum seekers? Mainstream Australia might not see them as a community. They are vulnerable also there is an opportunity and resilience that we could be harnessing.</li> <li>• How do we work with power over issues in the community too?</li> <li>• How are others connecting with different parts of their community?</li> </ul> <p><b>Commitment to community led</b></p> <ul style="list-style-type: none"> <li>• How do we build commitment and accountability with partners and formalise it?</li> <li>• How do we manage expectations around pace (pressure to show we are doing something when some of this work needs to be slow)?</li> <li>• Handing over power to the community. There seems to be questions like can we trust the community to use the dollars wisely? What are the steps and processes to get there?</li> </ul> <p><b>Role clarity</b></p> <ul style="list-style-type: none"> <li>• What do other community connecting roles look like? How do they connect with other members of the backbone team's work?</li> </ul>
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	<p><b>Managing the complexity of it</b></p> <ul style="list-style-type: none"><li>• How do we create clean, safe environments for people who join the backbone as citizen leaders? How do we manage the multiple accountabilities they have to negotiate?</li></ul> <p><b>Own leadership</b></p> <ul style="list-style-type: none"><li>• Sitting in discomfort and moving forward anyway.</li></ul>
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<p><b>Leadership table</b></p>	<p><b>First Nations First</b></p> <ul style="list-style-type: none"> <li>• How do we grow the next generation of leaders?</li> <li>• How do we create the conditions for First Nations people to take their rightful place in this work?</li> <li>• How do we support self-determination?</li> <li>• How do we link what we do to Closing the Gap?</li> <li>• It is hard to have honest conversations and ask tough questions. How do we create the environment for deep conversations? Where there are relationships, how do we get there and share that so it impacts the broader action? Consistently challenged about not having Aboriginal and Torres Strait Islanders on the team.</li> </ul> <p><b>Community Led</b></p> <ul style="list-style-type: none"> <li>• How do you keep that momentum going and balance this against the need to be slow? e.g. Policy change requires stakeholder engagement. Sometimes there is anxiety about what might or might not be happening. Engaging parents about getting kids into preschool. These are sensitive conversations. How do we maintain this?</li> <li>• How do we get investors to understand failure to succeed and the time it takes?</li> <li>• How do we reach those who are hard to reach?</li> </ul> <p><b>New Governance</b></p> <ul style="list-style-type: none"> <li>• How to help leadership group members leave their CEO hats at the door, connect to the personal reasons to be in the work, and use all their positional authority in service of the shared purpose? How do we help people justify their leadership in these roles back to their home office? <i>"It's the people we want, not the position."</i></li> <li>• How do we help people feel more comfortable with stepping into the wild unknown and taking decisions in ways they wouldn't normally on a Board?</li> <li>• How can we best describe new governance arrangements for place-based work/systems change? In small communities' leaders wear multiple hats all the time. Where we need commitment from services - how to get them on board?</li> </ul>
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- What are the considerations when forming a new leadership table? How to build ownership? What's the role of backbone? How do we move from indicators to action (as we set up working groups on issues like DV and child protection)?

**Systems thinking**

- How can we help people step away from doing things to systems thinking?

<p><b>Backbone leaders</b></p>	<p><i>"The area that we are doing our deepest thinking at the moment is governance and the transition from corporate governance with informal working groups where we are holding funds ....to a situation where we share power and resources and still meet our statutory obligations. ... How do we keep the integrity of the work? This keeps me awake."</i></p> <p><b>Community led</b></p> <ul style="list-style-type: none"> <li>• How to wrestle the power away from a well-oiled services system and give it to the community? Interested in case studies and examples.</li> <li>• How do we embed community voices in practice and governance?</li> <li>• How to reach those who are hard to reach?</li> <li>• How do we shift the power to more community led and governed, putting responsibility, accountability, and risk into a community context? What does this mean for the service agreement and an arrangement with a funder?</li> <li>• Citizen leaders have multiple accounts. This is a tension. How do we manage this well?</li> <li>• How does an agency with the infrastructure, maintain accountability to the community...and it's in conflict with a funding agreement. We don't want to lose volunteering and civic participation, but we are asking for a lot of time from them. How do we invest in community leaders?</li> <li>• Is there a resource that can manage/analyse qualitative data and themes? What are the key tools that help for large scale conversations for the community?</li> <li>• How are service providers shaped in their day-to-day action by community? And how have others improved this? How to shift service providers to listen beyond a client dialogue?</li> </ul> <p><b>Influence</b></p> <ul style="list-style-type: none"> <li>• SPSP offers a real opportunity for joint influence on the national agenda. We need this kind of work protected by national legislation. We'll need to get our timing right and linked to the election cycle. How do we best do this?</li> <li>• How can community voice influence the entire movement? And how to get buy in for that.</li> <li>• How to establish, rebuild and transform partnerships across the three tiers of government?</li> </ul>
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### **Systems**

- How do we change paradigms and people - from programs to systems?
- We are working to draw into a whole different mindset. How do we document and systematise?
- Systems thinking - siloed groups can present challenges. Really critical to connect in collective impact.

### **Practice**

- How do we get skills and tools we need so we are not reliant on consultants?
- What can we learn from others about building a genuine no wrong door approach and rigorous referral pathways, confidentiality, information sharing?
- Being trauma informed and understanding neuroplasticity (particularly with the vulnerable groups we work with) is important. How do you translate this into your role? How does it inform your practice? If we aren't dealing with this science, we are only working at the surface.
- Role of the backbone team - In its very nature it must be in the background. How do we demonstrate our value and worth if we can't shine a light on it? e.g. Lobbying behind the scenes - effort not recognised. It's tricky. How do I keep staff motivated when we don't acknowledge their contribution?
- How do you make sure the backbone is fit for purpose?
- How do we move into the next phase of real power sharing with the government?
- What do we need to understand about working cross culturally? Poverty - has its own cultures.
- How to balance the time engaging with people? Relationship management takes a lot of time. How to get the balance right?

### **Leadership**

- How do we step into transformational leadership (Kaner) and take others with us?

### **Governance**

- From corporate governance with informal working groups to community led - How do we share power and resources and meet our statutory obligations?
- How do you build ownership and responsiveness?

	<ul style="list-style-type: none"> <li>• How do we best manage multiple accountabilities (various funders, local stakeholders, community members)?</li> </ul> <p><b>Data and Evaluation</b></p> <ul style="list-style-type: none"> <li>• Possible to have a shared practice framework? What does success look like for the backbone? It would include shared indicators and language about this.</li> <li>• Data and measurement are a massive issue. What and how do we evaluate? Also, I would like advice about some of the tricks for accessing State and Federal data.</li> <li>• How do we draw on community voices, data and evidence? How do we do this to get to outcomes? What progress measures at 0-8 should we be choosing (possibly together)? I want real nitty gritty stories about how this happens.</li> <li>• How much data needs to be front ended?</li> </ul>
<b>Communications</b>	<p><b>The Practice</b></p> <ul style="list-style-type: none"> <li>• How to keep things fresh for people and to maintain cut through? I'd like to be looking at what others are doing and what's working to avoid the rut.</li> <li>• How to get your team to communicate effectively?</li> <li>• We really need more accessible language being used.</li> <li>• Would be good to share an event calendar - for the movement (draw on each other) and for internal purposes.</li> <li>• What's working and not.</li> <li>• What out of the box and current?</li> <li>• What might others be up to working together on? E.g., ambient marketing.</li> <li>• Loss of regional media is an issue. Robust discussions about this would be good.</li> <li>• What is the best strategic use of our time?</li> </ul>



<p><b>Data and evaluation</b></p>	<p><b>First Nations First</b></p> <ul style="list-style-type: none"> <li>• We need a wide conceptual conversation about what MEL is required for this. It's a western MEL view, so why would you build a framework around this?</li> </ul> <p><b>Community Led</b></p> <ul style="list-style-type: none"> <li>• How to integrate what the community needs and satisfy the Minister at the same time?</li> <li>• Working with community identified indicators - What do they see was valuable to measure and evaluate versus what is already collected at population level?</li> <li>• Community facing road map and then the development of a shared measurement framework - this will present new challenges - would be good to discuss.</li> </ul> <p><b>Data for good</b></p> <ul style="list-style-type: none"> <li>• How have others set up their systems?</li> <li>• How to access the data we want, e.g. Government held data sets and local business (e.g. gaming and alcohol)?</li> <li>• What data platforms are others using?</li> <li>• Data Sovereignty and ethics are important. How are others managing this?</li> <li>• Data strategy, science and analytics - we need to be keeping up with this. How are others doing this? Are others doing this in house?</li> </ul> <p><b>Shared Measurement</b></p> <ul style="list-style-type: none"> <li>• Sea of indicators...how do we prioritize and make meaningful to all?</li> <li>• We are having trouble getting a shared language. How have others approached this?</li> </ul>
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