



THE UNIVERSITY OF  
MELBOURNE

# Place-Based Partnerships

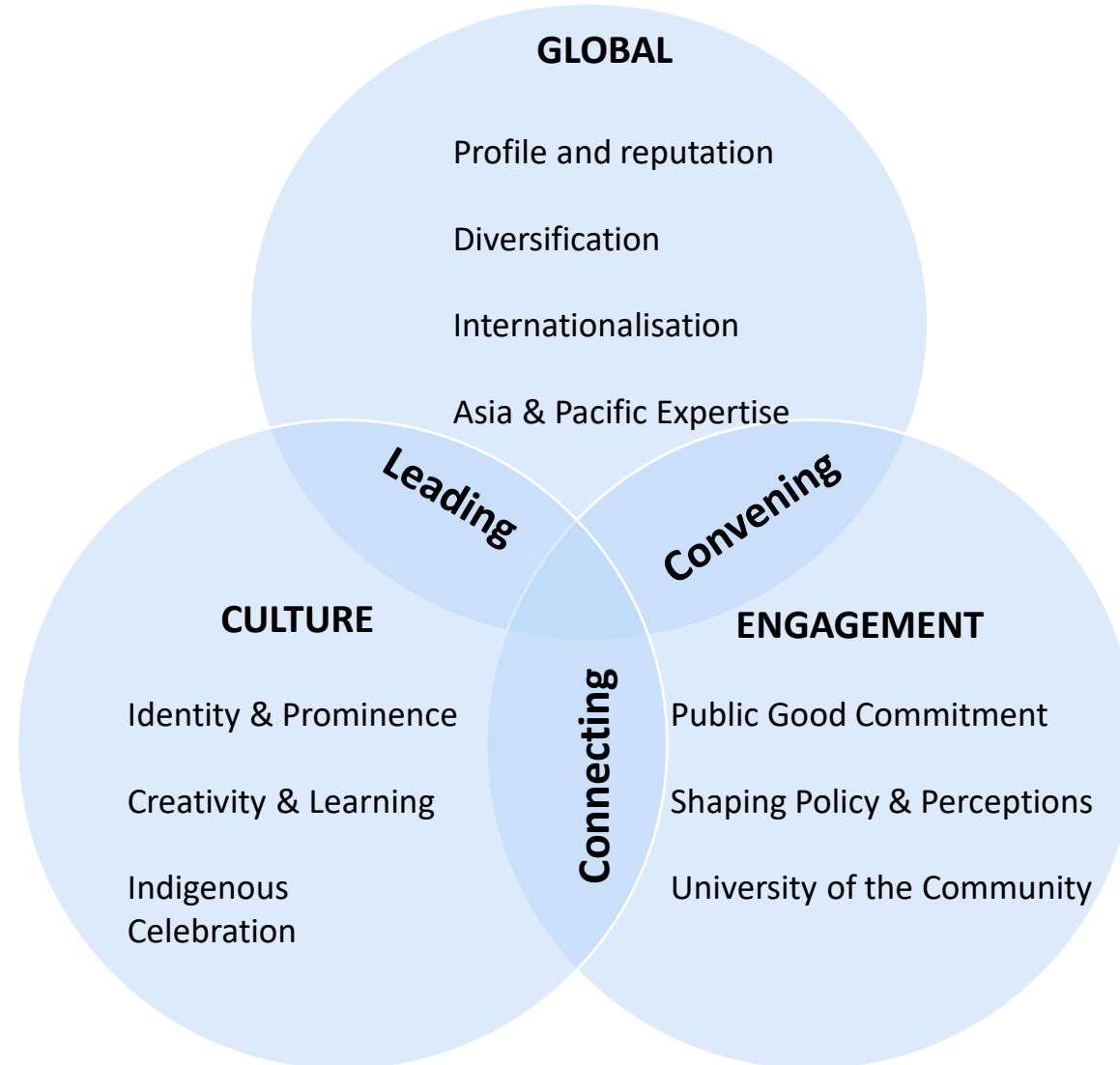
## lessons from the frontline

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# Global, Culture and Engagement Portfolio





# today

- 01.** place-based partnerships.
- 02.** knowledge, skills and qualities.
- 03.** some lessons.
- 04.** going forward.



# Big everyday issues



Credit. Evening standard

Credit. RACGP



Credit. The Age



Credit. The Age

Credit. The Guardian

# Big existential issues



Credit. Nine News Australia



Credit. Al Jazeera



Credit. Hindustan Times



# University of Melbourne

**Intellectual**

**Political**

**Physical**

**Social**

**Financial**



# 01. place-based partnerships

**Combining the agency of local stakeholders to enable change on the ground, for the benefit of real lives, livelihoods and living systems**





# Goulburn Valley Partnerships

housing

natural disasters

jobs and new industry

working with Country



An aerial photograph of Melbourne, Australia, showing the city skyline in the distance and dense residential areas in the foreground. The text is overlaid on the image.

# Melbourne Partnerships

shelter

post COVID Recovery

urban biodiversity

working with Country

# shelter

- public housing
- affordable housing
- student housing
- homelessness
- social housing
- mental health
- building stock
- skills and employment
- domestic violence



# partnerships & change

## places are unique

01. politics
02. faith and spirituality
03. economies
04. histories, traditions and expression
05. the earth, landscape, climate, life



# managing change





# 02. knowledge, skill and qualities

## Knowledge

- **Change management (eg strategic design)**
- City and public diplomacy
- Human and planetary systems
- Public entrepreneurship
- Regulatory environments
- Financial system

## Skills

- **Connecting and aligning.**
- **Facilitation and negotiation.**
- Strategic communication.
- Coaching and capacity building.
- Institution building.
- Strategic and critical thinking.
- Systems management.
- Active listening.

## Qualities

- **Self-awareness and political astuteness.**
- Independent.
- Empathetic.
- Humility.



# 03. guiding lessons

partnership follows purpose.

don't force partnerships, the best ones emerge from a common goal

build the scaffolding first.

dedicated fit-for-purpose governance and implementation  
(alliance>partnership>enterprise)

change is political.

without hearts'n'minds you have no solution.





# 03. guiding lessons

**we are stewards of a process.**

create the structures, processes and culture for partnerships and delivery to emerge.

**agency not authority.**

high performance is based on competent leadership and competent leadership leverages *its own* agency to achieve benefits for others

**the Nanny McFee principle.**

when you need me but do not want me, then I must stay. When you want me but no longer need me, then I have to go



# a quote

We are taking 21<sup>st</sup> century challenges, evaluating them with 20<sup>th</sup> century ideas and responding with 19<sup>th</sup> century tools.

Madeleine Albright, former US Secretary of State