



**CHANGE
FEST** | Mildura, **VIC 24**

EVALUATION REPORT

July 2024

Clear Horizon

ACKNOWLEDGEMENTS

Clear Horizon acknowledges the Latji Latji people as the Traditional Custodians of the Country on which ChangeFest24 was hosted and their near neighbours the Barkindji people. We pay our respects to their Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples.

The ChangeFest24 evaluation was a collaborative endeavour, and we offer our appreciation and gratitude to everyone who was involved with this piece of work. Special thanks to individuals who have shared their stories with us, and to the national backbone and local hosts who have contributed their time, effort and knowledge to this report.

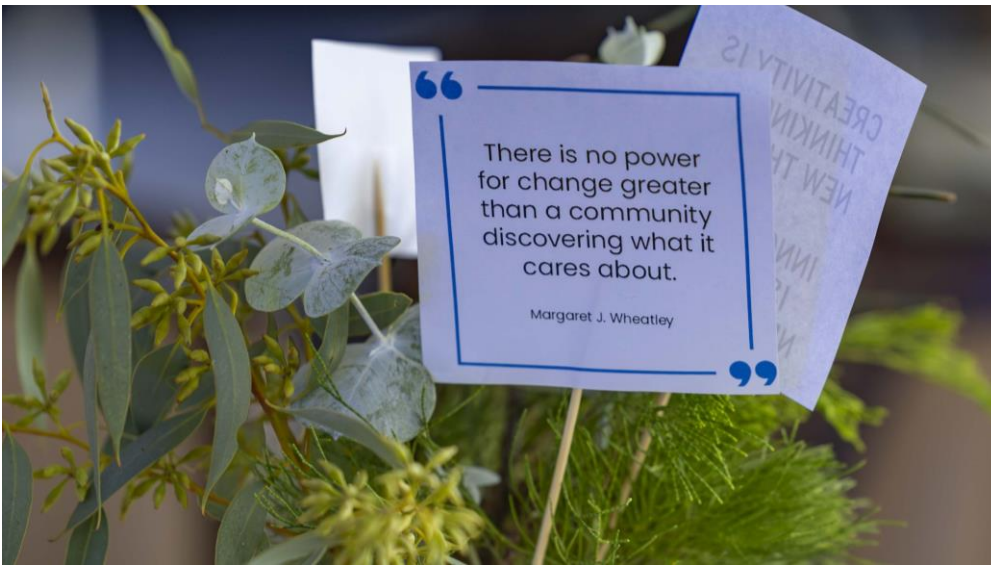
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INTRODUCTION – ABOUT CHANGEFEST

ChangeFest (CF) is a nation-wide movement that stands for community-led systems change in Australia. Its vision is “for a more inclusive, equitable and sustainable Australia where every Australian and their community thrives.”

ChangeFest the event is the one of the principal mediums through which the national movement pursues its agenda. CF events bring people together from community, service organisations, government, philanthropy, intermediaries and researchers to learn about community-led systems change including place-based approaches, create and strengthen relationships and networks for collaboration, and share success stories of community voice being elevated and centred in change making.



ChangeFest is at a critical point in its history. Originally intended as a one-off event in 2018, CF has grown across the six years and five events – building momentum and learning. Now in its sixth year, there are some fundamental shifts including*:

- A shift in the understanding of community-led change that underpins CF, from broad place-based change to a focus on community-led systems change.
- Growth in numbers of practitioners and in the depth of understanding of the work.
- A shift from CF as an annual event to a national movement for change that includes a Learning Network and influencing agenda (in progress).
- Changing governance arrangements from a National Convening Group to a single national backbone organisation (Collaboration For Impact), and a governance review in process to update and clarify the roles and accountabilities of the national backbone and local hosts of the ChangeFest event aligned with the purposes and principles of the CF movement (as part of a broader governance refresh).

What remains central to CF across the years and places is the centring of Aboriginal and Torres Strait Islander perspective and the convening of cultural leadership in each location. [The ChangeFest Statement](#) (drafted in 2018 and handed across CF events) remains a central and critical guiding framework for CF, and Elders from each of the locations have provided a primary source of cultural authority and leadership through an informal CF Elders governance structure.

* Aligned with CF Five Year Review findings and recommendations.

INTRODUCTION – ABOUT CHANGEFEST24

ChangeFest24 (CF24) took place on Latji Latji Country in Mildura, on the banks of the Murray River. CF24 was convened by the CF national backbone, Collaboration For Impact (CFI) and local hosts Hands Up Mallee (HUM) and Connected Beginnings Mildura (CB); an interim CF Advisory Group was created to provide strategic advice to the collaboration. It is important to note that 2024 marked a significant departure from the organisation of past CF collaborations, as previous years have included a national convening group comprised of multiple organisations. This change was made based on recommendations from the Convening Group and ChangeFest Five Year Review.



CF24 identified six desired outcomes for this year's event:

1. Connection and celebration gathering as a movement.
2. Enriched cultural lens that builds understanding and value of Aboriginal culture.
3. Learning, understanding, confidence, knowledge and skill-building.
4. Strengthened conditions for community-led collaboration and accelerating the movement.
5. Influencing ways of working/practice and agenda setting before, during and beyond gathering.
6. Centring community including Mildura's story, achievements and voice in and at nexus of broader narrative.

Additionally, there were six learning priorities for CF24:

1. Communities collaborating for change.
2. Creating more accountability to communities.
3. Aboriginal and Torres Strait Islander leadership for a better, shared future.
4. Celebrating and learning from the diversity of community-led initiatives across the country.
5. Creating lasting change – the roles, practices and tools for community-led systems change.
6. Emerging trends and possibilities with place-based changes.

Both the event outcomes and learning priorities were collaboratively developed by the CF24 collaboration. They were strategically crafted to be aligned with the guiding principles of the CF24 program and the ChangeFest Statement. For more details on outcomes and learning priorities, see Annex 2 and 3.

ABOUT THE EVALUATION

The purpose of this evaluation is to:

- Understand whether ChangeFest24 achieved its desired outcomes for the event, including successful collaboration between the CF national backbone and local hosts.
- Reflect on what the results of ChangeFest24 mean for the national movement.

The scope of the evaluation included the CF24 event and reflections on the event collaboration; it does not include an assessment of the overall CF movement. The evaluation approach was determined in a co-design workshop with CFI, HUM and CB.

Data was collected at the event (interviews, observations, feedback wall, intention setting survey) and in a post-event survey; secondary data was also collected, including attendance data and CF24 host reflections. A sense-making workshop was held to review findings and develop recommendations.

For more information on the key evaluation questions, see Annex 1.

Table 1. CF24 Evaluation Methodology

Data source	Who contributed	Numbers	Analysis Approach	Evidence for KEQ
Semi-structured interviews	CF24 event participants	17 interviews 35 participants	Thematic analysis	2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 3.4
Direct observation	CF24 volunteers and CH	15 forms from 12 sessions	Quantitative analysis Thematic analysis	2.3, 2.4, 3.4
Feedback wall	CF24 event participants	Q1 – 9 responses Q2 – 22 responses Q3 – 20 responses	Thematic analysis	2.2, 2.3
Intention setting activity	CF24 event participants	21 responses	Thematic analysis	3.1, 3.2
Post-event survey	CF24 event participants	70 responses (15%)	Quantitative analysis Thematic analysis	2.3, 2.4, 3.1, 3.2, 3.3, 3.4
Partner reflections	CF24 partners	4 summary documents	Thematic analysis	1.1, 1.2, 1.3, 3.5
Event attendance data	CF24 event participants	480 participants	Quantitative analysis	2.1
CF24 planning documents	CF24 partners and community	7 documents incl. Partners MOU excerpts	Thematic analysis	1.1, 3.1
ChangeFest Five Year Review	External consultant	1 report	Thematic analysis	1.1, 1.2
Key background documents	CF National Convenors	CF Statement 2018 Reflections from NCG	Thematic analysis	

KEY FINDINGS



EVENT

- Overall, participants had an **overwhelmingly positive experience** at CF24.
- Most participants and organisations had **never attended** ChangeFest before; CF24 drew a fresh audience who held a wide spectrum of experience with community-led change.
- Participants found the most **impactful sessions** to be ones that showcased the local context, capabilities and culture of Mildura; encouraged reflective thinking; or were delivered by compelling speakers and created an emotional connection, such as the opening session delivered by Stan Grant and the closing session delivered by the Hon. Dr. Jim Chalmers.
- In line with the CF principle of inclusion and diversity, most participants felt **safe, welcome and included** during their time at CF24, with many participants who had attended previous events stating that this felt like the most culturally safe CF to date.
- Aboriginal and Torres Strait Islander voices, perspectives and expertise was **centred and celebrated**.
- **Connecting with others** was a clear highlight of the event, with 4 out of 5 survey respondents reporting that they felt they had the **opportunity to grow their network** at CF24
- CF24 hosts were largely **successful in achieving the outcomes** they set out for this year's event. Local community, including Aboriginal and Torres Strait Islander voice and leadership was elevated and celebrated.
- Additionally, there is evidence of:
 - Commitments to changing practices and policies,
 - New cross-sector relationships being made,
 - Communication of CF24 learnings with people outside of the CF community, and
 - Shifts in participants' mindsets about the community-led change ecosystem and their role in it.

These are all indicators of **enabling conditions for systems change** and will most likely contribute to the movement's continued growth in reach and influence.



Recommendations for future events:

- **Program and content:** Continue to diversify session topics, speakers and modes of engagement through increasing resourcing and longer lead times to work with session leads to design sessions and grow the engagement of the movement in the co-design of the program; continue with the government and philanthropic sector reform agenda (that began at CF23), ensuring this builds across each event, and between events.
- **Pre event preparation:** A pre-event opportunity for an induction to community-led change for those early on their journey.
- **Logistics:** Earlier and more frequent communication of event logistics; making CF events more affordable for individuals and small organisations.
- **Cultural safety and diversity:** Future CF events should make efforts to ensure accessibility of all CF spaces, and have increased consideration, engagement and visibility of marginalised and diverse communities, including LGBTQIA+, CALD, persons living with a disability, neurodivergent, and youth.



COLLABORATION

- For CF24, **enabling conditions for a successful collaboration** were in place to a certain extent.
- What supported the CF24 collaboration included:
 - The **existing relationship** between local hosts and the national backbone team that enabled co-design of a strong ways of working and event program.
 - Local Elders being able to hold and exercise **strong cultural authority** over the event, acknowledging this required significant effort and time to achieve.
 - Allocating **event management responsibilities** to a third-party organisation, despite additional responsibilities emerging for the national backbone team and in particular local hosts.
- While there were some governance structures in place to oversee decision-making, all partners agree there was a **need for more shared understanding** of roles, responsibilities, risk management and contributions. A fit-for-purpose governance model with independent oversight of the event and event governance procedures and mechanisms established and agreed upon early on could better support future collaborations.



Recommendations for future events and the national movement:

1. Consider what specific and fit-for-purpose structures are needed for the annual gathering and collaboration.
2. Strengthen cultural governance and oversight at a national level.
3. Continue to enable the cultural authority of future host communities.
4. Create conditions for shared understanding of roles and responsibilities.
5. Recruit a dedicated, locally based project coordinator.
6. Establish systematic knowledge sharing across ChangeFest events.
7. Move towards a multi-year funding model.



EVALUATION FINDINGS

Clear Horizon

EXPERIENCE

Overall, participants had an overwhelming positive experience of CF24.



- Over **480 people registered to attend CF24**, 4 out of 5 whom had never been to a ChangeFest event previously. Within those who attended there was representation from communities, community organisations, philanthropy, all levels of government, service organisation and agencies, researchers and intermediaries. Participants from community organisations and services organisations made up the largest proportion of participants at 40%. **22% of participants identified as CALD and 27% as Aboriginal and Torres Strait Islander.**
- **Most participants felt safe, welcomed and included at CF24.** Aboriginal and Torres Strait Islander voices, perspectives and contributions were centred and celebrated.
- In line with the intended aims and outcomes of CF24 to hear from and centre the voices of community, children, youth, Elders, families, cross sector leaders, respected presenters and story-tellers, **representation on panels and sessions was diverse.**
- There was cross-sector representation at CF24, with both **government and philanthropic participants** reporting having a greater understanding of the importance of community-led systems change and **creating space for other voices** after attending CF24.



- Event highlights across cohorts were the **opportunity for networking, building in person connections** with others in the space, receiving a **sense of validation for their work and contribution to place based systems change** and the **sparking of new conversations and ideas.**
- In terms of session and content highlights, just under 60% of surveyed participants cited the keynote session from Stan Grant as their favourite session. Overall, participants found the most impactful sessions to be ones that; **showcased the local context, capabilities and culture of Mildura**, encouraged **reflective thinking, delivered by compelling speakers** and created an **emotional connection.**
- **Place played an important role** in participants experience of CF24. Participants enjoyed attending ChangeFest in a regional location, with the walking between venues, the river and the welcome from the local community as a highlight of their experience across the event.
- Most participants enjoyed the content of the event; however, there was considerable feedback expressing a desire for greater diversity in session formats. Whilst some panel sessions were appreciated, and necessary, participants would have liked to see **more opportunities for interactive and practical workshops** as well as chances to learn and hear more about the **processes and challenges** of achieving community-led change, including place-based approaches.

PARTICIPANTS

480
Registered
participants

40%
Participants work
in not-for-profit
sector

22%
CALD
participants

27%
Aboriginal & Torres
Strait Islander
participants

Attendance

- With 480 registered participants, CF24 had similar attendance levels to past ChangeFest events.
- 4 out of 5 CF24 registered participants had never been to a CF event before. Of those who had attended previously, 3 out of 4 had been to CF23.
- About 10% of organisations registered for CF24 had also registered for CF23 and/or CF21. In comparison, 15% of organisations registered for CF23 also registered to attend CF21.

Sector representation

- Not-for-profits made up the largest proportion of registered participants at CF24 (40%), while for-profit entities were the smallest (2%).
- 1 out of 5 registered participants at CF24 were from government, a larger proportion compared to previous events.
- While consistent with CF23 rates, there were fewer individual or independent registered participants (6%) compared to CF21 (18%). Some participants felt that the cost to attend would be prohibitive for most individuals who wanted attend.
- Some participants noted the absence of the education sector at CF24 and feel that this is a voice that needs to be included in these conversations.

Diversity of participants

- 22% of CF24 registered participants identified as CALD, and 27% identified as Aboriginal and Torres Strait Islander.

Motivation for attending

- In interviews, some participants shared their reason for coming to CF24. These included wanting to learn more about community-led and systems change; to see different approaches to the work and gain firsthand experience from the local community; to meet new people and expand their networks; and to celebrate their achievements in their own community-led practice.

Opportunity for future CF events:



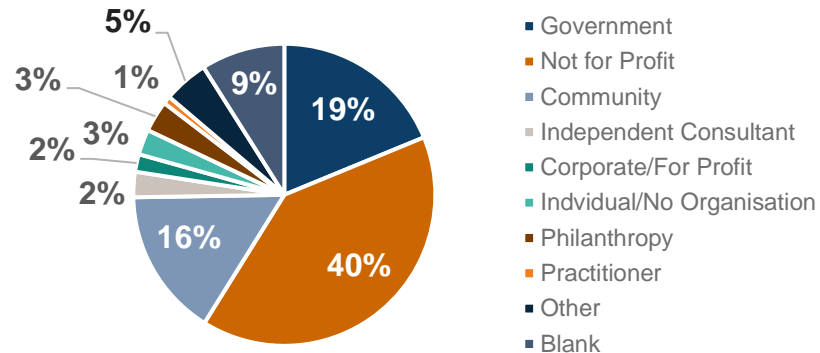
Some participants identified a need to include more young people at CF events, particularly as many of the organisations attending are focused on supporting youth and topics discussed include that of youth experiences.

"If it wasn't for [organisation] getting me here, I wouldn't be here...How do we get it more accessible for little orgs that are going to do a lot of the talking?" (Community member)

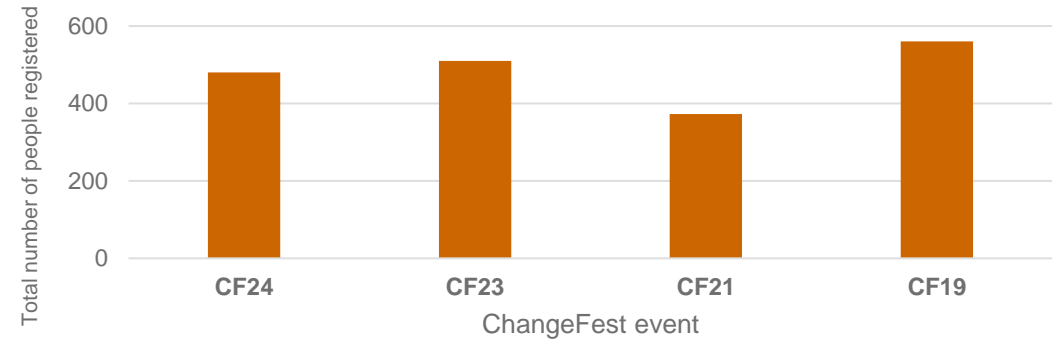
"The other thing I was aware of being with young people, was the limited amount of young people at ChangeFest, yet a lot of the conversations were about young people." (Service organisation)

PARTICIPANTS

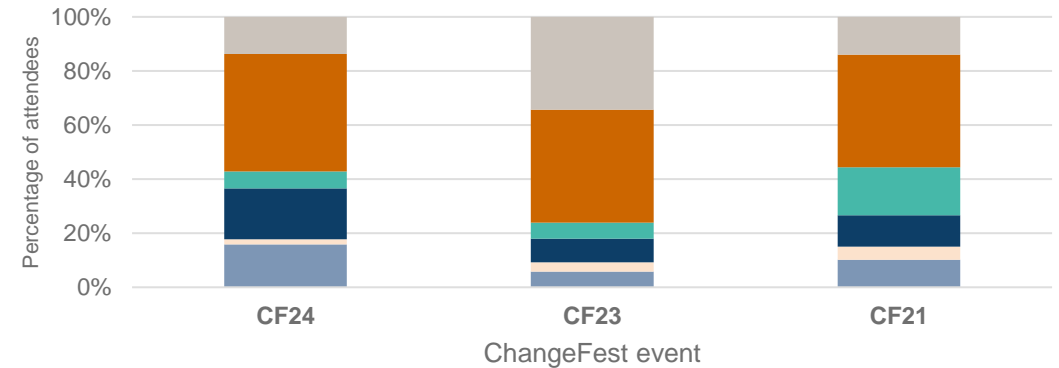
ChangeFest24 Participants, by sector or role



Total ChangeFest Attendees, by event



ChangeFest Attendees, by year and sector or role



SPEAKERS AND TOPICS

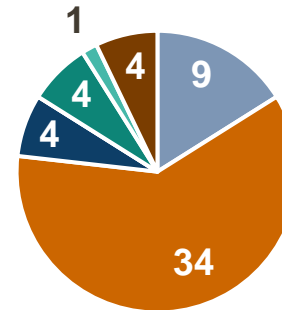
CF24 offered a diverse range of panellists, presenters and topics for participants to engage with across the three days. The intention was to allow participants to tap into the facets of community-led change that were most important and relevant to their work, and that aligned with the 6 key CF24 learning areas. The CF24 theme and learning areas were co-developed through the collaboration between Mildura hosts and the national backbone to reflect themes of interest to Mildura community and the national movement.



Session speakers were selected through an EOI process, through which over 90 EOIs were received, and encouraged to employ creative and engaging session formats. Cross cutting themes began to emerge across proposed sessions; given the number of high-quality applications received and so that more speakers had the opportunity to present, some proposed sessions were combined into a panel format or evolved from the original EOI.

This diverse range of topics, experiences and voices meant that CF24 was able to speak to nearly every participant, regardless of their role or where they are on their community-led change journey.

ChangeFest24 Panellists



- Community member
- Research
- Government
- Philanthropy
- Not-for-profit
- For-purpose
- Peak body



"I think that really has stood out so far, [Stan Grant's speech] yesterday, just because I found him a very engaging speaker... I've never done ChangeFest before, but I think it really set the tone...and it was a great place to start from. In the seminars, a lot of the facilitators are carrying the messages through from the opening address."
(Participant)

"I enjoyed the presentation from the Hon. Dr. Chalmers. He understands and is passionate about place-based initiatives." (Backbone team*)

"The sessions I attended focused on lived experience. Always a win for me."(Service organisation)

"The session 'The economy is broken, how can local economies build equitable and healthy communities?' cut to the chase about arguably the most significant factor (i.e. our broken economic system) in precipitating community change." (Backbone team)

*unless stated as national backbone (CFI) Backbone Team refers to CF24 participants from visiting Backbone Teams supporting community-led initiatives

SPEAKERS AND TOPICS

- Cross-cutting themes that emerged included: accountability to young people, learning and evaluation, 'small communities but big impact', service system, shared decision-making, and reimagining disaster response, recovery and resilience with a place-based lens.
- Over half of all CF24 speakers and panellists were representing not-for-profit organisations, including backbone teams like Hands Up Mallee and the Barkly Regional Alliance. Most often these contributors presented real life examples of their work in community and experiences with multisector collaboration, shared leadership and authentic engagement with community and measuring and reporting on their work.
- 6% of speakers and panellists were from government or philanthropy, respectively. The majority of government panellists were from Mildura Rural City Council; they provided audiences with examples of how they have worked together with community, often facilitated by HUM, to address community-identified needs and elevate their advocacy to state or federal levels. The Hon. Dr. Jim Chalmers spoke in the closing session; he presented the federal government's financial commitment to community-led change, and his personal belief in the work of community-led change, of which CF is a part of. Respondents enjoyed hearing the diverse perspectives of the panellists in that session, although some still feel that government support is lacking and needs a national agenda.
- Philanthropic panellists facilitated sessions on social and economic systems reforms. The 'How can we reshape our service systems to be in service to community' session was ranked fourth most impactful; a few participants felt that the session shared provocative ideas and helped them see the social service system from a new perspective.
- Panellists from research institutions, including consulting, focused on discussing the importance of measuring community-led change outcomes and presented some methods/approaches for doing so.
- Stan Grant's powerful words in his opening address 'working from the inside out' created a strong foundation and thread throughout, including the message "what are we bringing? Are we filling space or are we opening space?"



Opportunity for future CF events:

Others felt that while CF24 did an incredible job in centring Aboriginal and Torres Strait Islander perspectives, they would have liked to see other forms of diversity, for example CALD, LGBTQI+, neurodivergent communities. Whilst such diversity is not always visible, some participants reflected the lack of conversations and panels which acknowledged and centring these perspectives was disappointing.

HIGHLIGHTS

Networking

- CF24 was seen as an important place to network with others in the community-led change space. This involved opportunities for small community-based organisations to network with philanthropy and government, as well as with each other.

Validation of work

- In what can sometimes be challenging, siloed and lonely work, especially for those in remote and rural locations, coming together was an opportunity to hear stories and listen to panels of others experiencing the complexity, but also the rewarding nature of this work. This acted as a reminder for some that they are moving in the right direction.

Building in person connections

- Given that this is a relational sector, the opportunity to meet and build relationships and connections was seen as a key highlight. CF24 was a chance for some people who had been connecting online to meet in person for the first time. Taking time to build in person human connections and relationships with people across the country was named as a key motivator for attendance.

Sparking new conversations and ideas

- Many participants appreciated the opportunity to step outside of their busy work lives to learn and connect. This led to new ideas and conversations, sparking ideas and opportunities to take back into their respective work.

"I think we often work in silos and we have to try to justify why we do place based work, and so ChangeFest has been really useful in that it has helped me connect to other people who are doing similar work."
(Researcher)

"I heard some great audience questions at the evaluation session, and then had the chance to go and talk to people on their honest reflections about evaluation work in the reflection session. I really appreciated the model of having a reflection session, under the trees, and will remember it as a highlight of the conference." (Community organisation)

"There's something quite powerful about connecting at ChangeFest. Because we can all read a PDF...we can all get the highlights. But it never replicates human connection." (Backbone team)

"You can see that you are part of a bigger movement, which gives you a bit of hope and reassurance that you are going in the right direction. It gives you the strength to go back and keep doing the things which are seen as radical in our community."
(Community organisation)



HIGHLIGHTS

Participants found the most impactful sessions at CF24 to be ones that:



- **Were delivered by compelling speakers:** participants found the sessions led by Stan Grant and the Hon. Dr. Jim Chalmers particularly impactful because of the messages they shared and how they were delivered.
- **Showcased the local context, capability and culture:** sessions where participants felt welcomed by the local Mildura community, with opportunities to listen to their stories, and learn from their experiences.
- **Encouraged reflective thinking:** the daily afternoon reflection sessions in particular were mentioned, as well as other sessions which helped participants consider their understanding of themselves, the system, and their role in community-led change.
- **Created emotional connection:** either through the content, the people or the place.

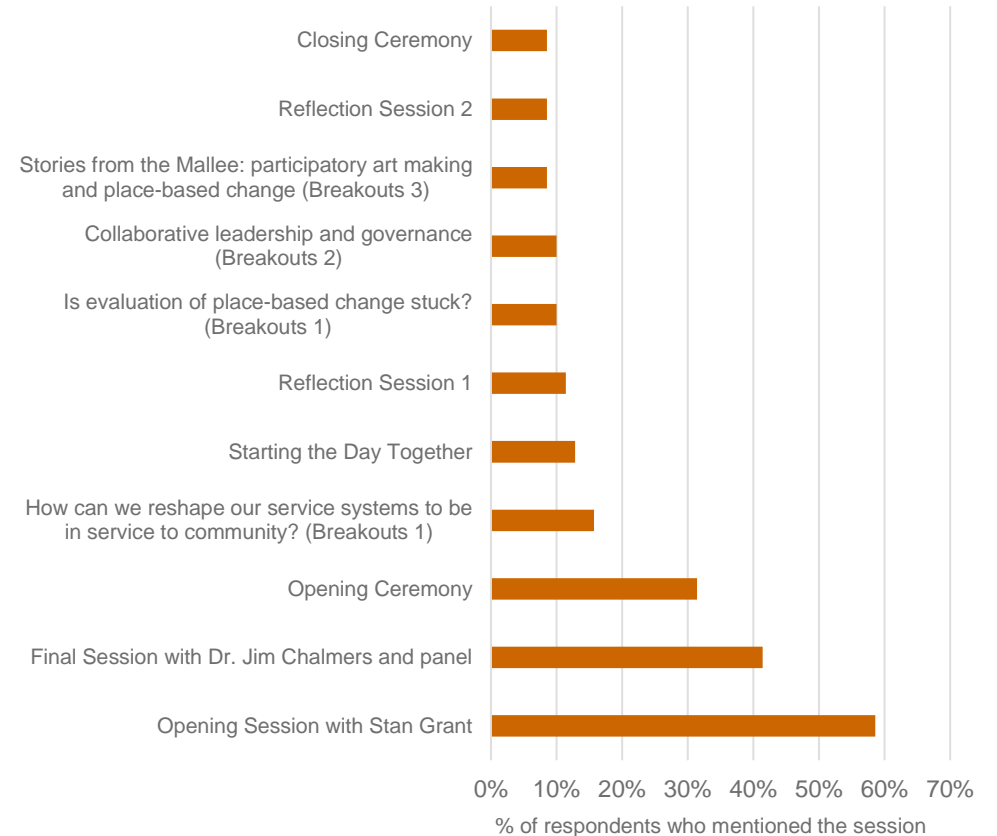
Opportunity for future CF events:



Future CF events should consider how these elements can be incorporated in program and session design so that strategic learning aims are effectively communicated to participants.

Which session at ChangeFest24 made the biggest impact on you?

Sessions mentioned by respondents



EVENT PROGRAM EXPERIENCE

Flow and Pace



- Overall, participants appreciated the flow and the pace of the program, with some commenting on how grounding they found the time walking between sessions to be, especially when following the river paths.
- Time to build relationships and connect with others during morning and afternoon breaks was valued highly.
- People commented on leaving ChangeFest feeling refreshed and relaxed, attributing the pace and flow of the three days to this experience.

Content

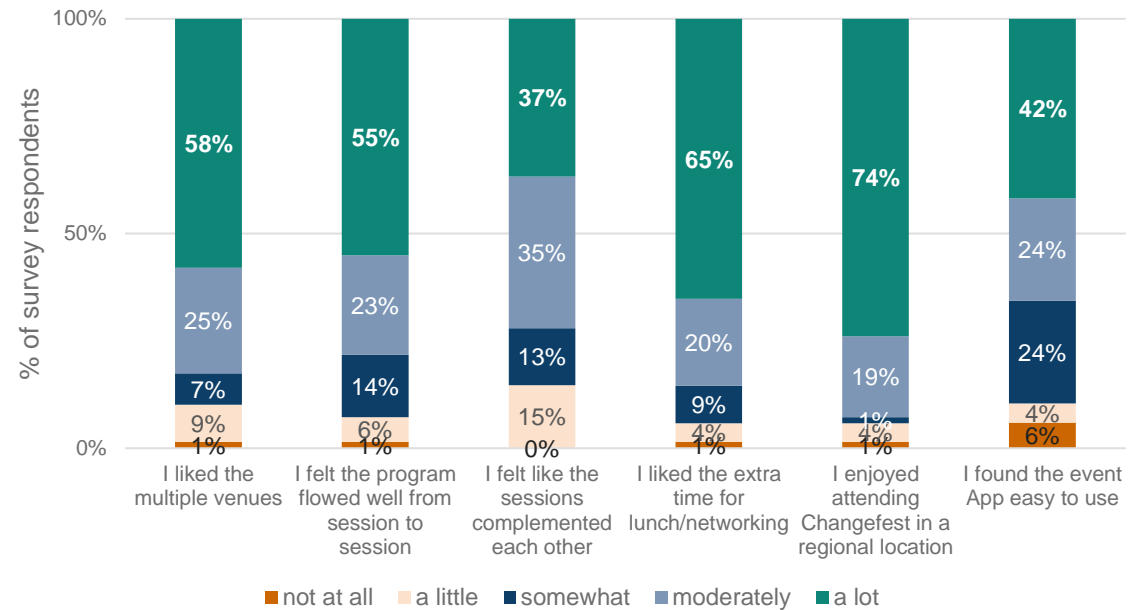
- Overall, participants enjoyed the content of CF24, and particularly appreciated attending CF24 in a regional location, and the time in the program for networking and space between sessions to form new connections.
- Place itself played a significant role in participants experience of CF24. Hosting the event in Mildura, by the river and with the stories of the Latji Latji and Barkindji peoples Country interwoven throughout, connected everyone to place. Spending time reflecting on the grass and under the trees grounded participants and further highlighted the significance of the context of place itself.
- Site visits and opportunities to learn about Mildura based community-led change was a key highlight for those who attended these sessions.

Opportunity for future CF events



Despite overall positive feedback on the content of the program, there was a desire to see less panel sessions and more interactive, practical workshops to understand the deeper details of how different communities are working towards community-led change.

"Please rate your overall experience of the content and flow of CF24"



EVENT PROGRAM EXPERIENCE

"It was the best conference I've been to, explored deep layers, simple activities encouraged sharing of ideas and exploration of other layers. It was so heartening to hear stories from other teams like ours and meet so many people." (Participant)

"There is a lot of strength in the community and a lot of impressive learning and collaboration. We were lucky to visit the youth hub and have benefitted from what they shared then and in follow up discussions." (Service organisation)

"I must say the space is so beautiful and being able to be outside, by the river and walking around...as soon as we rocked up we were like oh my god this is going to be so good because of the space." (Service organisation)



"All the sessions I attended were panels and spotlighting various initiatives, without much interaction or activities thinking of transferability. These spotlights were interesting, however due to the nature of community-led work I struggle to see what I can bring back to my community and felt. It would have been great if there was more of a focus on 'teaching' with some principles and theory shared alongside the case studies so we can practically strategize on how to take those learnings to our communities." (Participant)



CULTURAL SAFETY & INCLUSION

Inclusion and diversity is a core principle underpinning CF events. CF24 applied an enriched cultural lens and aimed to create a socially, culturally and emotionally safe space for diverse voices and participants. As a result, **most people felt safe, welcomed and included throughout their time at CF24.** This was attributed to:



- The calm, welcoming and respectful environment created across the event.
- The smiling faces and openness to connect amongst participants and staff.
- The helpfulness of CF24 volunteers and staff and the Mildura community as a whole.
- The intentional space and connections created by local Elders for visiting Aboriginal folks.

“Most favourite thing was the yarning circle. It was different to all the other sessions. Everyone had a voice, shared a story. All felt part of the story.”
(Local Elder)

“Felt it was a bit too packed and rushed. Would have liked to have sat around and have a longer time to yarn with the visitors.” (Local Elder)

Local Elders experience

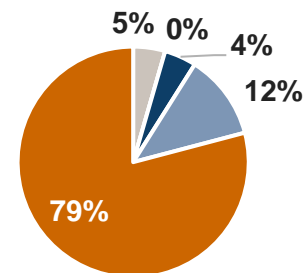
- Local Elders shared that they felt proud of hosting CF24 in Mildura.
- They enjoyed welcoming and meeting and yarning with people from all over the Country.
- Involving the youth, through showcasing the Corroboree and having them part of CF24 made proud of their community.
- They would have liked more opportunities to slow down and get to know people.

“This was the best ChangeFest and there was such attention to detail given to make everyone feel very welcome and safe - even down to having a person stopping traffic to let people cross the road safely.”
(Philanthropy)

“I really enjoyed being welcomed by the Latji Latji and Barkindji Elders. From living in Tasmania, it is really special for us to be welcomed as we were by the local Elders together.”
(Backbone team)

Feeling safe, included and welcomed at CF24

- not at all
- a little
- somewhat
- moderately
- a lot



Opportunity for future CF events:



Whilst most participants surveyed and interviewed felt safe, welcomed and included in CF24, there was some feedback and **suggestions made to improve inclusion and safety for future CF events**, including:

- Better communication with visiting Elders about Aboriginal and Torres Strait islander sessions and activities associated with ChangeFest.
- A dedicated, permanent space for Elders that is in the shade, has tea facilities and is wheelchair accessible.
- Holding CF24 during Ramadan, an important cultural event might have meant some communities could not attend. Some of those practicing Ramadan found it difficult to be involved, particularly during break times.
- Despite being a very accessible event, there were still some mobility constraints. Not all venues were wheelchair accessible, particularly the sessions held out on the lawn.

“The eating area for morning and afternoon teas and some lunches and the reflection sessions were all held on grass, where wheelchair access was really challenging. These were key networking and connection opportunities that were inaccessible or very hard to access.” (Intermediary)

LOCAL COMMUNITY EXPERIENCE

Local hosts felt proud of their community and the feedback from participants about Mildura and its people was overwhelmingly positive.



Local Elders' involvement

- CF24 was committed to shared leadership, including centring local Aboriginal community leaders. Elders' involvement from the very beginning of the process was instrumental. As a result of working with the local Elder group to determine a shortlist of possible keynote speakers, local Elders were particularly pleased with Stan Grant's inclusion in the event and the messages he shared.
- Local Elders attending CF23 in Tasmania meant they had a personal understanding of CF which was beneficial in supporting their capacity to be involved in the planning and delivery of CF24.

Volunteers

- Volunteers were paramount in making the event incredibly seamless and supported in so many ways, from directing traffic to handing out welcome packs to being a friendly face.
- As they were primarily focused on supporting the event, most volunteers did not have many opportunities to engage with sessions, something that many would have liked to have done.

National focus on Mildura

- Hosting CF24 brought many different sectors of the Mildura community together and offered visitors an opportunity to learn about the region and people. CF24 demonstrated to local government and community how the riverfront can be activated in a new and different way.
- CF24 has helped to generate greater interest in the work of HUM and CB both from within Mildura and outside of it, particularly with state government, philanthropy, and DSS.

For learnings about the CF24 collaboration experience, see page 26.

"At the Corroboree last night which we were working at, a lot of people came along, and we're just overwhelmed by the generosity of spirit of the community. So, we were running a store where the food was free, and they were just flabbergasted that we were doing that. Spoke about how this has been a very different vibe to other events that they've attended. So yeah, I think that the sentiment and the participants has been a very positive and perhaps sets in something a little bit different about this event." (Volunteer)

Opportunity for future CF events:



While it is too early to tell what has been put into practice, there may be value in revisiting local hosts in six-months time to explore if and how they have changed and practices after hosting CF24.

"This community has the infrastructure to pull off such a high standard of ChangeFest. The council played a major role and I worry this is not always possible in other regional or rural communities. Fantastic place by the river with lots of different venues, accommodation and food outlets. HUM are very well connected, and this was totally obvious. ChangeFest takes leadership and HUM has a strong hands-on leader." (Philanthropy)



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OUTCOMES

OUTCOMES

CF24 hosts were largely successfully in achieving the outcomes they set out for this year's event. Local community, including Aboriginal voice and leadership, was elevated and celebrated. Evidence suggests the event has helped sustain community-led practice and the enabling policy and funding environment.



CF24 Desired Outcome	Result Achieved
Connection and celebration gathering as a movement	<ul style="list-style-type: none"> Participants consistently identified the connections made at CF24 as being the biggest highlight of the event.
Enriched cultural lens that builds understanding and value of Aboriginal culture	<ul style="list-style-type: none"> Participants appreciated and valued the cultural sharing opportunities led by local Aboriginal community. Many recognised the need to invest more time and resources in engaging their local community and to 'make space' to centre and elevate Aboriginal voices.
Learning, understanding, confidence, knowledge and skill-building	<ul style="list-style-type: none"> Most participants felt that they learned a lot about how other communities approach collaboration; many valuable examples were shared by the Mildura community. Some participants would have appreciated more opportunities for practical knowledge sharing and skills-building.
Strengthened conditions for community-led collaboration and accelerating the movement	<ul style="list-style-type: none"> Some participants mentioned the power of being able to connect with other movement members in person, and how that has helped developed a shared language across this sector. A more strategic, network strengthening lens is likely needed to transition CF from a learning to a movement-building event.
Influencing ways of working/practice and agenda setting before, during and beyond gathering	<ul style="list-style-type: none"> About ¾ of survey respondents intend to or already have changed their practice as a result of attending CF24. Intended changes include applying a strengths-based approach, increasing governance transparency, challenging power dynamics, and committing to attend future CF events.
Centring community including Mildura's story, achievements and voice in and at nexus of broader narrative	<ul style="list-style-type: none"> Many participants were impressed with the level of collaboration and shared leadership within the Mildura community. They felt inspired by the stories they heard and the work they saw and motivated to bring lessons learned from Mildura to their own communities. Overall, Mildura reaffirmed their position as a local and national leader in community-led change.

CONNECTION AND CELEBRATION GATHERING AS A MOVEMENT



Networking was one of the most frequently mentioned highlights of CF24. CF24 participants placed great value in the opportunity to connect in person with others in this space, to form relationships and exchange learnings and ideas for future collaborations.

Overall, **4 out of 5** of survey respondents felt that CF24 at least somewhat offered an opportunity to make connections that will help them begin, continue or grow their work in community-led systems change.

Over half (**58%**) of survey respondents stated they had followed up with a connection made at CF24, and 1/3 have not yet but are intending to do so.

Evidence suggests that there were high-quality connections made and strengthened at CF24. *Connections and relationships are a key condition of systems change**. Thus, creating the conditions for changing connections and relationships within the community-led systems is an intentional approach employed by CF and will enable the movement to continue to grow and gain influence in new spaces.

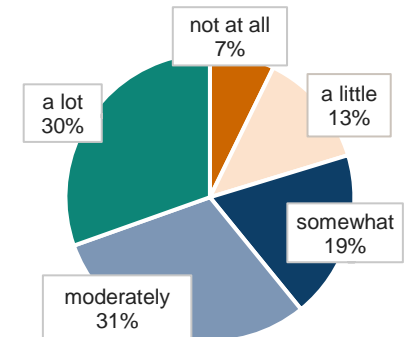
How people are connecting at CF24

Participants at CF24 connected at multiple touch points across the event; in sessions, during the breaks, while traveling between sessions. Panellists also had the opportunity to connect and build relationships while preparing for the event, which has helped expand their network.

Who people are connecting with at CF24

- CF24 brings people together across different sectors and roles in community-led change. Participants have met people who have a shared knowledge and value of community-led change; they have also met people at various points along their journey and who hold unique perspectives on this work and its approaches. This creates new opportunities for cross-sector collaboration.
- Some participants spoke about strengthening relationships with close colleagues/community members as CF24 gave them the opportunity to be together outside of the busyness of the normal work week. Others talked about being able to connect with people they've only worked with online, and the power of in-person connection.
- Connecting with Elders was particularly impactful for some respondents, and they have realised the need to nurture more in these relationships.

“To what extent were you able to make connections at CF24 that will help begin, continue or grow your work in community-led systems change, including place-based change?”



Opportunity for future CF events:

While there were many opportunities for organic connection, a few participants commented that they would have liked to have seen more facilitated connection opportunities, such as those offered in the reflection sessions at the end of each day. There is appetite for more direct approaches to cross-sector connection making at CF events, in the hopes of creating influential links, expanding networks, and advancing organisations' practice and the movement as a whole.

“And before you know it, we were asked to present our work, our findings about small communities, big impact alongside [other panelists]. And so now our networks kind of expanding, we've got this little gang of allies and we've presented at ChangeFest.”
(Backbone team)

“I loved that I could make connections with a variety of people who work in different roles within the ecosystem - and to connect in a variety of settings and ways.”
(Backbone team)

“It was wonderful to meet and spend time with a lot of people I'd only met online. I had some deep discussions with people that have been ongoing. I've now been collaborating with a new initiative as a result.” (Service organisation)

“[I want to] keep connected to our local Elders that I grew close to during our time at CF.” (Community organisation)

* Kania J, Kramer M, and Senge P. (2018). The Water of Systems Change. FSG. Available at: https://www.fsg.org/wp-content/uploads/2021/08/The-Water-of-Systems-Change_rc.pdf

LOCAL COMMUNITY AND CENTRED ABORIGINAL VOICES



CF24 was incredibly successful at showcasing the strengths and achievements of the local host community.

Mildura offered participants strong examples of shared leadership between the local backbone teams, Elders and Aboriginal community, government, and service providers, both in terms of their community-focused work and hosting CF24. This has inspired many participants, some of whom reported feeling motivated to apply the ways of working observed in Mildura to their own organisations and communities.

"I loved how the Mildura community demonstrated shared leadership with local Aboriginal Elders and other Australians. And how a local community can connect the local to the state and national, through their hosting." (Backbone team)

What people learned from Mildura

- Learning more about the Mildura community; the context, the enabling conditions for change, and the challenges/strengths that the community face.
- The roles of different stakeholders that enable community-led change; respondents often remarked on the incredible leadership held across council, providers, local Aboriginal community, and the Backbone teams.
- The importance of collaboration; HUM and CB demonstrated what successful collaboration looks like and reinforced how cross-community collaboration is critical for community-led change.
- Learning more about the Aboriginal communities in Mildura; their history, their Elders, and the ways they work with Indigenous and non-indigenous leaders and organisations to promote community-led change.

An enriched cultural lens

- The local Aboriginal community was able to hold strong cultural authority over this year's event, hosting multiple sessions for participants across the three days that showcased the cultural beauty and strength of the local community.
- This, in addition to panel topic and speakers such as Stan Grant, contributed to increased learning about and value of Aboriginal culture; many interview and survey respondents reported having a greater understanding of the importance of place after attending CF24, and the importance of 'creating space' for others particularly Aboriginal and Torres Strait Islander community members.

*"Actually I mostly enjoyed the campfire, I felt most connected to the place and people of Mildura and it created a sense of the kind of relationships required to make this work sustainable."
(Philanthropy)*

*"The trust that HUM has built with the community is really inspiring. How they work has been as inspiring as what they do."
(Community organization)*

*"Mildura is a very well connected and community inspired and led town with lots of good leadership."
(Government)*

*"There is strong collaborative practice happening in Mildura and Aboriginal leadership is strong, respected and being utilised to help get better outcomes for all."
(Philanthropy)*



COMMUNITY-LED COLLABORATION



CF24 was largely successful at achieving its learning objectives.

The majority of survey respondents felt that CF24 supported their ability to learn and share insights about community-led change practice and movement.

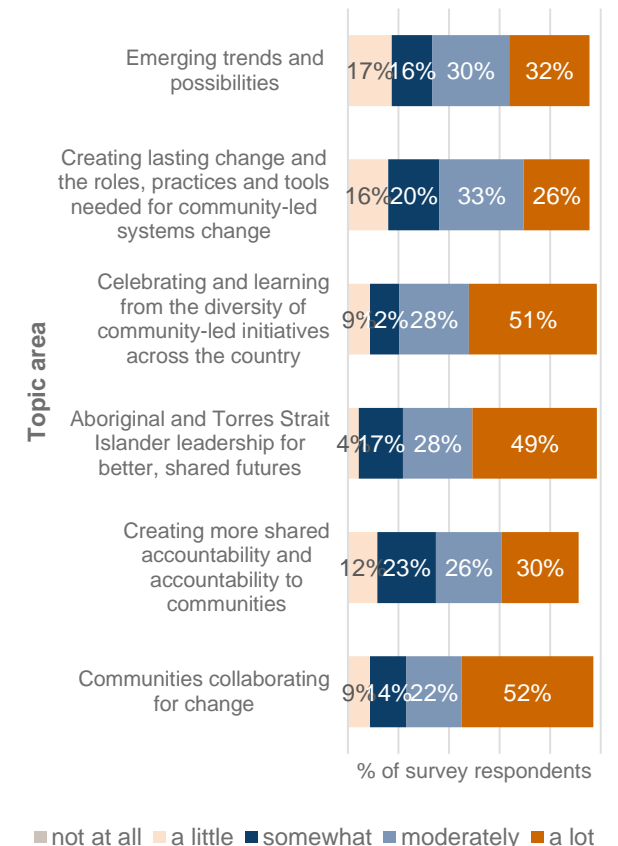
Key learnings or insights gained that were identified by respondents included a better understanding of the importance of authentic community engagement, new knowledge of different models for community-led change, and a fresh perspective on systems change and each actor's role in it, particularly that of government and philanthropy.

The main learnings from CF24 provide evidence for the diversity of perspectives held within the movement, particularly with respect to what is felt to be most important to their approach to creating change.

Main learnings from CF24

- The importance of authentic community engagement.** Participants were impressed with the deep listening and elevation of community experiences and voices that they witnessed on CF24 panels, and realised how much they have to gain from bringing this practice back to their community. They learned about the necessary conditions for community engagement, including how to create space for others to lead. They also learned that relationship building is a key element in community engagement and that it requires investment of time, resources and spirit.
- Different approaches to community-led practice:** Participants mentioned learning about different models of community-led change, and the desire to share and adapt these learnings within their own community. Lessons from local host's approach to community-led change were particularly valued.
- Roles of systems:** Participants became more aware of the systems in which they are operating as community-led change practitioners. The service system was a focus for conversation and learning; some participants felt that there is a need to draw greater attention to other systems, including government and education. Some survey respondents also indicated their desire for more practical systems change conversations and learnings opportunities, particularly in the online events ahead of next ChangeFest.

The extent to which CF24 supported learning and sharing insights about the event's six learning priorities:



"There is so much to be gained from actually hearing straight from community. I think more of that can be encouraged and supported so people can understand how it works on the ground." (Government)

"I want to create space for others, be honest as I ask myself where I am not currently sharing decision making power, but I could be." (Participant)

"I better recognise now the breadth and diversity of approaches, capabilities and talent in places far and wide across Australia, which helps to better position my work in connecting, learning and enabling." (Service organisation)

"I gained insights from being led to look at our service systems from different perspectives, together with validation of the aspects that my organisation are on the right track for. The quote that stayed with me was; No is an opportunity to find another way." (Community organization)

ACCELERATING THE MOVEMENT AND INFLUENCING BEYOND THE GATHERING



There is evidence that **CF24 has positively contributed to the movement's growing reach**. There was sector diversity across presenters and participants, and 9 out of 10 respondents reported that they have already shared their learnings, insights or experiences from CF24 with other colleagues or community members, further disbursing the messages of CF24.

Over half (58%) of survey respondents stated that CF24 has contributed to a shift in their understanding of their role in community-led change. This was achieved through session that highlighted multisector collaboration, cross-sector connections made in between sessions, and site visits that showed real results firsthand; this was powerful for CF24 participants from government.

Mindset shifts have contributed to CF24 participants across all sectors making commitments to a change in their practice or approach to community-led change, as well as a deeper understanding of community-led change as a movement and what is required of each actor.

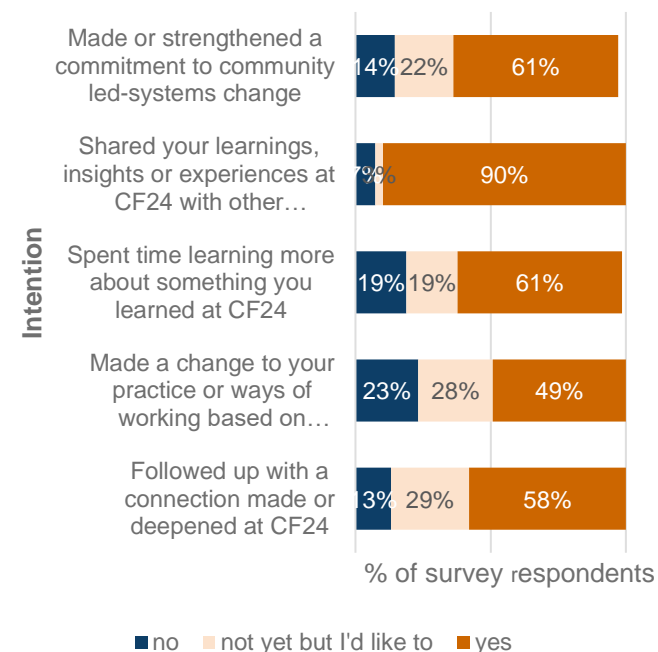
Influencing ways of working and agenda setting:

- 3 out of 4 of respondents indicated that they have or will make a change to their ways of working as a result of attending CF24. Of those who set specific intentions, the majority were related to a change in practice, whether that be to engage community more deeply, increase governance transparency, challenge power dynamics, or commit to attend future CF events. Leveraging connections and networks and increasing cultural respect were also mentioned.
- The Hon. Dr. Jim Chalmers' opening address demonstrated the commitment that the federal government has to community-led change, as well as his personal belief in community-led place-based change, and the pivotal role of CF in this movement; with representatives from state and local government in attendance as well, CF24 is well-positioned to have influenced governments' understanding of community-led change and their role in it.

Creating a shared language

- CF created the conditions to establish a shared language. For example, many messages introduced at CF24 were shared and reiterated by panellists and participants across the event, particularly those of Stan Grant. It is anticipated that having that shared language will enable people to identify each other as agents for community-led change, to connect and establish new networks, and to continue growing the CF movement.

"Have you done any of the following since returning from CF24?"



"Stan Grant's opening session was very powerful and set the tone for the rest of ChangeFest." (Government)

"There has been a shift in the willingness of our team as a whole to try and make changes and bring ideas based on our collaborative experiences while at ChangeFest24." (Government)

"Bree and Kelly from Homebase were so passionate about their experience and also wanting to help other communities where they could. I found my visit to HomeBase had the biggest impact on me." (Government)

"Develop a more formal structure for the community voice and decision-making within our PBA. Including finding ways to co-design with the community." (Participant)

"Change in my perspective and thinking and ways I can contribute to change. Seeing other community initiatives being implemented successfully, I want to push for change in my community to adapt some of these successful outcomes." (Backbone team)

"What I think [CF24] is going to allow us to do is to kind of elevate those change makers who are speaking the same language as us. It presents an opportunity to form like an informal network, maybe approach to change." (Backbone team)

“

ChangeFest plays an incredibly important role in community-led, place-based change in Australia. Since its inception in 2018 it has provided an opportunity for place-based change practitioners, government, philanthropy, community members and service providers to learn from and with each other. It is a unique celebration of change efforts tackling some of our most pressing national issues, and the power of collaborative effort – whilst centring and honouring Aboriginal and Torres Strait Islander people, cultures, wisdom and ongoing contributions to change. It is the premier national event/celebration for community-led, place-based change in Australia.

To have the Federal Treasurer attend in 2024 and say the government believes in community-led, place-based approaches and express his desire to attend ChangeFest again in the future opens an enormous window of opportunity. **The event can play an influential role in moving community-led, place-based change from the margin to the centre of national policy making.**

”

COLLABORATORS EXPERIENCE

For CF24 partners, a successful collaboration was one that fulfilled their co-designed ways of working principles. It should be equitable and transparent, centre the voices of Aboriginal and Torres Strait Islander peoples, be inclusive and diverse, invite co-creation and learning, and celebrate community.

The CF24 collaboration also recognises the constraints within in which it was operating, including a limited budget and available resources, a defined timeline with hard deadlines, and associated financial, legal, reputational and relational risks for all partners.



Enabling conditions for a successful collaboration at CF24 were in place to a certain extent, and areas for continued improvement were identified. Findings include:

- There was an existing relationship between local hosts and the national backbone team that enabled investment into co-designing strong ways of working and shared desired outcomes for CF24 – but some partners felt that this was lost along the planning journey, and more clear and consistent communication and knowledge-sharing (including across events) was needed.
- Local Elders were able to hold and exercise strong cultural authority – all local Elders being able to attend CF23 together was a significant contributor to this condition and should be carried forward for future events. From attending CF23, these Elders worked closely together towards hosting CF24. All partners felt that the cultural load was too heavy for the local Elders and that better collaboration with national CF Elder group was necessary.
- While there were some governance structures in place to oversee decision-making within the collaboration and event planning, all partners agree that there was a need to ensure more shared understanding of roles, responsibilities, risk management, and contributions (financial and in-kind) throughout the planning processes. This could be achieved through a more fit-for-purpose governance model that includes an oversight role over the event management as well as supporting procedures and resources established and agreed upon at the start of the collaboration.
- Despite contracting out the operational responsibilities for the event, all partners felt that they were still required to invest additional significant time and energy in event logistics and management, on top of their strategic work.
- Based on the national backbone's understanding and experience of 'what it takes', and findings from the recent ChangeFest Five Year Review, ChangeFest as both an event and movement still lacks adequate multi-year funding, which continues to put significant pressure on the national backbone and local event hosts, both in terms of in-kind support and shared roles and responsibilities.



While the enabling conditions were not fully in place for the CF24 collaboration, this does not appear to have affected the success of the event. This can in part be attributed to the high level of workload, and in-kind contributions taken up by local hosts to ensure a successful showcase of their community and the national backbone. Both participants and hosts have remarked on the seamlessness of the event logistics, the quality of the speakers, and the hospitality of the local community.

THE COLLABORATION



Success criteria for the CF collaboration are based on the ChangeFest Principles – **shared leadership, collaboration and power** – and the following Shared Values and Ways of Working set out for the CF24 program design and ways of working:

- **Equity** – the design process will offer opportunities for input and feedback, and there will be transparency about how decisions are made
- **Aboriginal and Torres Strait Islander voices are centred**
- **Inclusiveness and diversity**
- An invitation for all who come to **co-create the environment**
- Designed to support **curiosity, reflection, learning and sharing**
- **Celebrating community and strengths-based**
- **Strategic**
- A systems lens of **community-led change** and across scales

“Loved seeing people pour into the Mildura Arts Centre on the first day- so proud and excited” (Local host)

Collaborators learnt a lot and had diverse experiences of CF24.



- After CF24, there are **stronger relationships between local hosts** (HUM and CB) as a result of working collaboratively and closely to bringing CF24 together.
- **Local partners feel pride** in how they welcomed and hosted everyone in Mildura.
- Local Elders’ **dedication, vision, cultural authority and input** was invaluable.
- Steps to **outsource event logistics** were appreciated and generally successful; still more to be done on aligning the funding with the investment required for event logistics.
- The choice of keynote speakers was fantastic, having Stan Grant open CF24 and the Treasurer Hon Jim Chalmers close was a result of **good program design**.
- Local Aboriginal collaborators hearing from participants that this felt like **the most culturally safe** CF to date, acknowledging that the dedication of all Aboriginal and Torres Strait Islander collaborators made this possible.
- The success of CF24 demonstrates **growing momentum and commitment nationally for community led systems change**.

Some of the challenges associated with the collaboration include:

- Some acknowledgements that there was a rather **heavy cultural load placed on local Elders**, highlighting a need for better collaborations between local Elders and national CF Elder group.
- More time for **developing strong relationships and ways of working** between local host partners and national conveners would have improved clarity around roles and responsibilities of different partners and decision-making processes.
- Across all partners there was recognition that there is need for a **more fit for purpose MOU** early on in the partnership, as existing MOUs are not sufficient in reflecting the types of risks and accountabilities that different parties hold.
- A need to streamline event management processes and resources for future events, such as development of standardised EOI selection criteria, program planning guidelines, and a communication toolkit.

“ChangeFest is very empowering for communities – that they are part of a movement, and they are visible” (CF Advisory Group)

“Having existing connects between CFI and both local hosts partners created strong conditions for partnering” (National backbone)

Current constraints for the CF24 collaboration included:

- The budget for CF24, which limited where resources and effort could be allocated and contributed to additional in-kind contributions made by partners.
- Timing for preparation (site selection in 2021, detailed planning commencing in April 2023).
- Available resources, including staff and existing processes, guidelines and communications.
- Risks held by both the national backbone and local hosts (financial, legal, relational and reputational).

Whilst not all were realised in full, through reflecting on the event, collaborators learnings suggest key enabling conditions for a successful CF24 would have included:

- An existing relationship between local hosts and national backbone that provides the foundation for a trusting and collaborative partnership.
- A common agenda between local hosts and national backbone team.
- Local Elders are able to hold and exercise strong cultural authority within the collaboration and event design processes.
- Transparent, collaborative governance of the collaboration and event with well-documented processes that include opportunities for co-design and shared decision-making.
- Separation of responsibilities for strategic and operational elements of the event so that all partners can work to their strengths and leverage their expertise.
- A clear evaluation framework and learning culture that is shared and committed to early in the partnership journey.
- Consistent and adequate investment (financial and staffing) of the event, and clear expectations of in-kind support required from all partners.

It is important to acknowledge that not all were in place for CF24, and that they may change for future CF events depending on the collaboration.

A close-up photograph of an olive branch with green leaves and small olives, set against a bright, sunlit background. The image is used as a background for the slide.

RECOMMENDATIONS

RECOMMENDATIONS FOR FUTURE CHANGEFEST

CF24 participants and hosts provided recommendations to make future ChangeFest events bigger, better and brighter. Some of the recommendations are acknowledgements of what CF is already doing well and should continue doing; others may be considered new approaches or elements in the event design. Recommendations were grouped by theme and refined to the following:



Program and content

- Continue to diversify session topics, speakers and modes of engagement, specifically focus on more opportunities for practical and/or skills-based learning and deep dives into particular areas of interest.
- Increase resourcing and longer lead times to work with session leads to design sessions, ensure their content and communications methods are engaging and accessible to a wide range of audiences and grow the engagement of the movement in the co-design of the program.
- Continue focusing on service system reform agenda, with a specific emphasis on working on government and philanthropic sector reform that was initiated at the CF23 event, ensuring this builds across each event, and between events as part of movement building.
- Consider reducing the number of concurrent sessions; some participants felt they were missing out on valuable learning opportunities because of the breakout structure.

Cultural safety and audience diversity

- Continue centring and elevating the voices of Aboriginal and Torres Strait Islander communities at CF events. CF24 participants valued how this year's event prioritised welcoming everyone to Country and the local Aboriginal community leadership across multiple sessions; this should be carried through to future CF events.
- Continue efforts to broaden and diversify the audience at future CF events, including sectors represented (especially education, police, enterprise), role in the system and stage of their journey so as to continue increasing the influencing capacity of the event and movement. This may include strategic event communication and marketing efforts to target specific audiences, and inclusion of panellists and topics in the program that can speak to sectors with low or no representation at past CF events.
- Increased consideration, engagement and visibility of diverse communities, particularly LGBTQIA+, CALD, persons living with a disability, and neurodivergent. For young people in particular, future CF events may wish to offer spaces and sessions tailored for young people to attend and participate in.
- Ensure accessibility of all CF event venues, connecting spaces, and transit methods.

Pre event preparation

An opportunity for interested participants to participate in a pre-event induction to community-led change, particularly for those who are at the start of their journey in the systems-change space so that they may engage more fully with the event.

Logistics

- Consider ways to further increase affordability of the event, particularly for community members, small organisations and individual practitioners for whom registration fees and travel costs may be prohibitive, such as the use of scholarships or exclusion of registration fees for panellists.
- Earlier communication of event program so organisations can make strategic decisions about their attendance, e.g. who from their organisation should attend.

RECOMMENDATIONS FOR EVENT COLLABORATIONS

The following recommendations have emerged through reflection on the enabling conditions of CF24, and in some cases are reiteration of recommendations from the ChangeFest Five Year Review. It is important to note that some of these recommendations are already in progress towards implementation for future ChangeFest collaborations.



1. As part of the broader Change Fest Governance Design Project, consider what specific and fit-for-purpose structures are needed for the annual gathering and collaboration (an interrelated yet distinct part of the ChangeFest movement).

The CF24 collaboration reflected on the roles, decision-making and accountability of the interim governance arrangement to identify lessons relevant going forward. This recommendation encourages the broader ChangeFest Governance Design Project (in process) to include consideration of the governance and accountabilities needed for specific CF activities, including but not limited to the annual CF gathering and any lead-up events. One CF24 partner, for example, suggested that the gathering and collaboration would benefit from an advisory group with increased independent oversight and decision-making delegation to which both local hosts and national backbone are accountable to foster more equitable collaboration. Other models which include First Nations governance principles are also relevant and be considered, as well as inclusion of impartial conflict resolution procedures and mechanisms, and flexible structures that accommodates the unique host community and context of each gathering.

2. Strengthen cultural governance and oversight at a national level by formalising the national Elders Group (noting that this in progress). This will help to reduce the cultural responsibilities that rest with hosting Elders and provide cultural guidance continuity throughout the movement and across events.
3. Continue to enable the cultural authority of future host communities to ensure that Aboriginal and Torres Strait Islander communities are leading this work. This can be achieved through continued investment in processes which led to the success of CF24, such as sending Elders to ChangeFest events ahead of their hosting year, connecting them with Elders from past host communities, and continuing the CF Statement work.
4. Create conditions for shared understanding of roles and responsibilities. This should include sufficient time for relationship building to ensure clear documentation of processes that are shared and agreed upon with all stakeholders at the inception of the collaboration. This will help to ensure that expectations of roles and responsibilities are established and agreed to early on, and considerations are made for unexpected events. This includes SOPs, MOUs, budgets, event contract processes, and a risk mitigation plan. It is recommended that there is dedicated time and space made to regularly review and discuss these arrangements as event preparations progress.
5. Recruit a dedicated, locally based project coordinator. Although written into the CF24 budget, this position was not filled for CF24 due to unavailable local capacity (not uncommon in regional contexts). For future events, this role could help to reduce workloads held by all collaborators, any duplication of roles and responsibilities and ensure a clear and dedicated person with local relationships, expertise and knowledge has oversight over the event arrangements specifically.
6. Establish systematic knowledge sharing across ChangeFest events about CF design, delivery and operations so that lessons learned are carried forward and applied, events can be improved, and the movement can continue to grow. An evaluation framework for both the event and the national movement would support this, as would standardised event resources that can be modified across each event.
7. Move towards a multi-year funding model that reflects the true cost of delivering CF events and is sufficient for relationship building; knowledge sharing and movement building. Whilst also acknowledging that the CF movement, and yearly events are continually growing in size and sophistication.

ANNEX

ANNEX 1. KEY EVALUATION QUESTIONS

Key evaluation questions were drafted by Clear Horizon and refined in collaboration with CFI, HUM, and CB during the evaluation co-design workshop in March 2024.

KEQs	Sub Questions
KEQ 1. To what extent were the enabling conditions in place for a successful collaboration at CF24?	<p>1.1 What does success look like in terms of collaboration, given the current constraints (incl. different priorities, funding, etc.)?</p> <hr/> <p>1.2 What are the enabling conditions required for successful collaboration?</p> <hr/> <p>1.3 How did partners experience the collaboration for CF24?</p>
KEQ 2. How did participants experience the event, and how did it vary with cohorts?	<p>2.1 Who came to the event and who didn't? How did this compare to previous years?</p> <hr/> <p>2.2 What were the highlights and low lights for participants?</p> <hr/> <p>2.3 What did they think about the content and flow of the program?</p> <hr/> <p>2.4 To what extent did participants feel safe, included and welcomed, in particular Aboriginal and Torres Strait Islander peoples?</p>
KEQ 3. To what extent did the event achieve expected outcomes and set the foundations for longer-term outcomes?	<p>3.1 What were the main learnings that CF24 participants intended to follow up on or use?</p> <hr/> <p>3.2 To what extent did participants learn about community-led practice and systems change?</p> <hr/> <p>3.3 To what extent did participants build new or strengthen existing networks and relationships?</p> <hr/> <p>3.4 How did non-community members show up and what did they contribute and learn?</p> <hr/> <p>3.5 What did the local community learn and put into practice?</p>

ANNEX 2. CF24 EVENT OUTCOMES

In 2024, ChangeFest and Mildura local hosts want to achieve the following:

1. **Connection and celebration** gathering as a movement, sharing, networking and people leave energised and empowered. Who do we want to present to be present and participate?
2. **Enriched cultural lens** that builds understanding and valuing of Aboriginal culture and ways of being, doing, knowing and promotes deep collaboration between First Nations and multicultural Australians.
3. **Learning, understanding, confidence, knowledge and skill-building** in community-led collaboration ways of working, what it takes, and signals of more equitable systems.
4. **Strengthened conditions** for community-led collaboration and accelerating the movement (e.g shared language and meaning, a sense that the movement is growing).
5. **Influencing** ways of working/practice and agenda setting before, during and beyond the gathering.
6. **Centring community** including Mildura's story, achievements, and voice in and at the nexus of the broader narrative.

ANNEX 3. LEARNING PRIORITIES FOR CF24

Learning priorities	Description
Communities collaborating for change	<p>This explores the role of community collaborations in creating more equitable places and systems.</p> <ul style="list-style-type: none"> • Sharing space for voices, listening, being heard and shifting how we each work • What this looks like in practice – small scale and large • Beyond consultation – centring equity in meaningful ways in our work • From design to evaluation – embedded equity across all stages and phases of work
Creating more accountability to communities	<p>This is about elevating shared leadership, decision-making and, ultimately, accountability to communities. Through this, recognising that local and national decisions are interlinked and that we need to work across places and scales to influence the barriers within the systems we are part of.</p> <ul style="list-style-type: none"> • Shared ownership and shifting decision-making and accountability to communities • Being accountable to the community and having as hared vision • Equitable governance for shared decision and vision making • Moving to community outcomes, not just program KPIs
Aboriginal and Torres Strait Islander leadership for better, shared futures	<p>This is about Aboriginal and Torres Strait Islander peoples and leadership being at the heart of change, community, place and better, shared futures.</p> <ul style="list-style-type: none"> • Centring Aboriginal and Torres Strait Islander peoples' voices, perspectives, protocols and practices in community-led change • Sharing stories of local change and impact • Tools for imagining shared futures, action, and systems practice
Celebrating and learning from the diversity of community-led initiatives across the country	<p>This is about sharing our many stories, examples and experiences and celebrating the significance of place, progress, and learning across the country.</p> <ul style="list-style-type: none"> • Stories of change from the Mallee, other regional communities, and nationally • Using crisis conditions to drive systems change • Understanding the importance of place in community-led change
Creating lasting change - the roles, practices and tools for community-led systems change	<p>This explores what it takes to create lasting change including the roles, practice, and resources.</p> <ul style="list-style-type: none"> • Exploring different roles in community-led systems change – what are they, and what do they look and feel like? • Practice - What systems and work are we choosing not to notice? • • Resources and tools that enable the work
Emerging trends and possibilities with place-based change	<p>This is about what we are seeing across and above the work and the movement and exploring the 'so what?' and 'what next?'.</p> <ul style="list-style-type: none"> • Exploring signals of what is coming next for place-based change • What shared aspirations, learning and challenges do we see across the movement? • What next for the ChangeFest movement?