

# Community Change Through Collaboration.

Collective  
Impact

Community  
Engagement

Evaluating  
Impact

Collaborative  
Leadership

Community  
Innovation





Community  
Change  
Through  
Collaboration.

# Leading and Collaborating Across Community and Philanthropy During COVID19

Presented by:

Sarah Davies, AM, CEO Philanthropy Australia

Chris Wilson, Partner Koda Capital

Allison Wainwright, CEO Family Life





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On behalf of Family Life I would like to pay our respects to the Traditional Owners of the land, the Bunurong & Boonwurrong people of the Kulin Nations, on whose land we are meeting - the land by the sea.

We would also like acknowledge elders, past, present and emerging and those of you who have joined us today from other communities across the country and internationally.





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**Allison Wainwright**



**Sarah Davies**



**Chris Wilson**



# Leading and Collaborating Across Community and Philanthropy During COVID19



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Time	Topic	Facilitator
11.30am - 11.40am	Welcome, Acknowledgement & Announcements	Allison
11.40am – 12pm	Leading and Collaborating Across Community and Philanthropy During and Beyond COVID19	Sarah and Chris
12pm - 12.20pm	Discussion	Allison, Sarah and Chris
12.20pm - 12.40pm	Questions & Answers	Allison
12.40pm -12.50pm	Wrap Up and Announcements	Allison and Jodie
1pm	Close	





Below is a map of the timeline of typical emotional trajectory through a disaster for a population.





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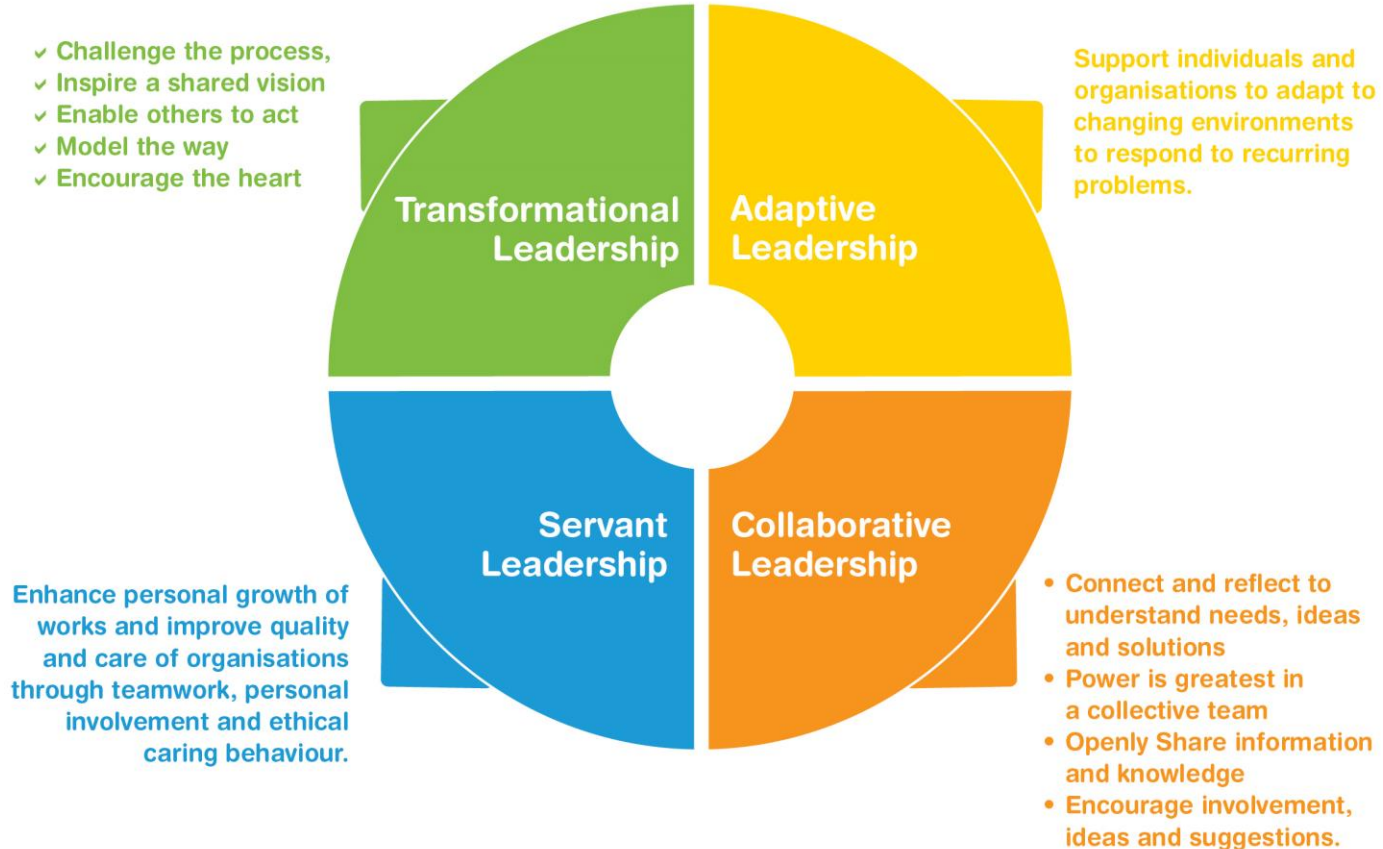
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‘Wicked problems’  
have risen like  
cream to the top in  
‘unprecedented’  
numbers.





# Leading Community Change & Collaboration Practice



# Leading Community Change



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# Community Change



Community  
Change  
Through  
Collaboration.





Community  
Change  
Through  
Collaboration.

# Navigating Unprecedented Change with and between the philanthropic and community sectors.





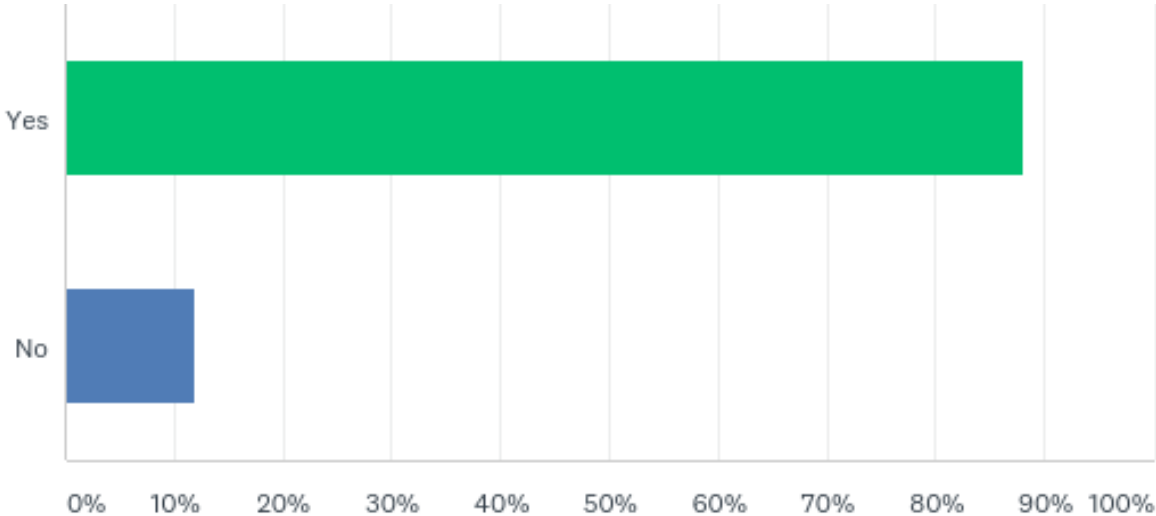
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1. How has philanthropy responded?
2. Powerful Leadership Traits?
3. What lessons are we Learning?





# Have you changed or adapted your granting & operating approach in response to COVID19?

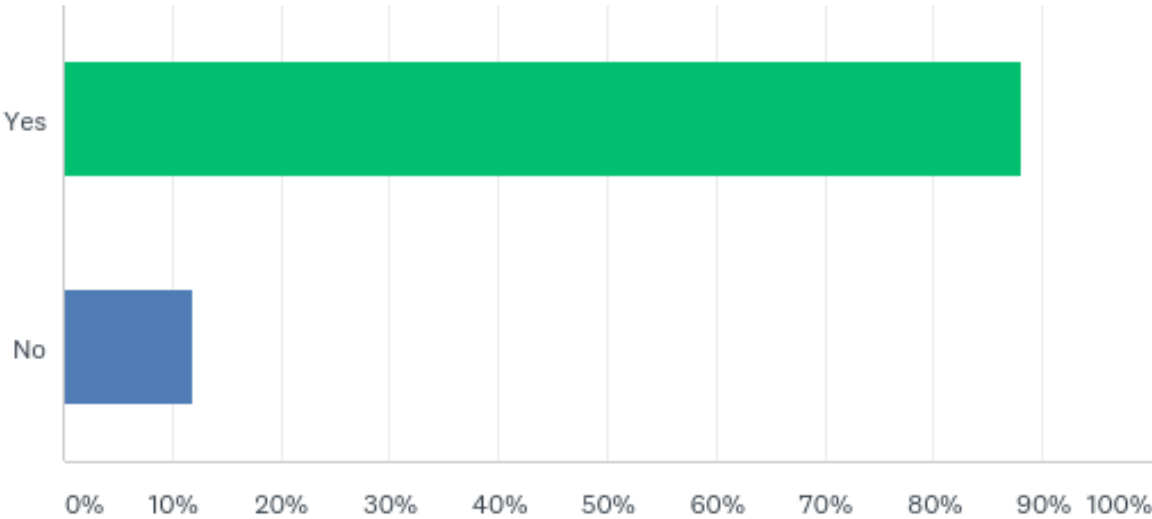


ANSWER CHOICES	RESPONSES	
Yes	88.12%	89
No	11.88%	12
TOTAL		101



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# What have you done?

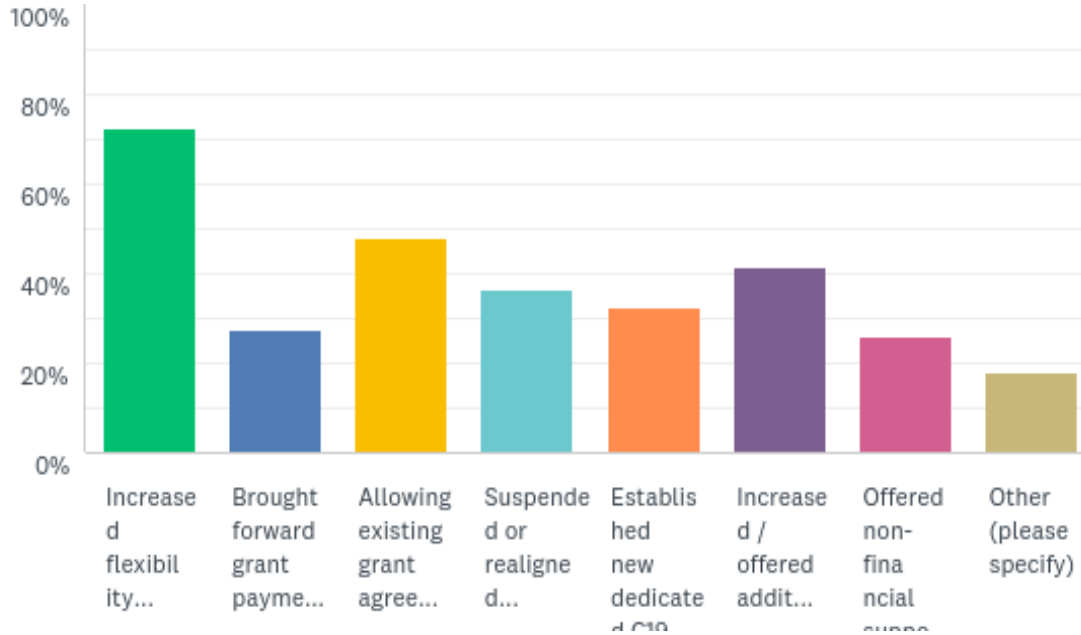


# What else have you done!



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77 responses





## What else!



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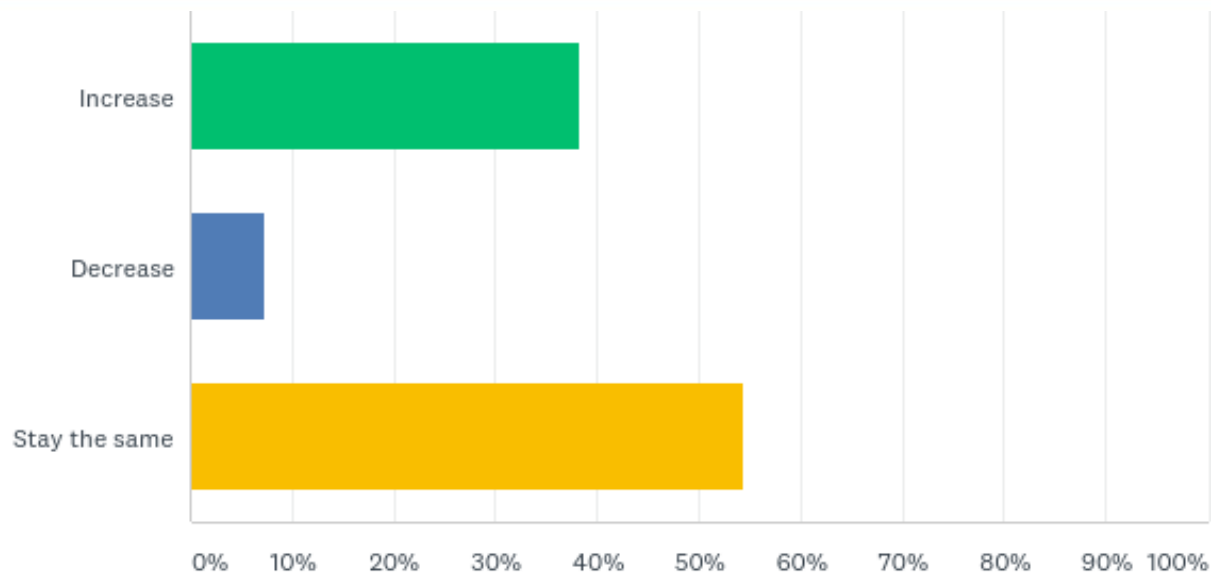
- Paid for key staff & additional resources to build digital capability
- Supported advocacy work for vulnerable groups
- Increased public & government advocacy work
- Have no 'untied' funding but (through discussion) agreed to re-allocate it to areas of more pressing need
- Provided expertise and mentoring
- Capturing learnings – the system is stressed and best lessons will happen now



# FY19-20 distribution amounts



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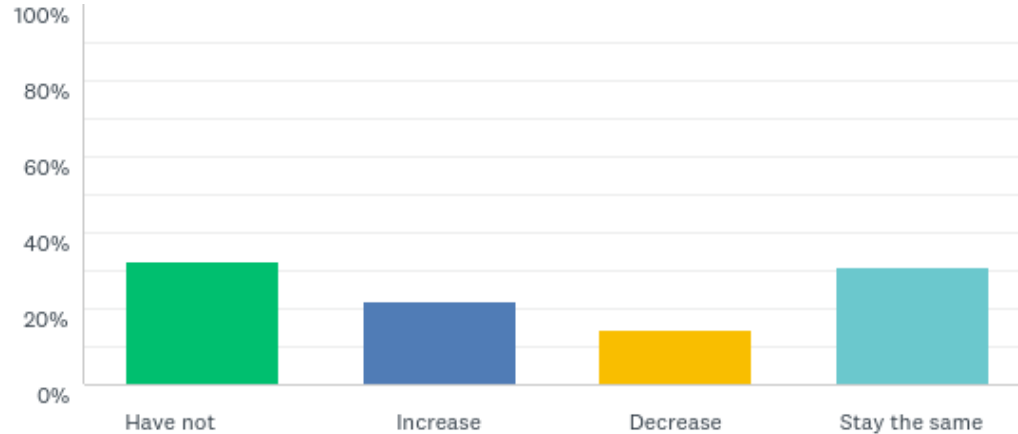
ANSWER CHOICES	RESPONSES	
Increase	38.24%	26
Decrease	7.35%	5
Stay the same	54.41%	37
Total Respondents: 68		



# FY19-20 distribution amounts



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ANSWER CHOICES	RESPONSES	
Have not considered this yet	32.35%	22
Increase	22.06%	15
Decrease	14.71%	10
Stay the same	30.88%	21
Total Respondents: 68		





- Powerful Leadership Traits?
- What lessons are we Learning?

Related information & resources:

- [Public Statement from Philanthropy](#)
- [May 2020 Grant-Maker Survey Results](#)
- [National Funding Platform](#)
- [Philanthropy Australia COVID-19 Information](#)



# How has philanthropy responded?



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## Philanthropy has:

- **Tuned-in:** Understanding of the situation their beneficiaries find themselves in
- **Agile:** Offering more flexibility and responding to their charity partners needs
- **Using its voice:** Advocating for the charity sector and its own ability to support it
- **Trusting:** Backing existing charity partners: reducing red tape and getting funding to them quickly
- **Learning:** Quickly getting up to speed on the issues and adapting



# Powerful leadership traits



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## Charity leaders have been:

- Dynamic
- Resilient
- Empowering
- Vulnerable
- Visible



# What lessons are we learning?



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- ✓ Non-profits simply cannot lay idle
- ✓ Mission drift is problematic in tough times
- ✓ Necessity is the mother of invention
- ✓ Collaborate across sectors and within the community sector – this is a must
- ✓ Talent can be leveraged from the for-profit sector to advance the community sector
- ✓ A strong balance sheet is critical to mission delivery in times of both need and duress
- ✓ Finding the sector's collective voice is critical for its own viability and brand
- ✓ Strong relationships and trust with stakeholders is fundamental (e.g. philanthropy, government)



*Handshakes may be a thing of the past!*



# Collaboration



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- Bring philanthropy into the conversation early
- Understand what more philanthropists can bring to the table
- Understand the motivations of philanthropists and the value you can add to them in response
- Venture philanthropy offers unique insights – e.g. *capacity funding, a seat at the table, KPIs, exit strategies*
- Impact investing is catalysing great cross sector collaboration
- The purpose movement is influencing wealth and business – the private sector is:

*Tying doing well with doing good*

*Looking for genuine engagement*

*Conscious of the social license to operate*

*Wanting to tackle big issues and wicked problems.*





# Going Deeper Conversation



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**Allison Wainwright**



**Sarah Davies AM**



**Chris Wilson**





1. How can/do we continue to adapt and transform as philanthropic and community organisations?
2. What do we need to do differently across the philanthropic and community sectors to lead and manage?
3. What practical strategies/approaches would you adopt to create collaborations to respond to the current environment?





Mobilising and creating community change to address wicked problems requires a mindset that working collaboratively is more productive than trying to address the challenge as a single organisation or entity.



# Emerging Insights



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- ✓ **Widen our gaze** - getting to mission-level impact (e.g. saving the rain forest) requires cumulative \* mutually reinforcing change on (at least) four levels: landscape, awareness/culture, systems and niche innovations.
- ✓ **Embrace disruption.** To get beyond incremental change – and get reform or even transformation – we need to disrupt systems or take advantage of externally induced disruption.
- ✓ **Take capacity & agency building seriously** -the strengthening of stakeholders' capacity & agency is a necessary pre-condition for meaningful change – particularly for those most affected by the issue. This is an OUTCOME.
- ✓ **Embrace conflict and cooperation** – real change depends on our willingness and ability to manage both conflict & cooperation amongst diverse actors with different values, interests and powers.
- ✓ **Lengthen our gaze** - that sustained progress on tough issues requires relentless effort – two steps forward, one step back and sudden leap forwards – over a long period of time.



# Disruptive Times Require Skilled Change Makers



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1. Make the voice of people central
2. Work across boundaries
3. Catalyse change and work adaptively
4. Engage in systemic thinking and action
5. Be courageous

*Adapted from Liz Weaver's article*

*Disruptive Times Requires Skilled Change Makers*





- Life Line - 13 11 14
- Beyond Blue - 1800 512 348
- Your organisation's Employee Assistance Program
- Family Life Website:

<https://www.familylife.com.au/professional-community/community-of-practice/>





**Tuesday 14th July: 9.30am to 11am**  
*Social Distancing & Remaining Connected*

**Tuesday August: 9.30am to 11.30am**  
*TBC*

**September 2020 (TBC)**  
*Community Change Agent - Professional Development Training*  
*– 6 weeks from September to October 2020*





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# Thank you!

We'll send you an email with a full recording of today's call, along with a collection of helpful links & resources

