

INTRODUCTION

Burnie Works is a community collective initiative making change in the areas of child, youth and families, education, employment, justice, and wellbeing. Burnie Works' objectives are long-term and aimed at addressing system issues. Burnie Works Plan on a Page reflects the community strategy and supports the Making Burnie 2030 municipality plan. The work is enabled by on-the ground relationships with community members, service providers, business and industry and academic institutions.

This relationship-based approach assumes that there is already desire for collective action, and great things happening across the Burnie community within the various sectors who have a presence in this place. The primary role of Burnie Works is to amplify the conditions for impact so that innovative community led actions that address the issues that are most important to the people of Burnie can be collaboratively designed and implemented.

A priority focus for Burnie Works is to strengthen cultural recognition of and respect for the pirinilaplu people of pataway land.

Since 2019, the expanded capacity of Burnie Works has been made possible through the joint Commonwealth and State Government *Stronger Places, Stronger People* initiative. Specifically, this funding has enabled the backbone team to host experience and expertise in communication, stakeholder engagement, program design, implementation and management, and measurement and evaluation. This has strengthened Burnie Works system leadership capacity.

Burnie Works also receives funding from all levels of government, and non-government organisations to implement activities and projects specific to the issues raised and solutions driven by community.

Stronger Places Stronger People is a critical enabler for the evolution of collective impact in Burnie. It provides the funding for local expertise so we can create the conditions needed for systems change and implementation of innovative responses at the local level. The initiative and its partnership structures create pathways for relationship with government which are essential for community to participate in and advocate for the broader systems change needed for true and sustainable change.

While Burnie Works is supported and resourced by Government and NGOs, everything the backbone team does – from identifying the issues to addressing them – is guided by the lived experience and hard work of pataway / Burnie locals.

A JOURNEY OF CHANGE

The purpose of this report is two-fold. It is Burnie Work's accountability report to funders on activities achieved during the financial year 2020-21. It also presents the Burnie Works Theory of Community Change and seven case studies to demonstrate outcomes against the three areas of change that are central to this theory. This report does not include a financial acquittal.

BURNIE WORKS THEORY OF COMMUNITY CHANGE

Following the second progress mapping and learning circle process, Burnie Works revised its Theory of Community Change. Burnie Works has revised its theory of change to reflect the interaction of the philosophies that drive our approach, and which amplify the impact of existing services and efforts to contribute to the individual and population level change, systems change and changes in the conditions for collective impact.

THE THEORY OF CHANGE IS THAT:

In an *ecosystem* of relationships where **collective change principles, leadership** and **accountability** frame the **way of working**

AND when **community, partners** and the **backbone team** apply

- Conditions for Collective Impact¹
- Systems thinking²
- Place-based practice³
- Chaos and complexity practice⁴

TO issues identified by the **community** in the following **focus areas**:

- Children and families
- Youth
- Education
- Justice
- Employment

¹ Cabaj, M and Weaver, L. (2016) *Collective Impact 3.0*

https://cdn2.hubspot.net/hubfs/316071/Events/CCI/2016_CCI_Toronto/CCI_Publications/Collective_Impact_3.0_FINAL_PDF.pdf

² Kania J, Kramer, M and Senge, P. (2018) *The Water of Systems Change* https://www.fsg.org/publications/water_of_systems_change

³ Queensland Government. (2020) *Framework for Place-Based Approaches*. <https://www.chde.qld.gov.au/about/initiatives/place-based-approaches/place-based-approachesinformation-for-community-service-providers>

⁴ Dave Snowden et al. (2007) *Updated Cynefin Model 2021*. <https://cynefin.io/wiki/Cynefin>

- Wellbeing

THEN

- There will be **amplification** of services and efforts to produce innovative actions
- The resulting collective actions and initiatives will create **changes** in the **conditions for collective impact, systems**, the **lives** of individuals and at the **population** level

THE LONG-TERM IMPACT IS POSITIVE COMMUNITY CHANGE.

WHEN COMMUNITY, PARTNERS AND THE BACKBONE TEAM APPLY THE FOLLOWING:

- CONDITIONS FOR COLLECTIVE IMPACT
- SYSTEMS THINKING
- PLACE-BASED PRACTICE
- CHAOS AND COMPLEXITY PRACTICE

TO ISSUES IDENTIFIED BY THE COMMUNITY IN THE FOLLOWING FOCUS AREAS:

YOUTH EDUCATION **JUSTICE** EMPLOYMENT **WELLBEING**

THE LONG-TERM IMPACT IS POSITIVE COMMUNITY CHANGE.

DEMONSTRATING IMPACT

This report presents Burnie Works achievements in 2020-21 through case studies. The case studies present the story of specific activities and demonstrates the role of the Burnie Works team, the relationships, the nature of the activities and initiatives, and the outcomes and impact on individuals, change in the conditions of collective impact and change in systems. The tables summarise the impact reflected in each case against the three areas that contribute to community change.

The case studies relate back to the Burnie Works Community Theory of Change. Whilst it is not possible to demonstrate causation or attribution the outcomes and flow on impacts would not have occurred without Burnie Works. They show the amplification that results from the Burnie Works way of working, in addition to the outcomes of the activities.

We have sought advice from several academics experienced in place-based and systems change evaluation. They advise that evaluation methodologies such as social return on investment, process tracing, developmental evaluation and principles-based evaluation would assist to evaluate the resulting contribution to community change, that is the amplification effect of the activity of the backbone team, community, and partners. Such whole of place initiative evaluations require expertise that is outside of the current *Stronger Places Stronger People* funding model.

The case studies enable Burnie Works to report on the contribution and value of the functions that the team bring to collective action. They demonstrate that positive relationship change, systems change, and individual change has happened in Burnie over the last financial year because of the resourcing, technical experience, and Burnie Works Way of Working.

