



Australian Government

# Australian Public Service Guide to Working in Place



## Acknowledgement of Country

The Australian Government acknowledges Aboriginal and Torres Strait Islander peoples throughout Australia and their continuing connection to land, water, culture and community. We pay our respects to the Elders both past and present.

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# Introduction

Working in place recognises that different communities are unique. Instead of using a one-size-fits-all method, working in place tailors support to specific communities by involving local people, communities and other stakeholders in tackling issues. Working in place brings all parties together to maximise positive impact.

By engaging community members, organisations and stakeholders in developing solutions, the Australian Government can work closely with local communities to deliver initiatives that meet their needs and priorities to support long-term positive change.

Working in place is a growing and evolving space in Australia, with an increasing number of governments and organisations embracing this way of working. Examples include:

- [Stronger Places, Stronger People](#)
- [Communities for Children Facilitating Partner](#)
- [Justice Reinvestment](#)
- [Local Jobs](#)
- [Connected Beginnings](#)
- [Remote Australia Employment Service and Remote the Jobs and Economic Development program](#)
- [Empowered Communities](#).

While the exact methods of these and other place-based work differs, the underlying ways of working in place generally remain the same.

## Connecting to other initiatives

There are many communities and governments already working together in place to address local challenges and opportunities. This guide aims to build on and learn from current work to help the Australian Public Service (APS) work together with and alongside communities to support quality place-based work that delivers better local outcomes. Examples of place initiatives are included throughout the guide to support learning, but these are only some of the initiatives currently working in this way.

This guide strongly aligns to and builds upon the [National Agreement on Closing the Gap](#), including government commitments to formal partnerships and shared decision-making (Priority Reform 1) and transforming government to be culturally safe and responsive to the needs of First Nations peoples (Priority Reform 3).

It also links to the [APS Reform Agenda](#) led by the Australian Public Service Commission to improve the way the APS puts people and business at the centre of policy, implementation and delivery. It should be read with the [Charter of Partnerships and Engagement](#).

## **Acknowledgments**

The information in this guide is based on research of current approaches for working in place used across Australia. It has been developed and tested through consultation with a range of stakeholders, including from the APS, other levels of government, place-based initiatives, the community sector, universities and research institutes, philanthropy and community leaders. Thank you to everyone who contributed ideas and input.

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# About this guide

## Audience

This guide is for APS employees, particularly program and policy makers, managers and decision makers.

## Purpose

This guide will help you understand what it means to work in place and how this way of working can be used to tackle community disadvantage, together with local people. It will also help you identify the things you can do to develop and deliver a place initiative.

Every place initiative is different and needs to be tailored to the people and place it aims to support. This guide provides best practice examples and ideas to guide you in planning, implementing and evaluating place initiatives. It does not provide a checklist of activities and actions that must be undertaken for all place initiatives.

This guide will help you:

- understand common terms and the 'language' of working in place
- explore and consider how working in place can support the work you do
- understand the right 'place' approach to take given your specific circumstances
- apply best practice ways of working for place initiatives
- find further resources to help you work in place to address community disadvantage.

# What is working in place

Working in place is a collaborative, flexible response to local needs, placing communities at the centre of developing solutions with support from government and other stakeholders.

The goal is often long-term, community-scale change, and the development of solutions is shared and dynamic. Working in a place recognises the value of local knowledge and the importance of social relationships.

There is no single way of working in place. Place initiatives need tailored methods and strategies to meet the unique needs of the stakeholders and the situation.

## What is meant by 'place'

'Place' means the specific community or communities in a specific geographic location that a place initiative is supporting.

A community can be a diverse group of people living in a defined area or a group of people who are considered a unit because they share one or more common characteristics. A place can cover any geographic footprint, including a street, a suburb or a state or territory. There can be multiple and overlapping communities within the same geographic location.

Defining the place and community, while being flexible about the definition, is an important part of working in place.

## When to work in place

Working in place isn't the only way to design and deliver initiatives and services, and it won't be an effective or required way of working in every situation. Understanding the local context and government commitment is important for identifying whether working in place is appropriate.

You should consider:

- if universal one-size-fits-all approaches haven't worked to support better outcomes in place
- if you have time, resources and commitment from government, community and other relevant stakeholders to work closely and in a different way
- if the community is ready, has a shared vision for change and supports working in place.

## Spectrum for working in place

Working in place covers a wide range of strategies that aim to use the strengths and assets of communities to address local needs and challenges in a targeted and collaborative way. It can differ in terms of the level of community engagement and the extent to which co-design, governance, decision-making and accountability is shared among stakeholders. This means working in place varies along a spectrum.

Generally, there are three different ways to work in place with communities and stakeholders: place-focused approaches, place-based approaches and place partnerships (Victorian Government, 2020).

Moving along the spectrum from left to right shifts the level of involvement the community and other stakeholders have in things like:

- determining the vision
- determining outcomes and indicators
- deciding where funding is allocated
- designing local governance
- owning risks and responsibility.

**Figure 1: Spectrum for working in place**



Over time, specific place initiatives may shift along the spectrum as the commitment evolves

**Place-focused approach**

- Community and other stakeholders are consulted and inform the program or service by providing input. This can occur at the design, delivery and/or evaluation stage
- Government develops and adapts program or service to meet local needs
- Government funds a program or service, sometimes using a user-centred design approach, informed by stakeholder consultation
- Governance is controlled by government
- Objectives are set by government and may be amended with stakeholder input
- Risks and responsibilities are held by Government
- Supports universal service delivery.

**Place-based approach**

- Usually focused on a specific cohort or sector
- Community may help shape program or service through shared decision-making on parts of design, delivery and direction
- Government funds program or service but involves community in use of funding and often shares funding data
- Governance may be co-designed
- Community and other stakeholders are involved in setting some or all objectives
- Risks and responsibilities are shared across stakeholders to varying levels
- Requires levels of readiness, capability and capacity across stakeholders.

**Place partnership**

- Development of the partnership, including governance, is co-designed with or led by community
- Engagement occurs across all levels of government
- Government funds program or service flexibly and commits to adjust policy and funding to achieve outcomes
- Roles, responsibilities, accountability, risk and decision-making are shared between parties
- Trust and a shared vision are pre-requisites and an ongoing commitment
- Requires levels of readiness, capability and capacity across stakeholders
- Everyone learns and adapts from partnership insights.

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# Ways of working in place

There are 7 important ways of working to support and deliver place initiatives. They are not designed to be prescriptive but provide examples of actions you can apply to working in place.

The 7 ways of working are:

1. Coordinate across government
2. Set up supportive governance
3. Build capability
4. Collaborate across sectors
5. Empower local people
6. Enable shared decision-making
7. Learn and improve

## Exploring the ways of working

On the following pages, explore each way of working to learn what they mean. Consider how and when to apply them across different place initiatives.

Examples of existing initiatives are included with each way of working. Consider what you can learn from current initiatives already working in these ways.

Resources to support further learning and understanding can be found at the end of the guide.

## Developing the ways of working

These ways of working were developed through a literature review of existing place-based work and then tested through consultation with a range of stakeholders. They bring together the approaches, methods and lessons learnt from place initiatives across all levels of government to unite and build on current efforts.

References from the literature review are at the end of the guide.

# Coordinate across government

## What it means

Develop systems, structures and cultures that help join up and coordinate activities and resources across portfolios and levels of government.

## Ways to apply it

### At an individual level

- Develop an understanding of the place and community, including history, priorities, perspectives, needs, strengths, resources and opportunities. This will help implement policies, funding and support that is responsive to local needs.
- Map funding and service delivery within a place to understand gaps and duplication of services. Consider all levels of government and other sectors when mapping.
- Involve stakeholders from different departments and levels of government in the planning process to ensure coordination and buy-in. Jointly develop coordinated strategies and action plans.

### At an initiative level

- Develop policies and procedures for sharing resources, including staff, capabilities, funding and equipment.
- Identify existing place-based work across governments and outside of government early, and coordinate activities and resources.
- Check for existing local leadership groups in community that other agencies may work with and use existing relationships where appropriate. Examples include [Empowered Communities](#) and place-based partnerships under the [National Agreement on Closing the Gap](#).

### At an agency or government level

- Use information systems and platforms that provide real-time data sharing and collaboration across government.
- Create a central resource pool that can be accessed by different departments and levels of government.
- Set up systems and governance structures with communities that can support other agencies in the future.
- Address barriers experienced by communities seeking to drive local change.
- Connect funding and reporting systems across government agencies to remove duplication, streamline reporting and reduce reporting burden on communities.
- Develop and implement flexible policies provide principles-based guidance.

## Example in practice

### Digital Connectivity Project

The Digital Connectivity Project is a multi-agency initiative delivering wi-fi services to 31 communities in the Northern Territory. The Department of Social Services, the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, the National Indigenous Australians Agency (NIAA) and the Northern Territory Government are working together with community to improve access to internet and phone services, and support people to operate safely online.

## Use it for

**Place-focused approach**

**Place-based approach**

**Place partnership**

# Set up supportive governance

## What it means

Work with stakeholders to set up governance structures and processes that provide a clear understanding of roles, responsibilities and decision-making processes, support a long-term commitment, and include appropriate risk and accountability mechanisms.

## Ways to apply it

### At an individual level

- Work together with stakeholders to develop detailed descriptions of roles so all stakeholders understand their responsibilities and can be held accountable for them. These descriptions could reference these ways of working.
- Work together with stakeholders to define clear outcomes.
- Be transparent by working with stakeholders to develop and publicly share decision-making documents, such as a decision-making flowchart outlining who is responsible for which decisions.

### At an initiative level

- Establish and document clear collaborative governance arrangements, appropriately endorsed by authorised decision makers of all partners.
- Work with stakeholders to develop rules on how to handle expected risks or conflicts when they arise through documents such as a risk management plan.

### At an agency or government level

- Outline long-term commitments so community partners and government agencies have continuity and stability as

they work over the long-term to tackle complex issues in disadvantaged communities.

- Give authority to APS employees on-the-ground and/or other relevant stakeholders to broker solutions in response to local circumstances.
- Change government systems and mechanisms to support community needs and readiness for governance.

## Example in practice

### Stronger Places, Stronger People

[Stronger Places, Stronger People](#) is a community led partnership initiative between the Australian Government, relevant state and territory governments and 10 communities across Australia. Supporting families and children through tailored solutions to local problems, in partnership with local people.

Clear governance and support structures have been developed including local project teams ('backbone teams') in each community who facilitate planning, engagement, evaluation, joint decision-making, governance and local action. Backbone teams are accountable to a local community leadership or governance group and in many partner communities, a cross-sector group brings partners to the table to support implementation. Stronger Places, Stronger People is also supported by the National Leadership Group, a [cross-sector advisory body](#) that provides advice on strategy and implementation at the initiative level.

## Use it for

**Place-based approach**

**Place partnership**

# Build capability

## What it means

Engage and invest in capability building to support place-based work, addressing capability at different levels (e.g. individual, organisational, community and system level).

## Ways to apply it

### At an individual level

- Create and strengthen networks by bringing stakeholders together to share resources, tools, data, case studies and lessons learned.
- Identify local community strengths as well as local capability gaps. Respond to gaps by providing technical expertise, training or access to funding or resources.
- Identify APS strengths as well as capability gaps. Respond to those gaps by providing technical expertise or training. This includes ensuring APS officers have cultural capability.

### At an initiative level

- Make sure funding guidelines include capability building activities as eligible items to fund.
- Consider not only the development of skills and knowledge but also investment in infrastructure to support capacity (e.g. IT systems, processes).
- Identify data requirements, including the skills and resources required by all stakeholders to understand and use data.
- Support investment in backbone structures to support community partners to engage in the partnership, where appropriate.
- Ensure mechanisms are in place to periodically reflect on the health of the initiative and identify ways to improve ways of working.

- Listen to what stakeholders want and need to build their capability and commit to approaches to support their priorities.
- Ensure fair access to capability building for all stakeholders, paying particular attention to the needs of First Nations people and culturally and linguistically diverse communities.

### At an agency or government level

- Consider how long term and ongoing funding can be provided to support capability building within communities.

## Example in practice

### Local Jobs

[Local Jobs](#) is a collaborative place-based initiative ensuring local labour markets work well for all Australians, in partnership with business and communities. Local Jobs supports tailored, local approaches to skilling individuals to meet local workforce needs in 51 Employment Regions.

Each Employment Region has a Local Jobs and Skills Taskforce. Taskforces have up to 10 members that represent, and are reflective of, their community. Taskforce members volunteer their time and are highly valued for bringing their industry or community perspectives to the taskforce. To support taskforce members in their role, [a series of eLearning modules](#) on stakeholder engagement, communication fundamentals, teamwork and governance have been developed.

## Use it for

**Place-focused approach**

**Place-based approach**

**Place partnership**

# Collaborate across sectors

## What it means

Work collaboratively across sectors and amongst stakeholders to link and share information, data, resources, activities and capabilities, reducing duplication and coordinating work.

## Ways to apply it

### At an individual level

- Work collaboratively with partners to establish trust, support innovation, and create an environment where it's safe to fail and learn.
- Encourage collaboration by owning mistakes and encouraging openness and flexibility.
- Anticipate how changing government priorities may affect stakeholder groups and manage these relationships accordingly.
- Be flexible to different ways of working collaboratively that best meet the needs of stakeholders.

### At an initiative level

- Outline the roles and responsibilities of APS employees and management in encouraging collaboration.
- Give permission to your team to work in a non-traditional, more flexible and collaborative way.
- Incorporate the principles of co-design where appropriate and possible.
- Develop funding guidelines that support collaboration among stakeholders, rather than competition.
- Ensure government investments and policy goals complement local community priorities and needs.

- Work flexibly, so local partners can tailor their actions to what has the most impact on their community.
- Ensure fair access to collaboration mechanisms for all stakeholders, paying particular attention to the needs of First Nations people and culturally and linguistically diverse communities.

### At an agency or government level

- Address system barriers to joint funding and working across sectors, agencies and governments.

## Example in practice

### Communities for Children Facilitating Partner Program

The [Communities for Children Facilitating Partner](#) program is a place-based service delivery model. It operates in 52 communities across Australia with an aim to create strong child friendly communities that maximise the health, wellbeing and early development of children. In each community, a Facilitating Partner establishes a committee of local people, service providers and businesses to develop a Community Strategic Plan. This plan sets out identified community needs, where local agencies can then adopt a targeted service delivery approach. Based on advice from the committee, the Facilitating Partner will commission services that deliver on the Community Strategic Plan, taking into account other local agencies' established responses.

## Use it for

**Place-focused approach**

**Place-based approach**

**Place partnership**

# Empower local people

## What it means

Build and support partnerships that empower communities to agree shared priorities and work collaboratively through culturally safe, respectful and responsive engagement.

## Ways to apply it

### At an individual level

- Take time to build trust and a shared understanding with community members.
- Understand power dynamics and diversity of communities when engaging to understand unique contexts and priorities.
- When looking at an issue, consider the perspectives of stakeholders from a diverse range of ages, cultures and backgrounds.
- Ensure relevant data and information is shared between groups when it will inform decision-making, ensuring all voices are heard and considered in the decision-making process.
- Be aware of the broader political, organisational, demographic and cultural landscape that may influence engagement with a community.

### At an initiative level

- Create a culture that supports, respects and recognises the benefits of diverse ideas and lived experiences.
- Identify ways to minimise burdens faced by community and community leaders when engaging with government.
- Build ways to support community partners to engage and participate.
- Allow time for inclusive engagement and community priority setting processes, including time for communities to discuss

and consult with other stakeholders and cultural authority relevant to them.

- Allow time to build a shared understanding of empowerment and engagement and adapt ways of working to support stakeholders based on their needs.
- Clearly explain how accountability mechanisms support a shared understanding of context and decisions.

### At an agency or government level

- Provide flexible funding to support local organisations to align and adjust their programs and services with the priorities of local communities.

## Example in practice

### Connected Beginnings Data Dashboards

[Connected Beginnings](#) draws on the strength and knowledge of First Nations communities to increase engagement of children aged zero to 5 years and their families with health services and early childhood education and care. The program has developed and maintained data sharing relationships with different Commonwealth government agencies, state and territory governments, and funded organisations to share locally aggregated data. Data sharing supports communities to identify strengths, inform priorities and support decision-making through a holistic lens. The process of collecting, collating, sharing and visualising this data allows communities to measure and evaluate the indicators that matter to them.

## Use it for

**Place-based approach**

**Place partnership**

# Enable shared decision-making

## What it means

Work with communities to design and deliver policies and programs that advance local priorities, and ensure diverse voices are included in shared decision-making.

For further information see the [APS Shared Decision-making Guide](#).

## Ways to apply it

### At an individual level

- Actively empower and support local people and organisations to be involved in decision-making.
- Be aware of previous shared decision-making activities and experiences of community and stakeholders. Explore what worked, what didn't and how lessons can be applied.
- Model effective sharing of co-design, decision-making and accountability to help create a culture where shared decision-making is expected and embraced.

### At an initiative level

- Develop formal partnership agreements between communities and governments, which include agreed decision-making protocols.
- Identify areas of potential shared decision-making early and agree roles with stakeholders to set clear expectations.
- Provide time and space for everyone to genuinely participate in shared decision-making.

### At an agency or government level

- Make sure you have an authorising environment for APS employees to engage with communities to develop and implement different ways of working.
- Adopt subsidiarity where possible. This means authority to decide and act should rest at the closest level possible to the people or organisations the decision or action is designed to serve.

## Example in practice

### Empowered Communities

[Empowered Communities](#) is a First Nations-led initiative bringing together Indigenous leaders from 10 regions across Australia to work together with government to empower First Nations people and reform how Indigenous policies and programs are designed and delivered. The Commonwealth lead for this initiative is the NIAA.

Shared decision-making on NIAA funded investments is a key tenant of the current partnerships. Regional Development Agendas inform shared decision-making. Community panels assess the alignment of current investments with community priorities and bring community recommendations to the Empowered Communities Leaders for endorsement before presenting them to a Regional Negotiation Table with the NIAA where agreement is reached on a joint recommendation about funding.

## Use it for

**Place-based approach**

**Place partnership**

# Learn and improve

## What it means

Commit to continuous learning and improvement by developing systems, structures, strategies and cultures that support evaluation, improvement, data sharing, evidence gathering and learning across government and sectors.

## Ways to apply it

### At an individual level

- Draw on and value local knowledge, traditional knowledge and lived experience as valuable sources of learning.
- Consider how lessons can be shared with stakeholders and more widely to support others working in place.
- Model and support a culture of testing and learning in an environment where it's safe to try and fail.
- Explore and be flexible to different methods for evaluation that can capture full picture of working in place.

### At an initiative level

- Establish monitoring, evaluation and learning practices within initiatives from the beginning, together with community and other stakeholders.
- Agree mechanisms to share feedback so lessons learned are shared and barriers to place-based work are addressed.
- Recognise and reward APS employees and other stakeholders who contribute to evaluation, learning, sharing data and improvement initiatives.

- Share data, evidence and resources between partners to build a culture of data transparency and collaboration.

### At an agency or government level

- Develop or contribute to a shared evaluation approach to monitor and evaluate place-based initiatives on an ongoing basis.
- Develop a publicly available repository of place-based evaluations to share findings and learnings for future initiatives.

## Example in practice

### National Justice Reinvestment Program

The [National Justice Reinvestment Program](#) is a long-term, community-led approach to shifting people's interactions away from the justice system by investing in preventative and rehabilitation measures, informed by local stories, evidence and data.

Justice Reinvestment Network Australia and Ninti One have created a [Resource Hub](#) webpage in partnership with First Nations people to share their ideas, experiences and expertise in designing and implementing justice reinvestment in their communities.

## Use it for

**Place-focused approach**

**Place-based approach**

**Place partnership**

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# Resources

## Understanding working in place

[Victorian Government framework for place-based approaches: The start of a conversation about working differently for better outcomes \(2020\)](#). A framework for learning about and supporting place-based initiatives across the Victorian Government.

[Victorian Government The place-based approach best practice guide](#). A guide for Victorian Public Service employees and anyone working in or with a place-based initiative to learn more about place-based work.

[Australian Government Practical place-based initiatives: a better practice guide \(2012\)](#). A guide to assist Commonwealth officials to design, implement and evaluate place-based initiatives.

[Collaboration for Impact Platform C](#). A curated learning space for people tackling challenges through collaboration

[Advancing collaborative social outcomes through place-based solutions—aligning policy and funding systems \(2024\)](#). A paper exploring new research undertaken in conjunction with a not-for-profit organization (Collaboration for Impact) involved in supporting place-based collaborative community change efforts.

[Where we are? Place-based approaches to tackling community challenges in Australia \(2023\)](#). A report contributing to the place-based reform agenda in Australia by acknowledging the work and thinking that has occurred across many organisations.

[Centre for Just Places: What works for place-based approaches in Victoria? Research report and case studies](#). A report on features that enable the success of place-based approaches and how to best support them, from a consortium of research partners led by the Centre for Just Places.

## Coordinate across government

[IVAR: Towards more flexible funding: Practical ideas from open and trusting grant makers \(2021\)](#). A short paper from the United Kingdom about enabling more flexible funding.

[The C-CAP Process: A comprehensive approach to community resource mapping \(2023\)](#). A paper providing an actionable approach to community resource mapping.

## Set up supportive governance

[Australian Social Inclusion Board Governance models for location-based initiatives \(2011\)](#). A report focused on the key characteristics for good governance in location-based initiatives.

[Collaboration for Impact, Clarion Call: Collaborative governance: An introductory practice guide \(2020\)](#). A paper highlighting ways of building and sustaining the collaborative governance structures and practices required for impact.

[Collective Impact Forum and FSG: Backbone Starter Guide: A Summary of Major Resources about the Backbone from FSG and the Collective Impact Forum \(2017\)](#). A guide to help you start a backbone or bring in new members and partners to established backbones.

## **Build capability**

[Australian Public Service Academy](#). An online hub of learning and development resources for the APS workforce, including resources on [cultural capability](#), building relationships and engagement and using data.

[Victorian Government, how to find local data resources](#). Resources to help you find and access data to better understand local community data. These resources were created for the Victorian public service.

[Victorian Government, place-based approach capability framework](#). A framework outlining the capabilities Victorian Public Service employees need to work well with place-based approaches.

[National Indigenous Australians Agency: Framework for Governance of Indigenous Data – Practical guidance for the Australian Public Service](#). A Framework guiding the APS on how to build strong governance over Indigenous data holdings held by the Commonwealth.

[Australian Government Life Course Data Initiative](#). A new longitudinal dataset to create statistics about experiences of disadvantage, led by the Australian Bureau of Statistics.

## **Collaborate across sectors**

[Collective Impact \(2011\)](#). An article about how large-scale social change can be achieved through coordinated, cross-sector collaboration.

## **Empower local people**

[Australian Government Charter of Partnerships and Engagement: Good Practice Guidance \(2024\)](#). A charter providing guidance on how to partner and engage effectively. It sets out the behaviours for improving the way the APS puts people and business at the centre of policy, services and delivery.

[APS Agency Engagement Maturity Assessment](#). A tool to assess the maturity of supports an agency has in place to build capability to effectively engage.

[The Australian Public Service Framework for Engagement and Participation \(2020\)](#). A framework providing guidance and support to the APS, to improve engagement with community.

[Australian Institute of Aboriginal and Torres Strait Islander Studies: Engaging with Traditional Owners: Free, Prior and Informed Consent \(2020\)](#). A snapshot providing information on engaging with Aboriginal and Torres Strait Islander people, using the principles of Free, Prior and Informed Consent (FPIC) that recognise the critical decision-making role of Traditional Owners.

[Northern Territory Government, Remote Engagement and Coordination Online Toolkit \(2020\)](#). A Web-based guide providing effective ways to engage with people in regional and remote communities.

[Exploring community engagement in place-based approaches in areas of poor health and disadvantage: A scoping review \(2023\)](#) A review exploring the characteristics, barriers, and enablers

of community engagement in place-based approaches to improving health outcomes in a designated area of poor health and disadvantage.

[Victoria State Government Funding place-based approaches: A toolkit for the Victorian Public Service \(2023\)](#). A toolkit with new and existing tools and resources to use when designing or managing funding agreements with place-based approaches. Designed for Victorian Public Servants.

[First Nations Partnership Playbook](#). Provides clear, practical guidance to public servants new to, or wishing to further develop skills in, working in partnership with First Nations people, communities, and organisations.

## **Enable shared decision-making**

[Community First Development: A First Nations Approach to Community Development \(2020\)](#). A framework to support people who are delivering community development work, developed by First Nations organisations.

[New South Wales Government Co-design toolkit: Working as equals in leadership, design and decision making](#). A practical online toolkit to support you to work in equal partnership and deliver service improvements that matter to the people who use them.

[Australian Public Service Shared Decision-Making Guide \(2026\)](#). A strategy to support APS employees understand and support shared decision-making

## **Learn and improve**

[Victoria State Government Regionally specific public data sources \(2023\)](#). A list of publicly available data that can be accessed and analysed by geographical area.

[Victoria State Government Place-based Monitoring, Evaluation and Learning toolkit \(2023\)](#). A toolkit to help Victorian public servants respond to the challenges associated with Monitoring, Evaluating and Learning for place-based approaches.

[Place-based Evaluation Framework: A guide for evaluation of place-based approaches in Australia \(2018\)](#). A flexible user guide for evaluating place-based delivery approaches in Australia.

Australian Government [Community Data Toolkit \(2026\)](#). A toolkit to help you find, interpret and share community-level data.

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