

update

Issue 83 • Autumn 2018 •
People-led outcomes

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ACTCOSS newsflash

**ACT Budget Forum for
the Community Sector
– 7 June 2018, 12.30pm-
2pm, CIT Reid**

Come along to our annual
ACT Budget Forum where
you'll receive a snapshot
of the ACT Budget and an
overview of its impact on
the ACT community
and sector.

www.actcoss.org.au

Meaningful outcomes

By Samantha Quimby, Capability Manager, ACT Council of Social Service Inc. (ACTCOSS)

Outcomes measurement and program evaluation is a common interest for government and the community services industry – we all want the work we are doing to contribute to making a meaningful difference to our community. The 2016-2026 Community Services Industry Strategy identified the development of research, evaluation and planning capabilities as a key priority to support the effectiveness and sustainability of the industry. Over the past two years, ACTCOSS has been consulting, researching and providing training on outcomes measurement, data collection and developing the evidence base of the industry. We have hosted a number of workshops and forums as well as continued to showcase current good practice through our engagement with members, partners and funders.

There has been significant interest from government in a number of the forums and workshops. We know that building the capability of the community services industry

includes developing the capability of government funders and non-government providers. On Monday 9 April 2018, we hosted a forum for community organisations to share their outcomes measurement practice, their learnings and future aspirations. From this forum, we hope to continue to develop the dialogue to engage with a broader audience (including government) in the second half of 2018.

Further information around outcomes (including key learnings from events) is available on our website, including:

- [Context for a Focus on Outcomes \(Mar 2017\)](#)
- [Essential Evidence for Impact Evaluation Workshop \(Nov 2017\)](#)
- [Dangerous Ideas: Meaningful Outcomes Forum \(Dec 2017\)](#)

We continue to add learning and development resources to our website and circulate them through our weekly eNotices, so be sure to check our website regularly and [subscribe to eNotices](#).

Peer-led outcomes: Demonstrating the value of community-controlled organisations

By Philippa Moss, Executive Director, AIDS Action Council of the ACT

People live, thrive and achieve goals in the context of community. Sometimes small communities, sometimes large communities, but communities. Communities harness the power of collaboration for a common purpose. They take individual interests and concerns, and enhance both reach and effectiveness. Community-controlled organisations harness these benefits in a systemic way. They are different from other organisations. Born in the community, responding to the needs and desires of the community, facilitating partnerships and action for shared interests; they gain authority from the community rather than imposing authority on the community.

The AIDS Action Council Peer Led Outcomes, like most frameworks has both strengths and also some challenges. The strengths come from the close listening to community concerns and understanding the weight of community issues. The organisation is embedded in community and as a consequence decisions are more likely to be well accepted, sustainable, and 'stick'.

The challenges, especially when dealing with government, is that community-based consultative consensus decision making takes time and intention, ought not to be rushed and can mean that uncomfortable issues are raised and discussed.

Community-controlled peer-led organisations play a unique role in social policy. They allow the voice of affected communities to be heard in a decision-making and decision-influencing capacity. There are ongoing benefits to the community in forming and sustaining peer-led community-controlled organisations to ensure that it is the voice of the community in all its richness and diversity that advocates for the community in the public sphere.

Why should funders engage with community-controlled peer-led organisations?

Better decisions, accepted by impacted communities, lead to better outcomes. They are more sustainable, less likely to generate perverse incentives and more likely to lead to innovation, efficiency and effective programs and policy.

Peer-led organisations bring an authoritative voice to co-design with government and other service providers and influencers. Community-controlled organisations can ensure that all the relevant voices come to the table to define outcomes, articulate and meet service delivery expectations, and ensure all salient policy considerations for the community are raised. By their nature, they must function as inclusive and diverse organisations framing inputs, processes and outcomes to promote and ensure equality.

Peer support builds on the power of shared experience to deliver empathetic and validating services and supports. People with similar lived experiences are able to offer each other practical advice and strategies that have been tried and tested by people facing the same issues. Some professionals may not even know about practical everyday issues that service users are unable or unwilling to discuss. Professionalising peer support services fills the gap and is crucial in helping people to rebuild their sense of community when they have had an experience resulting in exclusion and disconnection from community.

The NGO sector is changing, partly as a result of changed funding arrangements, and partly in response to changed community expectations and standards. The breadth of NGOs working with affected communities is also changing. Diverse nongovernment organisations operate in the health and social services sectors, but few are organically connected to community. Some nongovernment organisations have, over time, become removed from the communities they serve, while others are increasingly doing things *to*, rather than doing things *with*, the communities they serve.

The AIDS Action Council works specifically *with* the HIV impacted, LGBTIQ, drug users and sex worker communities – they are our strength, our corporate memory and our authority. They are also our members, our volunteers and our staff. We are an organisation born out of community, sustained by our community and committed to the interests of our community.

It is not enough to act in the best interest of our communities, we must measure the impact of community-controlled peer-based organisations. The community sector is going through a significant transitional period. Changes in funding models and funding competitiveness are increasing uncertainty and threatening the sustainability of many community organisations in Australia. To thrive, indeed to survive, community organisations must be able to demonstrate their effectiveness and value for money.

Like many community organisations, the Council has grappled with the challenge of measuring complex social change processes. Over the last 18 months, we have been developing a monitoring and evaluation system that will enable us to monitor and demonstrate our contribution towards our vision of a strong, connected and supportive community free from new HIV transmissions, marginalisation, discrimination and stigma.

The Council's methodology recognises that social change results from the dynamic interactions of individuals and social factors beyond the control of a single program or organisation. Social change is achieved through the accumulation of many small outcomes achieved by many partners. It is a complex process that cannot be captured in simple metrics. As one organisation, one part of the circle of influence, we start by clearly distinguishing what can be accurately measured and what is beyond our influence. Measuring the impact of interventions that seek to address complex social problems remains a significant challenge.

The AIDS Action Council has developed a framework that draws on a number of methodologies to

create a customised approach for measuring the community-level impact of the Council. The Community Impact Measurement Framework will measure progress towards the Council's vision of a *community free of new HIV transmissions, discrimination and stigma*. It reflects good-practice in the evaluation of programs seeking to address complex social issues, including in health promotion. Academic research and practice-based experience informs the design of an evidence-based pathway of influence from the immediate expected results of an intervention to the long-term community-level change. A range of monitoring and evaluation tools will be utilised to collect data against key indicators that measure whether the theory has or has not worked in practice along each stage of the causal chain. Importantly, this framework is continually updated through a feedback loop that connects with the communities. By using an evidence-based theory of change, the Council can reasonably assume that when an activity achieves its stated objectives it will have a flow on effect that will ultimately contribute to achieving long-term, community-level outcomes.

AIDS Action Council of the ACT:

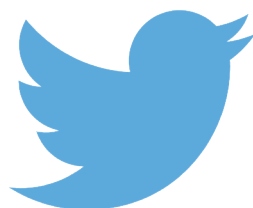
www.aidsaction.org.au



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Riding with the rogue driver

Why do we hand our lives to others when we know they're going the wrong way? Can an outcomes-focused mindset depower the rogue driver?

By Craig Wallace, Policy Manager, ACTCOSS

Time after time, we see large institutions sleepwalking into poor outcomes, systemic failures and even reputational disasters, only to learn people on the ground knew that something was wrong. So why do we willingly walk into disasters? And how might our stake in the decision decide the outcome?

The shiny new thing

Around two decades ago, I was working in a large Commonwealth social policy department here in Canberra when our agency embarked on a massive, top down, departmental wide information technology change to conform with the Commonwealth Archives Act 1983.

Over months this new, but mysterious, system was relentlessly promoted, talked about and planned for. Countless meetings were held to explain and justify the change, yet actual details were vague.

None of us had actually seen the new platform but it promised smoother workflows and easier ways to manage, file and design documents. There was new branding and much talk about how excited senior people were and how the department was about to 'move ahead of the curve'. It would be a big adjustment but it was necessary.

It was the shiny new thing we all talked about but hardly knew.

A moment of clarity

Three weeks prior to the change, an actual demonstration of the working system was held before a hushed room of public servants.

Alcoholics talk about 'a moment of clarity' where the fog clears and everything comes into sharp, horrifying view. Around a third of the way into this briefing, it suddenly became glaringly obvious the entire new system had been designed and *implemented* by idealistic consultants who had no real contact with the everyday work and operational requirements of the department.

These people weren't poor IT specialists. The retrieval system had an internal logic. It was just completely unworkable within the existing systems and filing hierarchies of our workplace.

As the demonstration powered on, none of the consultants had sensible answers to any of the questions we had or any idea of how to actually make it work in the real world.

The longer it went, the clearer the car crash became.

As I naively asked questions and looked into the eyes of many of people in the room that day, I saw it. We all *knew*. My colleagues and even the corporate staff who introduced the consultants – we all saw, in that moment, that we were sitting in the backseat and hurtling off a cliff.

But we *collectively* denied it. We were in a big organisation. Surely we were wrong. Someone must have a plan. Do you really want to be the stick in the mud? We shrugged, took the shiny info packs and went back to work.

Over the coming days, some of us began quietly acting on our fears. We printed out key documents or saved them onto floppy discs (yes, it was that long ago).

We couldn't stop the car, but we could quietly snap our seat belts on and hope for the best.

D is for Doomsday

On the Monday of the implementation, the entire ICT system began unravelling in a way that exceeded even our worst fears. We were unable to find letters, briefings, contracts or templates used to help make official decisions.

On Tuesday the email deteriorated and you couldn't send or open attachments.

By Wednesday it became clear that we couldn't access any old files and that new files simply disappeared into some vast ether every time you saved them.

Chaos reigned for months until the whole system was scrapped and large parts of the department were moved into another portfolio to audible sighs of relief.

How did we let it happen?

Ever since, I've wondered how this happened. Especially about what we *didn't* do following that briefing – how did a group of intelligent, responsible, adults *let* this happen?

We all have moments of denial about washing the dishes or cleaning the house, but most of us swerve to avoid a major disaster in our non-work lives.

If we're concerned about a child's health, we're straight on the phone. If your car is leaking oil, most of us would take it to the garage. If your gutters are clogged, you clean them out before a storm. If your electricity is due, you try to pay it before the lights go out.

And yet – somehow – a group of otherwise professional, caring, rational and responsible people had let a group of strangers compromise our entire workplace.

Why didn't we all get up at that session and shout – like the audience in a horror movie – 'look out, it's behind you'? More plausibly, why didn't we all rush back to our desks and email the Secretary of the department to warn him of disaster?

What was it about working for a big institution with reform momentum that distorted the way that we would usually process and react to signs of imminent danger? We all cared about what we did – so why had we surrendered our fate to 'experts' without reason?

A terrifying idea

Some writers have answered this by describing a phenomena called 'functional stupidity'. I think this is a pretty awful term, but it describes a situation where rational people are driven to conformity and group-think in a work environment, even when working

towards a clearly irrational and counterintuitive purpose.

In *The Stupidity Paradox: The Power and Pitfalls of Functional Stupidity at Work*, Mats Alvesson and André Spicer describe this further as a paradox. They argue that working toward an irrational idea, or practice, can actually work well for the individual, or even an entire organisation, in the short term, but in the long term can be disastrous. They describe how harmony, a common cause and forward momentum can be unifying and compelling in its own right.

In other words, we human beings can do our best and hardest work when we turn our critical minds off and dedicate ourselves towards a collective outcome, *even when it's the wrong one*.

So what if, instead of the rational forces that we imagine drive public policy, there is an irrational goal, process or idea that sometimes takes the wheel?

A universe governed by the *absence* of a plan is already a frightening idea if you think about it for any length of time – as early scientists found to their cost during The Renaissance. Imagine discovering you are living under a guiding hand after all, but it's charging ahead with the *wrong plan* that speeds off a cliff?

For those of us in the community sector – where the stakes are the lives of ordinary people and families – this is a terrifying idea.

It's all true

Sadly, there are many examples which suggest that this just might all be true – and worse, that the bigger the stakes get, the more misdirected you can be.

The Northern Territory intervention is surely a standout example – how did we ever imagine that descending on remote communities in a giant military style operation wouldn't cause lasting damage and make people afraid of government services? Was automated and outsourced Centrelink debt collection ever going to end well? And let's not mention the Census or Pink Batts or the NBN.

At the local level, we also see evidence of this paradox in the implementation of the National Disability Insurance Scheme (NDIS). Despite all of the evidence that markets will not, on their own, provide all of the support, assistance and advocacy that people need, state governments are continuing to pretend that the NDIS will in fact cover areas like advocacy.¹ Here at ACTCOSS it's a case made strongly in our *Choice and Control* paper.²

Yet the implementation continues apace – indeed the *speed and momentum* of the rollout has openly become a key point of virtue – the scheme's dashboard is dominated by indicators of quantity – numbers of plans, numbers of providers and numbers of dollars.³

In *Stories of Transition* released by ACTCOSS last year, we took a deep dive on the qualitative side – seven individuals and families told stories which spoke to problems with communication; areas of market failure; gaps in service provision between the ACT Government and the NDIA; unintended consequences from bureaucracy and over-regulation in a system designed to deliver deregulation; and a need to restore human rights and person-centred responses to the heart of the reform.⁴

There are also examples in our local responses to affordable housing, the use of non-human rights compliant housing 'models', justice, education and child protection policy. We know taking children away from their families leads to poorer outcomes – but we still do it to other people's families. We know that congregating people with disabilities in housing to receive disability supports produces violence and abuse, but still we fund and promote it.⁵

Changing the driver

Perhaps the only answer to the 'rogue driver' is to *change*

the driver to people with clear, rational motives and a direct stake in the outcome.

Adopting an outcomes-focused mindset places people and community-controlled organisations into positions of functional power to give primacy to people's voices.

For example, placing more justice and child protection levers in communities into the hands of Aboriginal and Torres Strait Islander peoples; putting the NDIS back into the hands of people who are consumers; and giving students more of a say in their education – in other words,

putting the people with the most stake in the outcome in charge of the outcome.

A first step might be to flip our conventional notions that power and expertise unites at the highest point – to understand the capacity of ordinary people to exercise wisdom in their own lives, while realising the difficulties groups and bureaucracies face in charting the true course of theirs.

See page 13 for footnotes.

Community control of service delivery for Aboriginal & Torres Strait Islander peoples

By Julie Tongs OAM, CEO, Winnunga Nimmityjah Aboriginal Health and Community Services

This article was originally published in Winnunga News, July 2017.¹

The Australian Minister for Indigenous Affairs, Senator the Hon Nigel Scullion announced on 7 July [2017] that it was his intention from July 2018 only Aboriginal owned, managed and controlled organisations and businesses would be funded by the Commonwealth to deliver services under the Indigenous Advancement Strategy. This decision by the Minister is one of the most profoundly important policy decisions to have been made for years in relation to the delivery of services to Aboriginal and Torres Strait Islander people.

In making the announcement Minister Scullion said it was a decision taken on the back of incontrovertible evidence that the best outcomes being achieved under the IAS were those that were being delivered by local, community focused Indigenous managed and led organisations and businesses. The Minister effectively asserted

that the evidence was in, and that the practice of Governments in turning to mainstream and church based businesses, ahead of Aboriginal organisations, was producing sub-optimal outcomes for Aboriginal people and that the Commonwealth would from the beginning of the next financial year only make funding under the IAS available to Aboriginal businesses.

The next step in this process must be its extension to other programs and funding including of Indigenous specific programs managed by the States and Territories and of funding dispersed through the Public Health Network.

It was perhaps no coincidence that the Minister's announcement coincided with the tenth anniversary of the disastrous and racist bi partisan 'intervention' in the Northern Territory. Ms Pat Anderson, one of the authors of 'Little Children are Sacred' and currently chairperson of the Lowitja Institute has previously summarised the rationale of Minister

Scullion's decision to turn to Aboriginal organisations for the delivery of services as being that one of the most important determinants of health is 'control'. She said: 'Practically this means any policy aimed at reducing the disadvantage of our communities must ask itself how it will increase the ability of Aboriginal people, families and communities to take control over their own lives.'

This is the point I have made repeatedly to ACT Government Ministers and officials, most particularly and forcefully in recent times in relation to the exclusion of any Aboriginal community involvement in programs such as Strengthening Families, A Step Up for Our Kids, Throughcare, supported housing,

care and protection, childcare, aged care or justice. The default practice in the ACT is for the Government to turn to precisely the organisations that Minister Scullion has said the evidence shows produce sub-optimal outcomes for Aboriginal people, namely non-Aboriginal mainstream businesses and church backed businesses. Organisations which the Minister has now said will, on the basis of all the evidence, no longer be funded by the Commonwealth.

Bravo Nigel Scullion!

Winnunga Nimmitjiah Aboriginal Health and Community Services: www.winnunga.org.au

Impact with purpose: What would this look like if it was easy?

By Kate Duck, ACTCOSS Associate Member

Measuring and reporting outcomes often gets a bad rap as a time-consuming 'hoop' or necessary evil that must be jumped through. But in the words of author Tim Ferris, *what would this look like if it was easy?*

When I considered what performance measurement *would look like if it were easy*, my first thoughts were that:

- The performance measurement framework would be intrinsically linked to the strategy to provide line of sight for staff
- Measurement activities (or individual measures) would have a clear and predetermined purpose that is documented, communicated and understood. Is it to:
 - Provide accountability and ensure compliance (backward looking)?

- Show current performance and identify opportunities for improvement and inform decisions (future looking)?
- Collecting and analysing data wouldn't take too much time and other resources from work that contributes to the outcome
- The resultant reporting and other collateral would be valued and used in practical ways:
 - To inform change or action
 - To help organisations develop and tell their outcomes narrative.

Organisations would be able to tell a meaningful story about what has been achieved – what they did and how much? How well did they do it? Who was better off and why? And importantly, what people who

benefited valued most (was it different to what they thought)?

I then thought about the role of external consultants who are often sought because organisations don't feel they have the in-house expertise. This can sometimes disconnect staff from the activity and the results. However, there is opportunity to mobilise program staff to work collaboratively with external consultants to design and run evaluations. Evaluators bring the technical skills while staff have first-hand experience with the program and participants.

If it was easy, the role of external consultants would also have a clear focus on lasting staff development and skills transfer so that organisations and staff felt more ownership and agency, while external evaluators had a diminishing role over time.

Finally, if performance measurement *was easy*, there would be consistent principles and approaches that created a common language for organisations, funders and other stakeholders across public and private sector.

These principles and approaches would be easily accessible and simplified for ease of

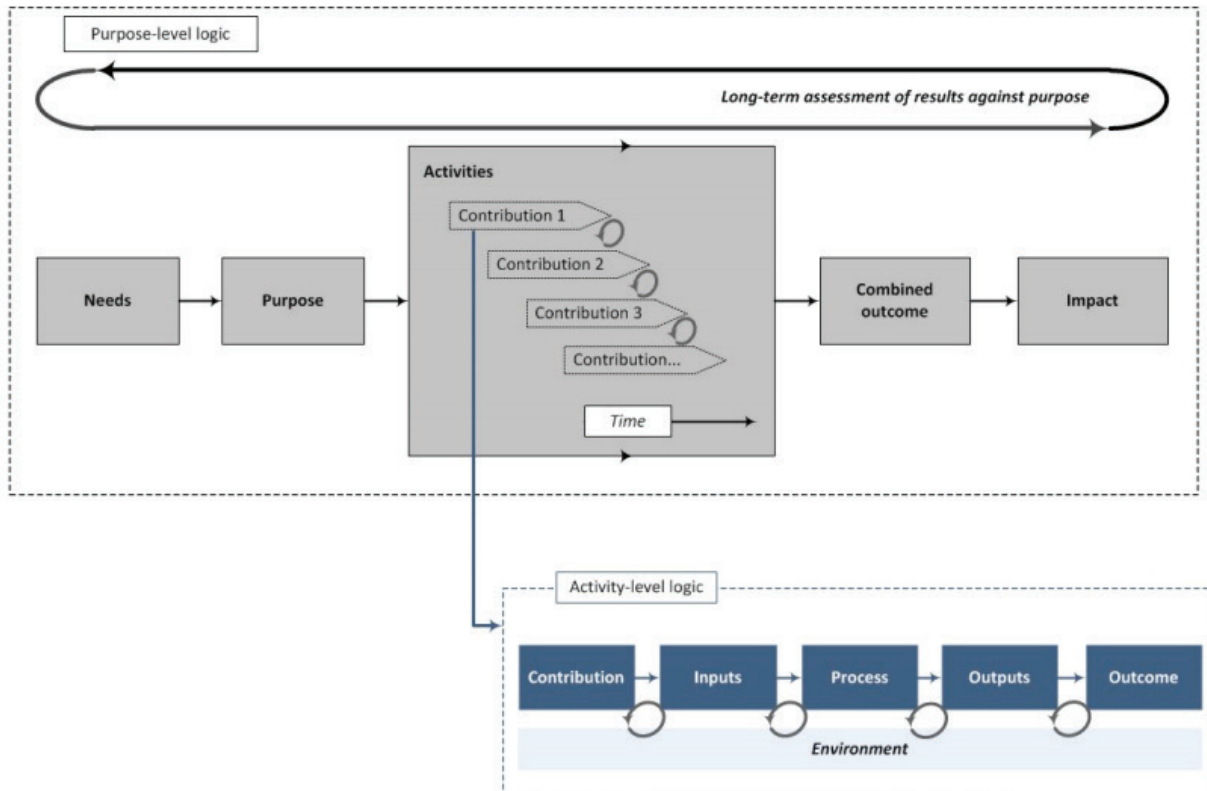
understanding, but not 'dumbed down'. Since the enactment of the Commonwealth *Public Governance, Performance and Accountability Act 2013* (PGPA Act) the Department of Finance has developed and published a range of Resource Management Guides to support an enhanced Commonwealth government

performance framework. I believe RMG 131 *Developing good performance information*¹ does just that.

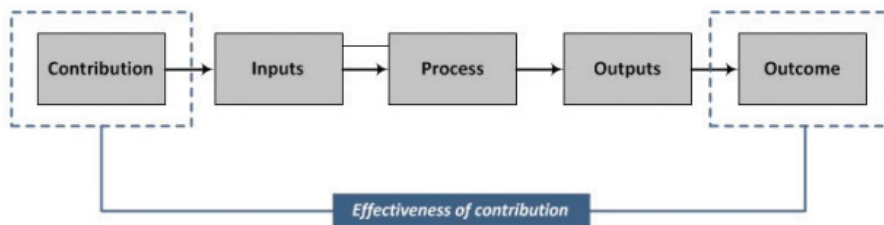
Some of my favourite diagrams are below.

See page 13 for footnotes.

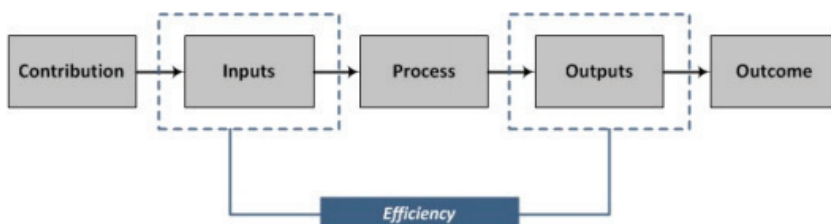
A generic logic model describing the elements that contribute to fulfilling a purpose²



Effectiveness in term of the contribution made by a specific activity³



Using a logic model to define efficiency⁴



People-led networks

By Ryan Joseph, Capability Officer, ACTCOSS

From an ecosystem perspective, a strong and sustainable community sector is a crucial outcome to achieve our social change agendas. This is why you might have come across the variety of capacity building services we offer, including workshops, seminars, resources, and more granular on-demand tailored support.

To ensure we are truly driven by 'people-led outcomes', when there are multiple simultaneous conversations from affordable housing to a fit-for-purpose community services procurement framework – in addition to emerging needs for our members¹ – ACTCOSS looks to our people-led peer networks.

These are spaces through which individuals interested in or working in various facets of our community sector can engage with these conversations above on a regular basis. These networks range in focus around a specific issue area such as reconciliation or justice reform, to specific job roles from communication practitioners to volunteer board members.

How exactly then are these networks 'people-led' in contributing to a strong and sustainable community sector?

Let's take a closer look at our ACT Community Assistance and Support Program (CASP) Network. Made up of representatives from CASP funded service providers, the network meets every two months and collaboratively works towards strengthening the CASP program experience for clients on the ground by providing ongoing, direct feedback to relevant ACT Government directorates regarding the CASP program, policy, and operational matters. In addition, it's a space in which providers can provide to each other a nuanced snapshot of their service capacity or bottlenecks, and more broadly collaborate to identify key issues affecting the attainment of key outcomes for CASP clients so as to develop strategies to address them.

A tangible example of this in action is work done to establish a practitioner-led outcomes framework. In partnership with Lyla Rogan, a specialist outcomes consultant, the network collaborated to develop, operationalise and endorse a CASP Program Logic and Performance Framework. This led ACTCOSS, in partnership with the network, to develop a CASP goals and outcomes measurement tool for trial within CASP.

What about ways in which these networks have shaped our systemic advocacy work?

An example stems from our ACT Human Resource (HR) Network, which is made up of a variety of human resource professionals in our sector with expertise that spans recruitment to employee engagement. The network meets quarterly. Through a series of meetings in the years prior, the network highlighted the challenge of significant delays in the approval process for Working With Vulnerable People (WWVP) checks – which in turn was impacting client service delivery on the ground. The HR Network was able to provide a unified perspective that fed into existing policy work ACTCOSS was engaged with, leading to a more concerted and collaborative effort between relevant government directorates and our sector to streamline the process for WWVP checks. This continues to be a topic we connect with the network and government about.

The above is a common strain across all our people-led networks: the opportunity to identify cross government service or policy issues that may require further analysis and advocacy by ACTCOSS. Peer networks are a key pipeline of knowledge that informs our social change agenda.

In addition to the above, these networks offer ongoing peer support and a space for knowledge sharing within the sector. While a common thread across all our peer networks is an informal atmosphere, each one has a distinct character and affinity for how it goes about its work. They are underpinned by a community development² approach, which seeks to empower and provide the widest range of individuals possible an opportunity to directly engage with the work ACTCOSS does. This approach of bringing groups of people together to informally share their expertise to progress toward a common goal is rooted in organisational development theory and adult learning theory – also known as Communities of Practice.³ Indeed, a key aim of our people-led networks is to harness knowledge to strengthen the valuable work our sector undertakes.

See page 13 for footnotes.

Join ACTCOSS peer networks

Leading Social Change Board Network

The ACT Leading Social Change Board Network offers an opportunity for volunteer board members to connect with one another to build their network and share knowledge across the ACT community sector.

Meetings: Every 2 months

How to join: Email samq@actcoss.org.au

ATSIComSec Network

The ACTCOSS Gulanga Program runs this network for Aboriginal and Torres Strait Islander workers and volunteers in the ACT community sector to facilitate discussion, peer support, networking and information sharing.

Meetings: Lunch meetings every 2 months

How to join: Email gulanga@actcoss.org.au

Social Enterprise Network

The ACT Social Enterprise Peer Network is an informal cross-sectoral group brings together people in the ACT who are interested in social enterprise. It provides an opportunity to share, learn from one another, and develop personal and professional networks.

Meetings: Every 2 months

How to join: Email samq@actcoss.org.au

Communications Network

The ACT Community Sector Communications Peer Network (CommsNet) provides network members with an opportunity to share communications good practice in the ACT not-for-profit sector.

Meetings: Every 2 months

How to join: Email ryanj@actcoss.org.au

Reconciliation Network

The Reconciliation Peer Network (RecNet) is an informal group designed to bring together ACT community organisations who are interested in reconciliation, including the process of developing and implementing a Reconciliation Action Plan (RAP).

Meetings: Every 2 months

How to join: Email ryanj@actcoss.org.au

Community Development Peer Network

The ACT Community Development Peer Network is a joint initiative of ACTCOSS and CDNet. ACT community sector workers working within a community development framework are welcome to attend.

Meetings: Every 2 months

How to join: Email samq@actcoss.org.au

Other networks & more information

ACTCOSS also offers a variety of other networks, such as the Community Sector Managers Network, Human Resources Network, and more!

If you would like to join our networks or find out more, please visit the ACTCOSS website www.actcoss.org.au and go to Services & Resources > [Networks & Working Groups](#).

Learning & development calendar

Training / Forum	Date / Time	Cost: Member / Non-member / Corp. or Govt.
Reconciliation		
Aboriginal Cultural Awareness Training Facilitated by Julie Moore, Koorimunication	3 May 2018 9.30am-4.30pm	\$290 / \$320 / \$350 (incl. GST)
Working and Walking Together: Aboriginal & Torres Strait Islander Cultural Competency Training Facilitated by SNAICC	21-22 May 2018 9.30am-4.30pm	\$860 (3 spots available) (incl. GST)
Stronger Safer Together: Aboriginal & Torres Strait Islander Family Support Training Facilitated by SNAICC	23-24 May 2018 9.30am-4.30pm	\$760 / \$810 / \$860 (incl. GST)
Cross-Sector Information Sessions: Aboriginal & Torres Strait Islander Focus Facilitated by ACTCOSS	31 May 2018 10am-11am	Free
Reconciliation Peer Network Meeting Facilitated by ACTCOSS	21 Jun 2018 10am-11.30am	Free
Emerging Leaders		
Outcomes Oriented Collaboration: Collective Impact, Collective Action and Community Development Facilitated by ACTCOSS	1 May 2018 9.30am-12.30pm	\$110 / \$140 / \$165 (incl. GST)
Facilitation Skills Facilitated by YellowEdge	13 Jun 2018 9.30am-4.30pm	\$220 / \$280 / \$330 (incl. GST)
Managing Uncertainty Facilitated by ACTCOSS	20 Jun 2018 9.30am-12.30pm	\$110 / \$140 / \$165 (incl. GST)
Improving Quality & Impact of Services		
Conscious Governance: Cybersecurity Risk Management Masterclass Facilitated by Steven Bowman & Monica Schlesinger	22 May 2018 9.30am-4.30pm	\$380 / \$450 (incl. GST)
Using Data for Evidence-based Practice in the Community Service Sector Facilitated by ANU Centre for Social Research and Methods	Thursdays in June 2018 (4 half-day sessions)	Per session - \$365 / \$450 (incl. GST) Group discounts available

Find out more about our learning and development opportunities and how to register at the ACTCOSS website: www.actcoss.org.au

ACTCOSS staff welcome & farewell

Welcome...



Lyn Peacock
Gulanga Program Officer

Lyn joined ACTCOSS in January 2018 as a Gulanga Program Officer. Lyn is a proud Aboriginal woman (Yidinji) from Cairns, Far North Queensland. She

has worked in community sector organisations, predominantly with Aboriginal and Torres Strait Islander people in areas such as employment and training, money management, alcohol and other drugs, and aged care.



Stephanie Crosby
Operations Manager

Stephanie joined ACTCOSS in March 2018 as Operations Manager. She is a Chartered Accountant with a background in finance, strategy and process

improvement. Stephanie began her career working in taxation and audit at KPMG, before moving into accounting and transformation roles with QANTAS for 13 years. More recently, her work has focused on project management, governance and organisational change. Stephanie has a Commerce (Accounting) Degree and has been a member of Chartered Accountants Australia & New Zealand since 2003.

Stephanie is keen to use her corporate experience to support the work of ACTCOSS and the community sector in the ACT.



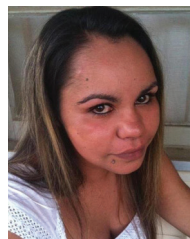
Ellen Thomas
Information & Events
Support Officer

Ellen joined the ACTCOSS team in February 2018. She provides general support to the operations and events of ACTCOSS, including

collating the Weekly Community Sector eNotices.

Ellen has worked in various administrative support, event planning, and pastoral care roles. She enjoys using her administrative and organisation skills to support the implementation of people-focused programs.

Farewell...



Hilary Williams
Gulanga Administration
Support Officer

Hilary worked in ACTCOSS in an administration trainee role from October 2016 to January 2018. During that time, Hilary

attended young leader development programs. We were so pleased to have Hilary work as part of the Gulanga team, bringing her commitment to the advancement of Aboriginal and Torres Strait Islander peoples to our sector development and cultural awareness work. Hilary also supported ACTCOSS with general office administration roles, including acting in the office administrator position for three weeks over the summer holiday period in 2018. We would recommend Hilary to any employer, and miss her cheerful, can do attitude around the office.



Ruth Ragless
Policy Officer

Ruth Ragless had another period of time working in policy team over 2017-18 following an unplanned staff absence. We valued welcoming Ruth back to

the team, focusing on education and justice issues – a role she had filled on a short term basis during a staff maternity leave. Ruth noted the progress between 2015 and 2017 that had been made on a number of policy and service development priorities advocated by ACTCOSS. She helped us make more progress with her work on submissions to the Future of Education consultations. Thanks, Ruth, for sharing your research and analytic skills once again.

Have you accessed your FREE 3 hour tailored support this year?

Community organisations who are members of ACTCOSS receive 3 hours of free tailored support each year.

With tailored support you can:

- **Call or email us** with a question
- Arrange **face-to-face meetings** to work through an issue
- Request **tailored training** delivered to your organisation.

Topics include:

- Governance
- Strategic planning
- Human resource management
- Change management
- Quality standards
- Aboriginal & Torres Strait Islander cultural awareness
- Building strategic relationships
- Development & innovation.

The ACTCOSS Governance training for the [governance body] members was very professionally delivered. Being tailored for the needs of the EC [Executive Committee] and the organisation meant that members actively participated in the workshop and generated productive discussion with outcomes that benefited the enhanced governance of [our organisation].

Consumer voice organisation

ACTCOSS provided the content from one of our emerging leaders workshops to an organisation as part of their member access to tailored support. We were able to tailor the content to the organisation context and facilitate a conversation around implementing the learning of participants.

Arrange your free 3 hour tailored consultancy! Contact samantha.quimby@actcoss.org.au or call 02 6202 7200.

Article footnotes

Riding with the rogue driver, p. 4

1. Stand By Me campaign website, 2016, <<http://standbyme.org.au/>>.
2. ACTCOSS, *Choice and control: Strengthening human rights, power and inclusion for people with disability*, ACTCOSS, 2017, <<http://www.actcoss.org.au/publications/advocacy-publications/choice-and-control-strengthening-human-rights-power-and-inclusion>>.
3. NDIA, *Market Analysis Dashboard - ACT*, September 2015, <<https://www.ndis.gov.au/html/sites/default/files/documents/Quarterly-Reports/Public%20market%20dashboard%20-%20ACT.pdf>>.
4. ACTCOSS, *Stories of Transition*, ACTCOSS, 2017, <<http://www.actcoss.org.au/publications/advocacy-publications/stories-transition>>.
5. PWDA, *Shut In Campaign*, PWDA, 2017, <<http://www.pwda.org.au/campaigns/shut-in-campaign.html>>.

Community control of service delivery for Aboriginal & Torres Strait Islander peoples, p. 6

1. J Tongs, 'CEO Update', *Winnunga News*, July 2017, accessed 3 April 2018, <http://www.winnunga.org.au/uploads/docs/Winnunga_AHCS_Newsletter_July_2017.pdf>.

Impact with purpose: What would this look like if it was easy?, p. 7

1. Australian Government Department of Finance, *Resource Management Guide No. 131: Developing good performance information*, Australian Government Department of Finance, 2015, p. 18, accessed 12 February 2018, <<https://www.finance.gov.au/sites/default/files/RMG%20131%20Developing%20good%20performance%20information.pdf>>.
2. *ibid.*
3. *ibid.*, p. 26.
4. *ibid.*, p. 27.

People-led networks, p. 9

1. ACTCOSS, *Submission on ACT Budget Priorities 2018-2019*, November 2017, viewed 23 March 2018, <<https://www.actcoss.org.au/publications/advocacy-publications/submission-actcoss-budget-priorities-2018-19>>.
2. S Kenny & P Connors, *Developing Communities for the Future: Community Development in Australia*, Cengage Learning Australia, 2017, chapter 1.
3. C Etienne & WM Snyder, *Communities of Practice: The Organizational Frontier*, January-February 2000, viewed 23 March 2018, <<https://hbr.org/2000/01/communities-of-practice-the-organizational-frontier>>.

Next issue:

Update Issue 84, Winter 2018 edition

People with disability: Aboriginal & Torres Strait Islander perspectives

Members are welcome to contribute articles on the theme.

Copy deadline: 21 May 2018

Space is limited! To guarantee your spot, let us know as soon as possible.

Email: communications@actcoss.org.au

Ph: 02 6202 7200

Issue 84 will be distributed in June/July 2018.

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Beth Slatyer, Associate Member	If you would like to contact the Committee, please contact ACTCOSS. www.actcoss.org.au
Lynnice Church, Australia Red Cross ACT	



The ACT Council of Social Service Inc. (ACTCOSS) is the peak representative body for people living with low incomes or disadvantage, and not-for-profit community organisations in the Australian Capital Territory.

ACTCOSS acknowledges Canberra has been built on the land of the Ngunnawal people. We pay respects to their Elders and recognise the strength and resilience of Aboriginal and/or Torres Strait Islander peoples. We celebrate Aboriginal and/or Torres Strait Islander cultures and ongoing contributions to the ACT community.

ACTCOSS

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ACTCOSS welcomes feedback. Please visit the 'Contact' page on our website for our feedback form, or contact us using the details above.

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Update is a quarterly journal that provides an opportunity for issues relevant to ACTCOSS' membership to be discussed and for information to be shared. Views expressed are those of individual authors and do not necessarily reflect the policy views of ACTCOSS.