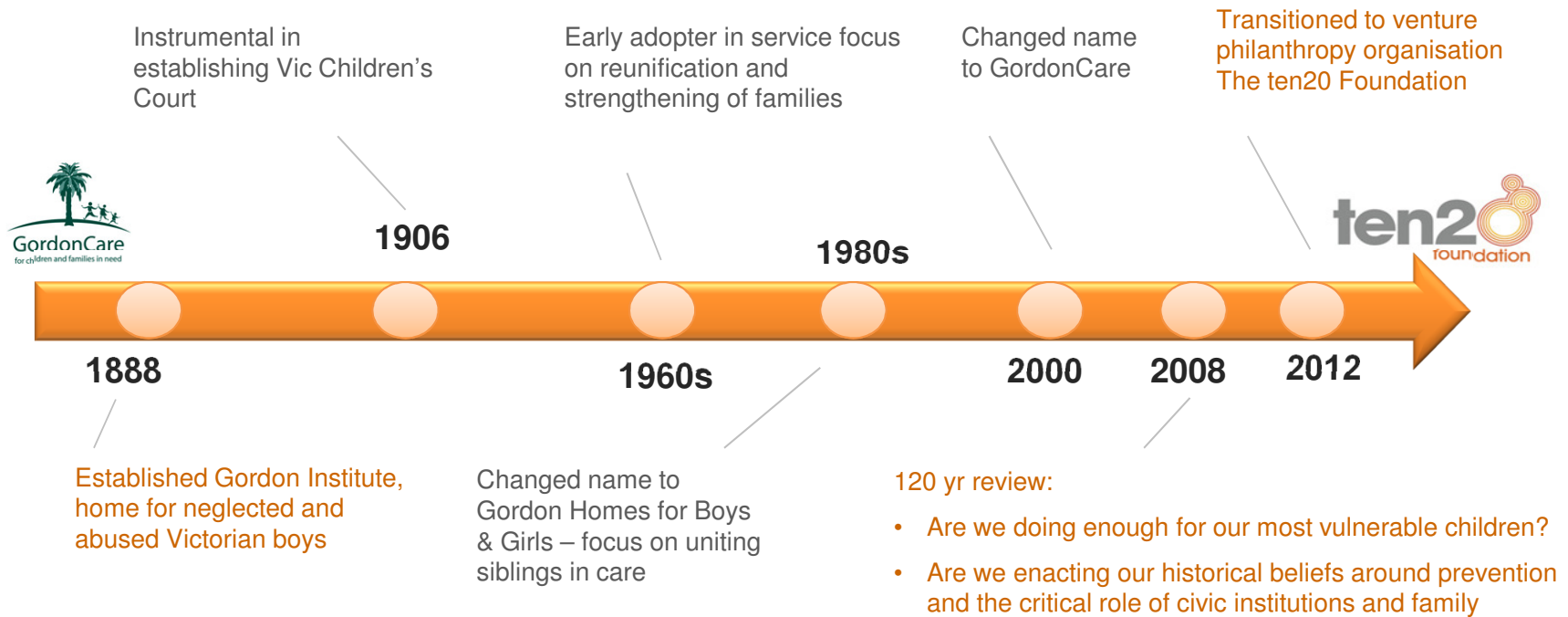




Collective Impact as a framework for achieving measurable population-level change for vulnerable children and their families over 10 years

August, 2014

In 2013, the 125 year Victorian child protection non profit GordonCare transformed into a national venture philanthropy organisation called The ten20 Foundation.



Ten20 continues the GordonCare legacy:
Building capacity for new ways of working that focus on early intervention and the critical role of families and civil society

Why is Ten20 dedicating it's corpus to shifting outcomes for vulnerable children pre-birth to age 8?

Because in Australia, the data tells us that:

- 1 in 5 children (22%) are developmentally vulnerable on 1 or more domains *
- 1 in 10 children (10.8%) are now developmentally vulnerable on two or more domains *
- More than 32,000 Australian children were the subject of a child protection substantiation in 2011/12 (AIHW data)
- Almost half a million households with children aged 0–12 had an average disposable income of \$439 per week in 2009–10.

We believe all Australian children have the right to start school ready to thrive

* AEDI 2012

How does the Collective Impact framework translate to a national demonstration like Vibrant Communities Canada?

Common Agenda

100 Cities working to reduce poverty for 1 million Canadians

Shared Measurement

Common Evaluation Framework with 12 population level indicators and 5 categories of measurement

Mutually Reinforcing Activities

Sustainable Livelihoods Asset Pentagon, Shared Practices, Scaling Policy Change

Continuous Communication

Convener Community of Practice, interactive website, face to face and online learning, Thought Leaders

Backbone Support

Backbone support provided by Tamarack keeping national agenda moving forward and everyone connected to each other.

Collective Impact challenges deeply entrenched service delivery systems and calls for a different model of engagement and execution

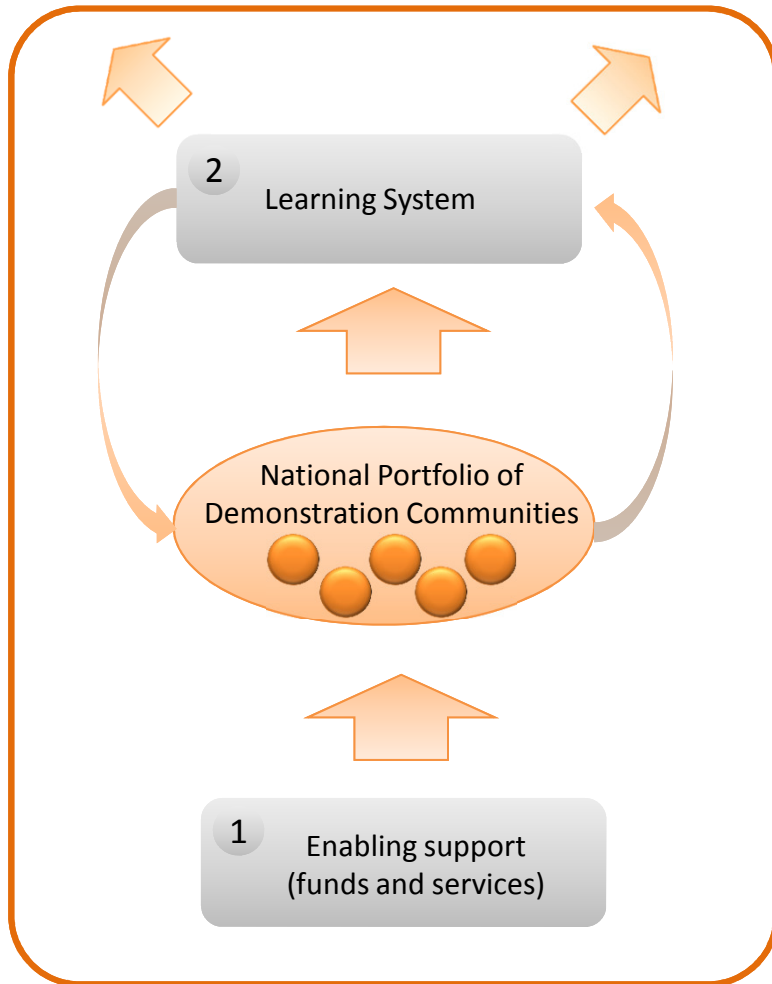
From Government/NGO as Lead



To Partner



Ten20 is committed to demonstrating, over 10 years, the efficacy of CI as a framework that can deliver improved outcomes for vulnerable children, and create a proof of concept for it to be funded and delivered at scale.



Opportunity Child:

1. Enabling a national portfolio of demonstration communities
 - Providing funds and service support to 3-5 communities to lead the alignment of effort of cross sector stakeholders around a common agenda and shared outcomes.
2. Convening an open source learning system
 - Transforming learning from demonstration communities and other community partners into stories, tools, practices and policies for widespread adoption at scale.

Why is a business background helpful in approaching and supporting this work?

- **This work is complex, and requires many different skill sets**
- **Both technical and adaptive skills are important**
- **Disciplined execution** is fundamental to success.
- **Business understands the art of creating simplicity in complex markets/environments** and can do this by supporting and building community capacity to manage complex change

And as with any new approach that requires genuine systems change, there are challenges

- **Data-driven decision making and tracking indicators that feeds into to a shared measurement system tracking population-level outcomes is a key tenet of this way of working, but it's hard!**
 - **Data is fundamental** to establishing **proof of concept** and **trust** in the approach
 - Capability in data management (systems, people)
 - **Objectives, actions and measures of success** need to be **defined** and **measured**, within the context of a community developed and owned **Strategic Plan**
 - **Common KPIs and shared accountability**
 - **Outcomes or Results that are common to all**

Observations and reflections on what key enablers are helping to build the practice of Collective Impact in Australia

- **A new style of leadership is emerging** with different characteristics required to support this way of working
- Both strategic insight and emotional intelligence are required. Key leadership characteristics in Collective Impact are:
 - Commitment
 - Strategic Insight
 - Self-awareness
 - Relationship skills
 - Vulnerability
- A personal commitment to the work, and the courage to work differently

And to conclude with Dr Michael McAfee's challenge for us all to think about 'how we show up to do the work' – lessons from a Systems Change Leader

- **Hold the whole population at the front** to drive collective impact initiatives at scale and align effort. This is the only way we will achieve our bold goal of reducing childhood vulnerability from 22% to 15% over the next 10 years
- **Shared measurement systems** must be built, supported by data platforms that enable data driven decision making.
- **Disciplined execution** is a critical requirement that cannot be achieved without data-driven decision making.
- **Add value** by accelerating local leaders to do their jobs better and build community capacity to own and drive change.

“This is the hardest work possible. In our evolution, the easy work has been done. There is no honour in easy work.”

Dr Michael McAfee, speaking at the Opportunity Child workshop, 31 July 2014