



# Developmental Evaluation

Children and Youth Area Partnerships (CYAPs)

February – November 2016.....September 2018

CHILDREN AND YOUTH  
AREA PARTNERSHIPS

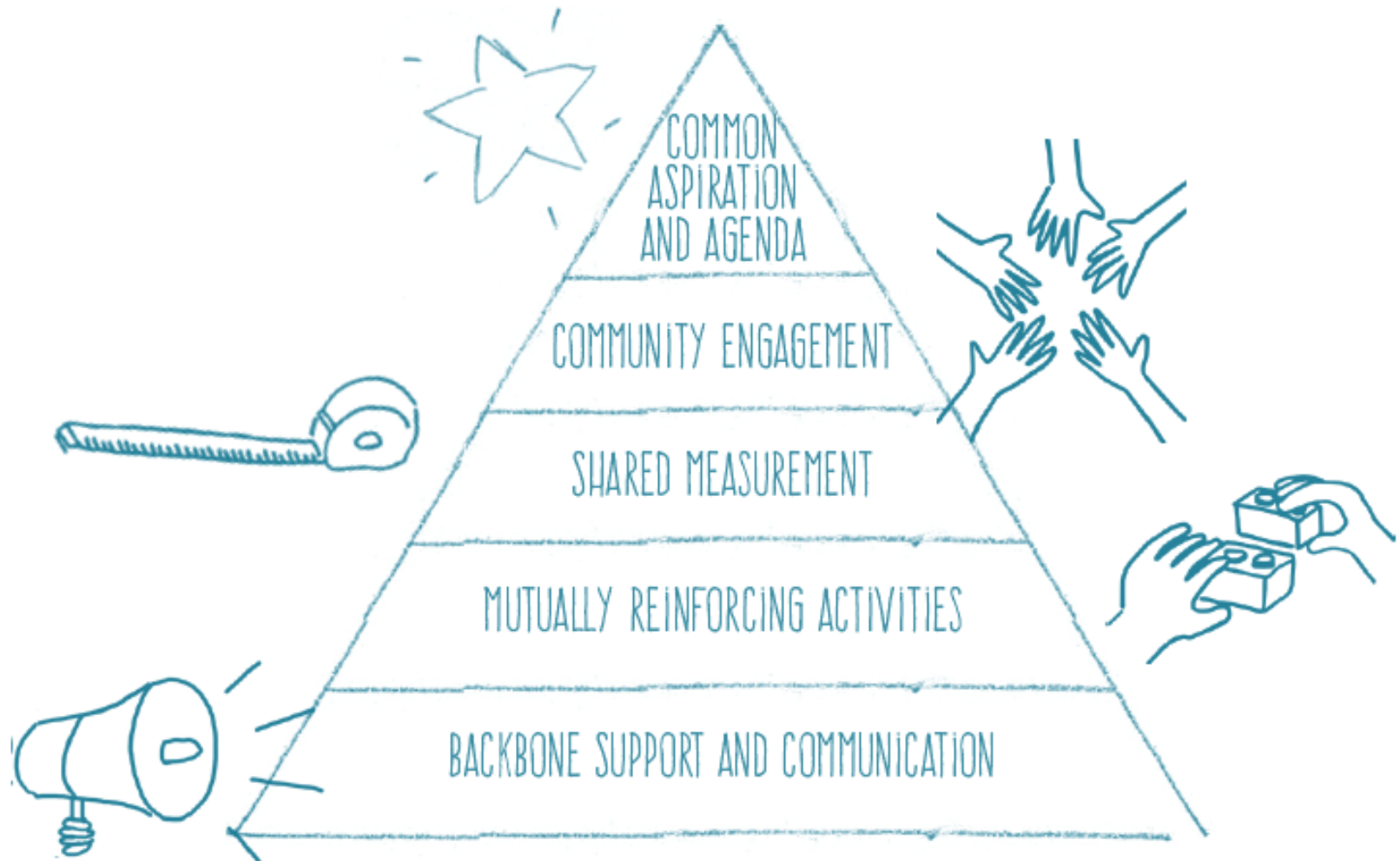
## Vision

For all children and young people to grow-up happy, healthy, resilient, engaged and able to reach their potential



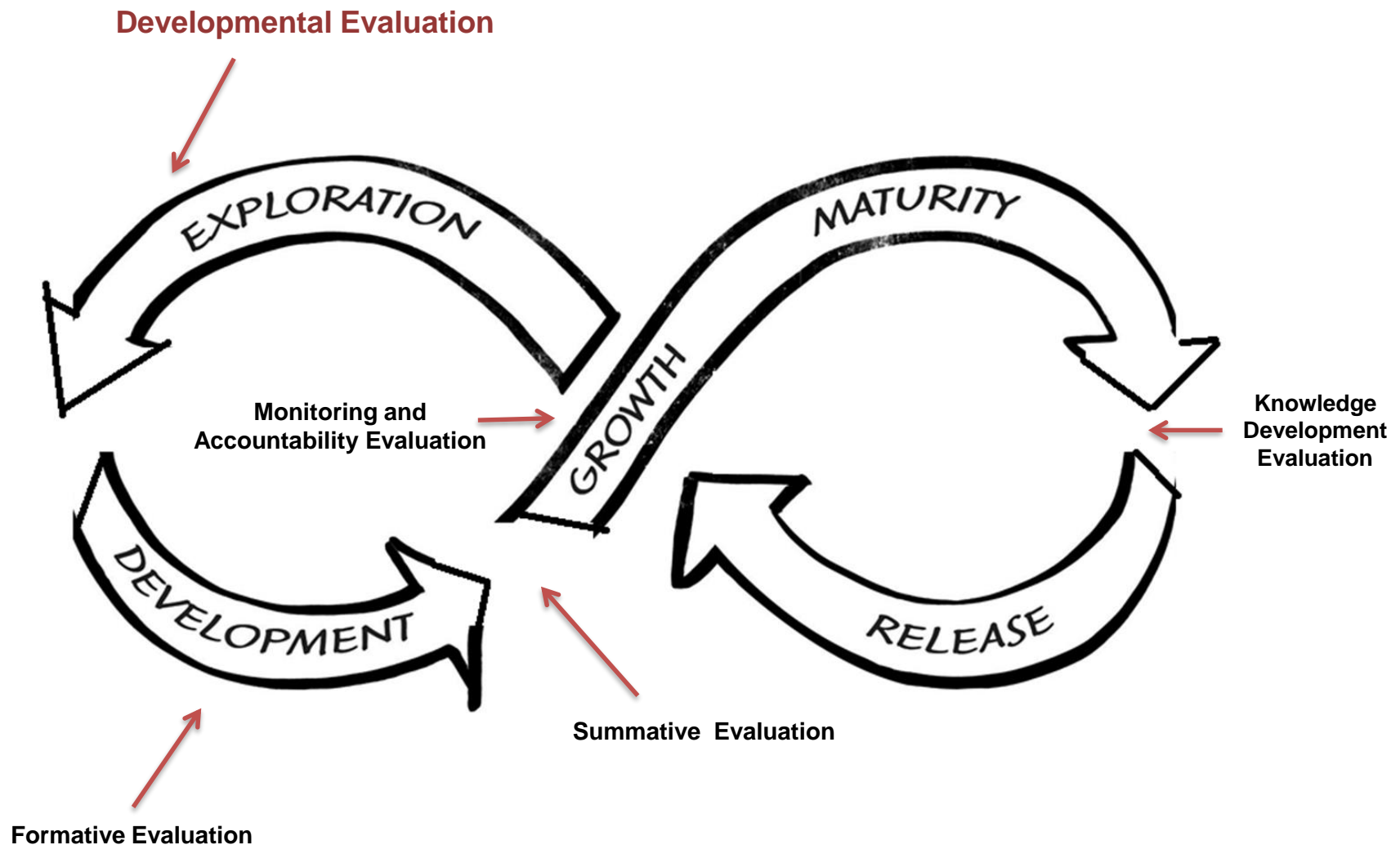
# Collective Impact

CHILDREN AND YOUTH  
AREA PARTNERSHIPS



# Developmental Evaluation + Collective Impact + Timing

CHILDREN AND YOUTH  
AREA PARTNERSHIPS



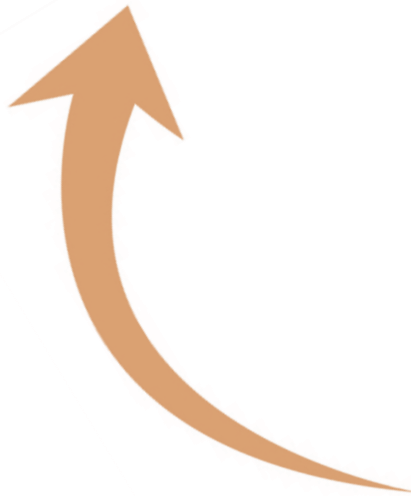


**WHAT  
NEXT**

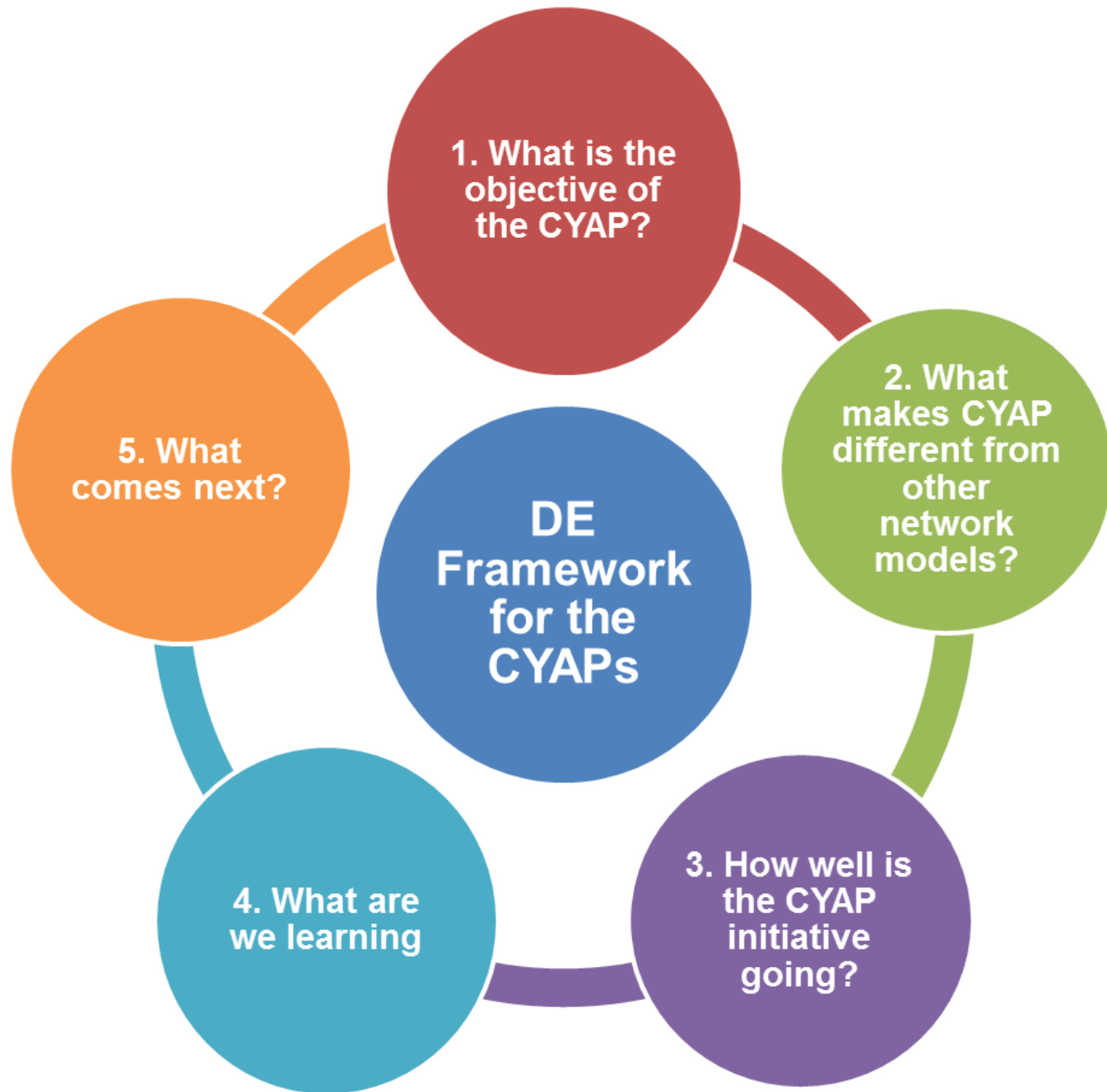
**Implications for  
future action**

**WHAT**  
**What you observe**

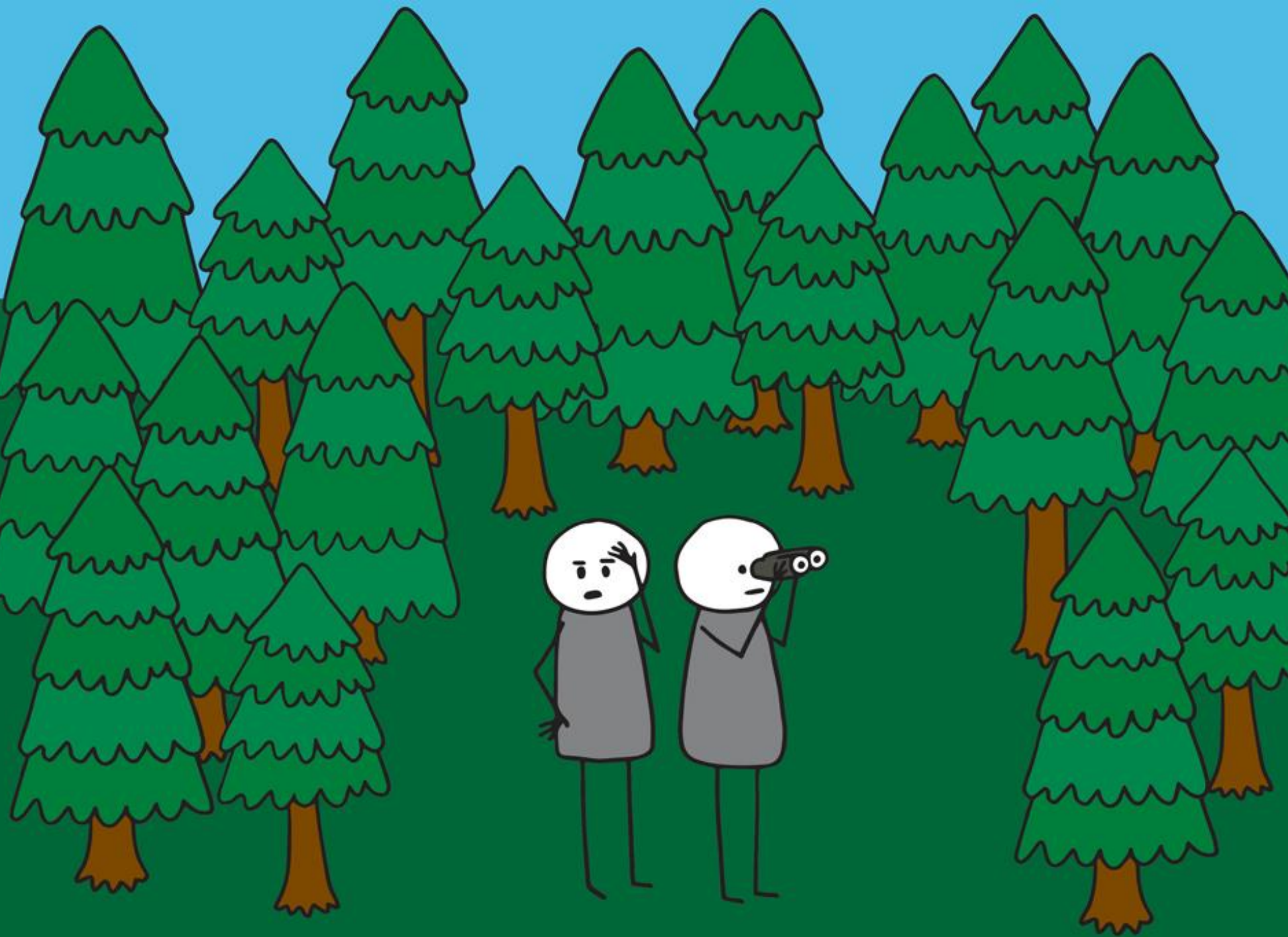
**SO WHAT**  
**Your reflections on  
that**



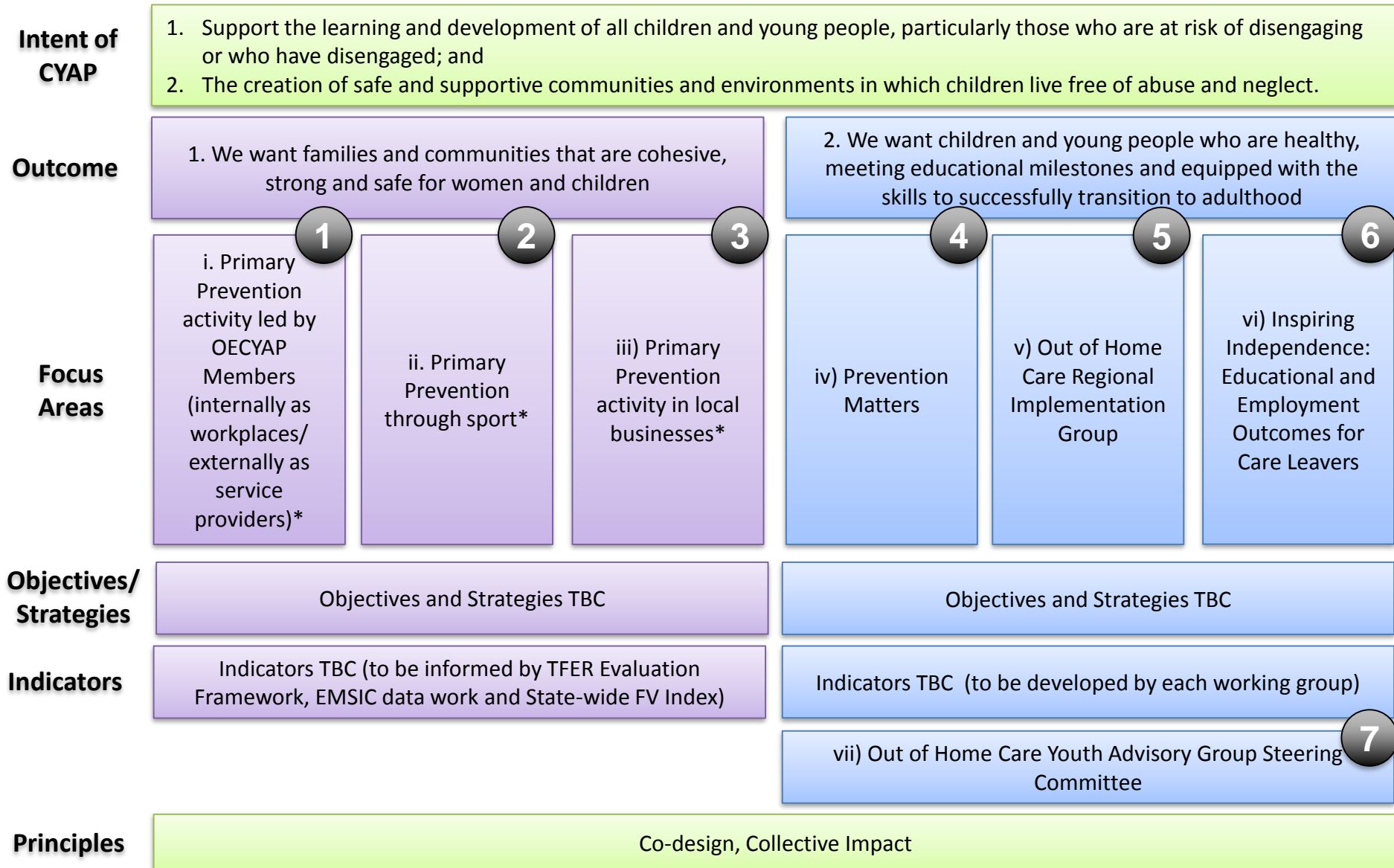








# Outer East Children and Youth Area Partnership Key Directions 2016



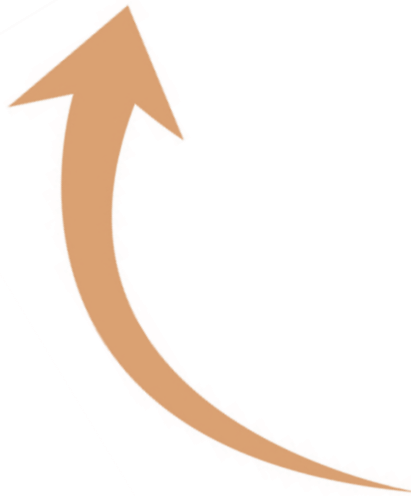
\*Agreement that any activity undertaken will link to and support *Together for Equality and Respect: A Strategy to Prevent Violence Against Women in Melbourne's East 2013–2017*.

**WHAT  
NEXT**

**Implications for  
future action**

**WHAT**  
**What you observe**

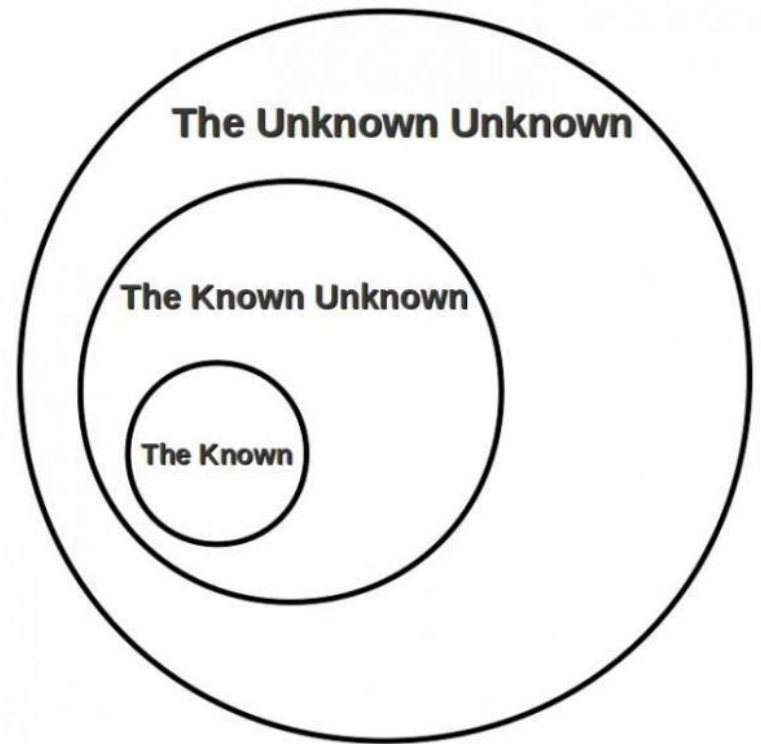
**SO WHAT**  
**Your reflections on  
that**



# Scenario A



# Scenario B





# OUTER EAST

## How we started



### The Trigger

The Cummins Inquiry was about improving outcomes for children. CYAP was introduced in the area.



#### Existing work in the area included:

- Out of home care partnering agreements that needed reinvigorating
- Youth partnerships that focused on later years with no one looking at the 0-18 continuum
- Outer East Child and Family partnership that focused on early childhood.
- A number of existing family violence partnerships: TFER, EMRFVP, IFVRAG etc (We didn't all know about these when we started)

## Our Journey

PA appointed. A new way of working, Collective Impact In 2014 sector forums and discussions.



"Given license to work differently"

Needed to build Steering Group understanding of FV work

However hit a brick wall with data ...

#### 3 themes emerge:

- Ensure all young people in care have access to education and health
- Safety for women and children
- Social cohesion (picked up by EMSIC)

In 2015, several data/service mapping exercises were held to understand service gaps and areas of need:

#### OoHC

- Continuum of prevention, in-care, and transitioning out of care framed thinking and approach
- Real Gaps in Prevention and leaving care

#### Family Violence

- Family violence primary prevention identified as a focus area given presence of local government, health and education

#### OoHC & Family Violence

- CYAP provided co-design workshops with VCOSs for systems thinking capacity and workshops on OoHC



#### Influencing factors

- Change of Government
- Taskforce 1000
- Royal Commission into Family Violence
- Roadmap to Reform
- Victorian Gender Equity Strategy



## Our Focus

Late 2015, early 2016 aligned working groups established. 2 focus areas:

- Family Violence
- OoHC



- PRIMARY PREVENTION IN SPORT
- PRIMARY PREVENTION IN BUSINESS
- PRIMARY PREVENTION IN THE WORKPLACE
- CONVENING ACROSS EXISTING FV PARTNERSHIPS
- PREVENTION MATTERS
- REGIONAL IMPLEMENTATION GROUP
- CO-DESIGN WITH YOUNG PEOPLE
- LEAVING CARE CASE CONFERENCING

THESE TWO AREAS DROPPED DURING THE DE

ALREADY IN EXISTENCE (DIFFERENT NAME)  
ALREADY IN EXISTENCE

### Family Violence

OE CYAP attempted to play a convening/backbone role but there were questions about the appropriateness of their role given there were Family Violence (FV) and Prevention of Violence Against Women (PVAW) partnerships operating in the OE:

- EMSIC – Eastern Metro Social Issues Council
- TFER – Together for Equality and Respect
- EMR FVP – Eastern Metro Region Family Violence Partnership
- IFVRAG – Indigenous Family Violence Regional Action Group



Meanwhile OE CYAP continued to play a convening role, bringing together the chairs of the partnerships and documenting what the partnerships were doing. This is hard work and has been met with some resistance, as not all stakeholders agree this is needed/useful. The workgroups have not progressed since February due to lack of resourcing, and chairs of groups have been unable to attend meetings.

June 2016 discussion about the purpose of the CYAP in relation to FV (note that not all stakeholders were in the room).

#### They reflected their purpose is

- Advocate about FV in sport, education and business
- Collaboration /Collective impact
- Champion Change
- Systems change
- Measure change
- Raise awareness/ tell the story
- Education



OE CYAP still see themselves as playing a collaboration role in FV, and starting to get traction with sport work.

### Out of Home Care



#### Prevention Matters Steering Group.

This group is working to prevent the entry of children into out-of-home-care (OoHC). Focus on parental capacity and protective factors when children determined to be at risk.

OoHC Regional Implementation Group. This group ensures all children in OoHC are engaged in education and care and are achieving improved educational outcomes.

Leaving Care Case Conferencing. This group is trialling a new model to improve the education and employment outcomes of young people aged 14 plus leaving care.

OoHC Youth Advisory Group. This group is working to establish a local, sustainable mechanism for young people with a care experience to influence the design and delivery of OoHC services, and the service system more broadly.

In November 2015 it was decided to set up three working groups to link and support the TFER Strategy

- Primary prevention activity in local businesses
- Primary prevention through sport
- Primary prevention activities in workplaces



#### Question?

"Maybe we shouldn't be working in FV and we should focus on OoHC?"

## Next steps

Decide on the role of the OE CYAP in the family violence space, given the feedback from the partnerships and the resourcing issue for the primary prevention work



## So What? Key Reflections

Doing too much?!

Service integration, not  
collective impact

Co-design and action  
learning builds momentum

Difference in role/style of  
leadership for collective  
impact and systems change



## What Next? Legacy

Pivot, find our place, clarify  
our identity

Recommit to key principles

Embed co-design and action  
learning

Define enabling behaviours,  
mindsets and values for CI  
and systems change

## What made it work?

- Focus on deep learning
- Coaching and capability building – ‘peeking behind the curtain’
- Fertile Soil and Supportive Context
- ‘Outside Looking In’

# BRIGHTER FUTURES FOR OUTER EAST KIDS

Outer Eastern Melbourne

CHILDREN AND YOUTH AREA PARTNERSHIPS



## Collective Impact

How can we support young people to envision a future of meaning and purpose?

**1 in 10** does not have a stable relationship with a trusted adult

How can we support young people to enjoy a positive sense of belonging?

**9 in 10** have no work experience

**1 in 3** is likely to have nowhere to live when they turn 18

How can we support young people to build skills, knowledge and confidence for employment?

**2 in 5** have a mental health concern

How can we support young people to leave school with skills for life?

**2 in 5** attend school less than 4 days a week

How can we support children to build foundations for future learning?

How can we help young people access safe and stable places to live after 18?

Every year, around 60 children in the Outer East need to be cared for by extended family and the community. This is known as out-of-home-care

How can we support young people to leave school with skills for life?

**1 in 3** is behind in reading

How can we support children and carers to access early childhood services?

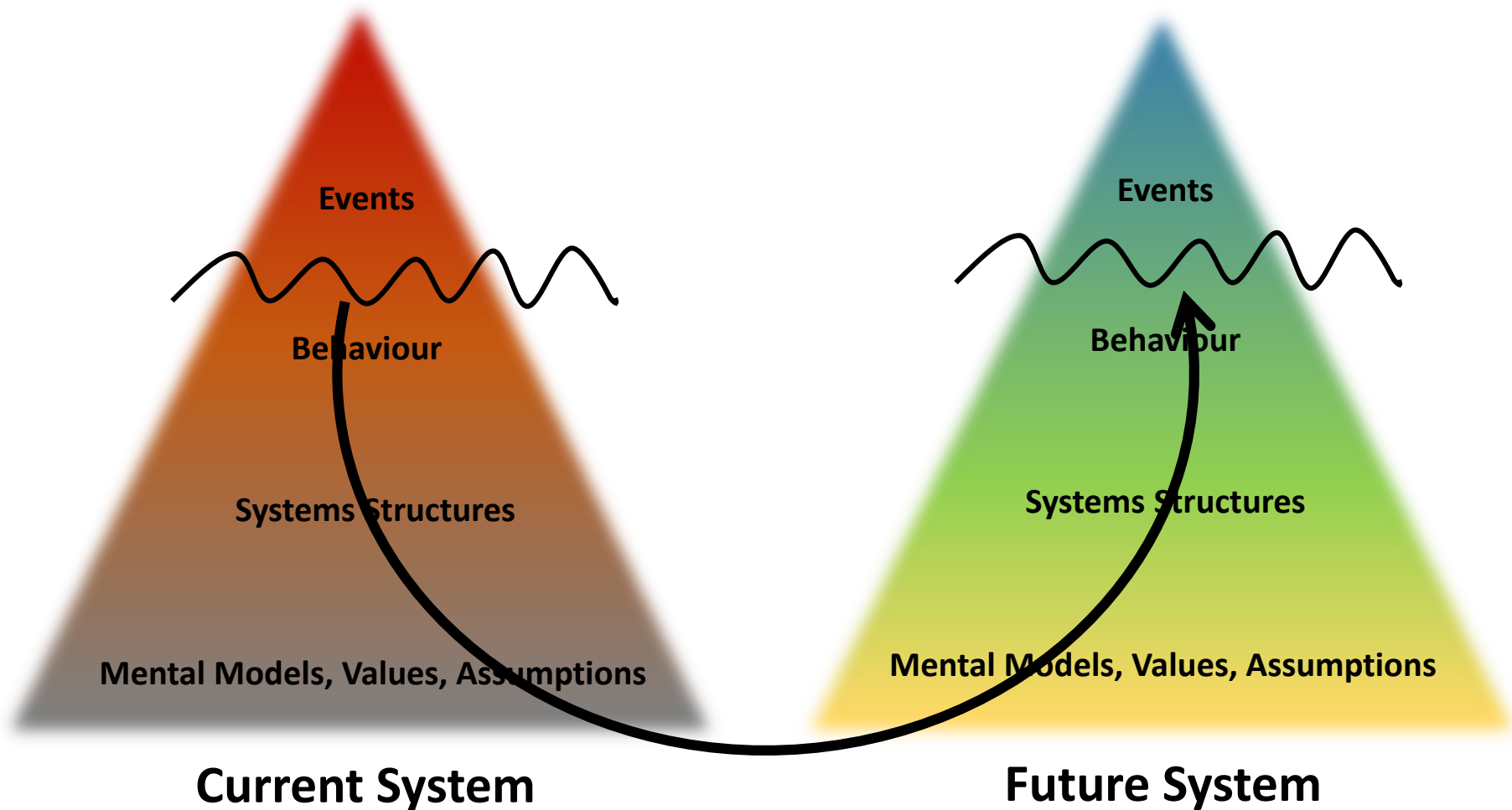
How can we support all families to stay together safely?

**320** kids are in out-of-home-care in the Outer East...

Of these...

**4 in 5** is not attending 3 year old kindergarten





# Mental Models, Values and Assumptions

- Learned Helplessness
- External Accountability
- Problem Solving
- Expert Mindset
- Short-termism
- Scarcity
- Ego-centric
- 'Other' or 'System' to Blame

- Learned Hopefulness
- Internal Accountability
- Solution Building
- Open to learning mindset
- Long-termism
- Abundance
- Eco-centric
- Collective Accountability

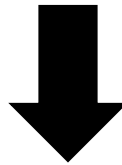




# CO-DESIGN SPRINTS

*Improving Outcomes for Young People Transitioning from Out-of-Home-Care*

[WHAT'S IT ABOUT](#) [WHO ARE WE](#) [BACKGROUND](#) [BLOG](#) [GALLERY](#) [CONTACT US](#)



## Brighter Futures Transformation Pilot



# Key learnings from the DE process

- **Risk of falling into traditional contract manager/ provider relationship**
- **Dual role of evaluator/coach**
- **Importance of the immersion of evaluator in the team**
- **Time factor/resourcing**
- **The importance of readiness to undertake a DE**



## How did the DE transform CYAPs



**The voices of the lived experience and community**



**Understanding the role of a backbone**



**The value of strategic learning and evaluation**



**Tools to build understanding and capacity**



**Understanding what is needed to support the work at each stage**



**New directions for the work**

Think  
BIG

Start  
SMALL

Learn  
FAST