



REPORT

Stronger Together.

REIMAGINING A COLLABORATIVE FUTURE FOR
WESTERN AUSTRALIA'S FOR-PURPOSE SECTOR

Fortuna Foundation World Café Community Forum
held Monday 18 May 2026
at the Australian Institute of Management WA

<https://fortunafoundation.org.au>

Table of Contents

| | |
|--|----|
| Executive Summary | 1 |
| Purpose..... | 1 |
| Key Insights | 1 |
| What This Means for the Sector | 2 |
| Fortuna Foundation’s Role | 2 |
| Call to Action..... | 2 |
| Message from the CEO | 3 |
| Why the Fortuna Foundation World Café Community Forum Matters..... | 3 |
| Questions & Powerful Conversations | 5 |
| Methodology | 5 |
| Data Collection..... | 6 |
| Deeper Insights from the Collective Wisdom | 7 |
| Question One | 7 |
| Question Two..... | 9 |
| Question Three..... | 10 |
| Question Four | 12 |
| Reflections | 13 |
| What We Achieved | 13 |
| Key Actions | 14 |
| Develop a Shared Services Model for the Sector | 14 |
| Fortuna Foundation’s Role | 15 |
| Action Items with Suggested Timelines | 15 |
| Next Steps | 17 |
| How You can Use this Report..... | 17 |
| Appendix 1. Differing Views/Tensions..... | 19 |
| Cross-Cutting Analysis of Question Notes | 19 |
| Appendix 2. Participants | 21 |
| Appendix 3. Acknowledgements..... | 22 |

Report prepared by:

Peter B. Schneider
CEO, Fortuna Foundation

ceo@fortunafoundation.org.au

Executive Summary

The Fortuna Foundation World Café Community Forum, held on 18 May 2026, brought together leaders, practitioners and community voices to explore how the not-for-profit sector can strengthen collaboration and deliver greater collective impact in response to growing social challenges across Western Australia.

The forum was convened at a time of increasing pressure on the sector, rising demand for services, workforce strain, fragmented service delivery and funding models that often reinforce competition over collaboration. While these challenges are significant, the forum also highlighted a sector rich in commitment, capability and a shared desire to work differently and more effectively together.

PURPOSE

The forum created a structured space for cross-sector dialogue, focused on a central question: How might we unlock greater collective impact across our community sector?

Through facilitated discussions, participants explored opportunities to:

- Strengthen collaboration and reduce duplication.
- Co-design place-based solutions centred on lived experience.
- Shift from competition to trust-based partnership models.
- Translate insights into practical, system-level action.

KEY INSIGHTS

Several clear and consistent themes emerged:

- Collaboration is essential but constrained: There is strong intent to collaborate, but current systems, structures and funding models limit what is possible.
- Shared infrastructure is critical: Sector-wide mapping, shared databases and co-ordinated referral pathways are needed to reduce duplication and simplify access for communities.
- Shared services model as a practical enabler: Across all discussions, participants consistently identified shared services (e.g. IT, HR, finance, insurance and infrastructure) as a high-impact opportunity to reduce duplication, lower overheads and redirect resources toward frontline service delivery, particularly for smaller organisations.
- Trust underpins collective impact: Sustainable collaboration requires investment in relationships, transparency and leadership alignment across organisations.
- Lived experience must be central: Effective solutions must be co-designed with communities, shifting from service delivery to genuine partnership.
- Funding reform is a key enabler: More flexible, long-term and collaborative funding approaches are needed to support integrated, place-based solutions.

- Action must follow insight: The sector must prioritise translating ideas into tangible, coordinated action with shared accountability.

WHAT THIS MEANS FOR THE SECTOR

The forum reinforced that the challenges facing communities are interconnected and cannot be addressed in isolation. Moving forward requires a shift from organisation-centric approaches to system-wide thinking, where services are aligned around community need rather than organisational boundaries. This includes:

- Building shared systems and infrastructure.
- Strengthening cross-sector partnerships.
- Embedding lived experience in decision-making.
- Advocating for funding and policy reform.
- Piloting new models of collaborative, integrated service delivery.

FORTUNA FOUNDATION'S ROLE

Fortuna Foundation's role is not to deliver all actions but to act as a convener, connector and catalyst, bringing the sector together, maintaining momentum and supporting collaboration across stakeholders while enabling others to lead delivery in their areas of expertise.

CALL TO ACTION

This report is intended as a catalyst for action. All organisations, leaders and stakeholders are encouraged to:

- Identify opportunities to collaborate within their own work.
- Use the insights to inform strategy and decision-making.
- Engage partners across the sector to align efforts.
- Take at least one practical step toward collective impact.

"I believe this is the beginning of a broader conversation about how Western Australia's community sector can achieve greater impact together, more than any organisation can achieve alone. If we strengthen trust, reduce duplication, elevate community voices and align around shared outcomes, we can build a more connected, resilient and effective community ecosystem.

The conversations have begun and the opportunity before us is significant. The next chapter depends on what we choose to do together."

Peter Schneider, June 2026

Message from the CEO



Across Australia and especially here in Western Australia, the not-for-profit/for-purpose/community sector is facing a convergence of pressures. We are seeing:

- Rising cost of living pressures pushing more families into financial stress.
- Increased demand for crisis support, emergency relief, housing assistance, mental health outreach and youth services.
- Growing isolation and disengagement, particularly among young people, older adults and those living with mental ill health.
- Service fragmentation, where people in need are navigating multiple entry points, repeated assessments, long waits and inconsistent support.
- Burnout across the workforce with staff and volunteers stretched thin, and resources under pressure.

At the same time, we are navigating systems that often work against us, funding environments that prioritise competition over cooperation, program models that measure outputs rather than outcomes and systems that reward duplication rather than integration. Ours is a sector rich in heart and effort, but too often working in silos.

And yet, in the midst of these challenges, we also see extraordinary resilience. We see innovation. We see pockets of deep collaboration and communities stepping up to care for one another. We see a sector that knows it can achieve more if we do it together.

WHY THE FORTUNA FOUNDATION WORLD CAFÉ COMMUNITY FORUM MATTERS

The World Café was about stepping back from our organisational boundaries to consider what the community we service truly needs from us - not from one agency, not from one program, but from all of us, collectively?

No single organisation can solve the social challenges we face. Housing insecurity, loneliness, youth disengagement, mental health, domestic violence and financial pressure don't fall neatly into program categories or funding streams. They are interconnected, they are layered and they require solutions that are just as interconnected.

We have an opportunity to move from duplication to alignment. Across Perth's northern corridor alone, we see multiple organisations running similar programs, visiting the same hotspots and working with the same families, often without knowing it. This isn't due to a lack of goodwill; it's due to a system designed to compete rather than collaborate. There is untapped potential here and the day was about unlocking that.

The voices of lived experience must guide our next steps. Often, services are designed around organisational capacity rather than community need. We want to flip that, exploring how to build place-based solutions that honour the expertise of people who live the reality every day.

And finally, our communities deserve better than fragmented support. They deserve a sector that works in harmony. They deserve a system that meets people where they are. They deserve a future where we combine our strengths, pool our knowledge and deliver impact we can't achieve alone.

Our sector is built on care – care for people, for community, for dignity, for hope. But care becomes powerful when it becomes collective. All participants attended because they believe that, together, we can create a more connected service ecosystem, a more resilient community and a more impactful future for the people who rely on us.

We sincerely thank all those who brought their experience, voice and courage to this conversation.

Peter B. Schneider

Chief Executive Officer
Fortuna Foundation

Questions & Powerful Conversations

METHODOLOGY

In preparation for the World Café Community Forum a consultation framework was developed aimed at maximising participation of all stakeholders, through increasing the level of impact by appropriately informing; consulting; involving; collaborating and empowering.

The consultation approach was based on Appreciative Inquiry (AI), in which the underlying assumption is framed on the notion that people and organisations are highly generative. Furthermore, the AI approach was chosen specifically as this process invokes creativity and the use of a *right-brained* approach. It also lends itself to the generation of a large number of innovative ideas which can be synthesised into themes and action plans while also informing and engaging people in the process in a meaningful way. AI processes facilitate going deep into what is meaningful for stakeholders and create a ripple effect in seeding commitment to the way forward.

Based on AI principles, the key question for the World Café focused on:

How might we share and discuss issues that matter about what it will take to unlock greater collective impact across our community sector?

From this key question, four associated questions were developed for the table discussions. These were:

Q1. How might we create stronger, more intentional collaboration across charities and community organisations to reduce duplication and increase our collective impact?

Across Perth there is an enormous amount of passion, expertise and commitment and yet many of us feel that despite our best efforts, needs are growing faster than our capacity to respond.

We often hear about duplication, silos and fragmented services, not because organisations don't care, but because collaboration is complex, time consuming and not always structurally supported.

This first question is designed to set the scene. It asks us to reflect honestly on how we currently work together and how we *could* work together more deliberately, more strategically and with greater shared purpose.

Q2. How might we co-design more innovative, place-based solutions with the communities we serve, ensuring that our collective responses are informed by lived experience and not limited by organisational boundaries?

Building on the conversation about collaboration, we now turn our attention to *how* solutions are designed and *who* is at the centre of that design.

Too often, even with the best intentions, solutions are shaped by funding models, organisational mandates or historical ways of working, rather than by the lived experiences of the people and communities we aim to support.

This question invites us to reimagine a different approach, one where communities are not recipients of services, but active partners in shaping them.

Consider what place-based, co-designed solutions could look like in practice. What might become possible if we truly cross organisational boundaries, share power and allow lived experience to guide innovation?

Q3. How might we move from competition for grants and philanthropy to bold collaboration that strengthens trust, reduces fragmentation and enables us to achieve outcomes no single organisation could deliver alone?

Funding structures often place organisations in competition with one another, even when we are ultimately working toward the same outcomes. This can unintentionally discourage collaboration, limit transparency and weaken trust across the sector. And yet, many of the social challenges we face today are too complex for any one organisation to solve alone.

In this conversation, we invite you to explore what *bold collaboration* could look like in a competitive environment. What would need to shift in mindsets, relationships, funding models or leadership, to allow trust-based collaboration to flourish? This is not about ignoring financial realities, but about imagining more coherent, aligned and collective ways of resourcing the work.

Q4. How might we use the insights shared today to accelerate our collective impact and more effectively address the social issues our communities rely on us to solve?

This question invites us to think about how these insights can be translated into momentum beyond today's event.

As you reflect together, consider what actions, commitments or next steps could help accelerate collective impact. What can we take forward immediately? What partnerships might be strengthened? And how can Fortuna Foundation and all of us support continued collaboration after today?

This is our opportunity to turn conversation into catalyst and to leave with a shared sense of direction and possibility.

DATA COLLECTION

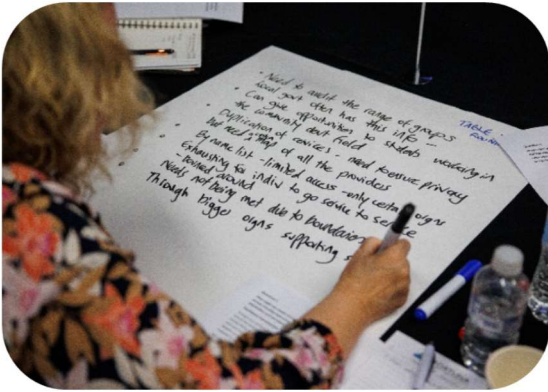
We had 105 people register for the Community Forum, of which 56 attended.

The event was led by Peter Schneider, CEO of Fortuna Foundation, alongside UWA Business School Teaching Fellow, Dee Roche. They were supported by four group coordinators and 16 table facilitators, all of whom brought extensive facilitation experience.

The room was set up with 16 tables, each table allocated with a specific 'How might we...?' (HMW) question and a table facilitator. The group at a table had a 10-minute conversation around the allocated HMW question, with the table facilitator asking questions to

prompt innovative thinking and out-of-the box comments. The main points of the discussion were recorded on butchers paper.

After ten minutes the table facilitators verbally summarised the group's discussion and sought their agreement on the main points. The group then moved to another table where there was a different table facilitator with a different HMW question. This process continued until all groups had completed all four questions.



With the main points recorded, each group coordinator presented the summarised key issues. These summaries were displayed at the front of the room for everyone to see.

By the end of the process, we had 66 sheets of butchers paper. Data capture of this information was undertaken by project support volunteers (a UWA graduate and an ECU second-year student) using voice technology and photographic technology, with results compared for accuracy.

This valuable work has led to the key findings detailed in the following section.

Deeper Insights from the Collective Wisdom

QUESTION ONE

How might we **create stronger, more intentional collaboration** across charities and community organisations to reduce duplication and increase our collective impact?

Across the workshop notes, participants consistently emphasised that stronger, more intentional collaboration requires shared visibility of services, trust-building and structural changes to funding and coordination.

Many groups highlighted the need to map the sector, noting that 'so many databases get lost' and people 'don't know where to look'. Others stressed reducing duplication through shared systems such as 'a shared database to avoid having to retell the story' and centralised directories or referral platforms.

Trust, transparency and relationship-building were repeatedly identified as essential foundations, with calls to 'support organisations to develop trust between CEOs and 'help organisations to find common ground'.

Participants also pointed to the role of funding models, which currently 'limit innovation' and fuel competition, suggesting collaborative grants, pooled resources and consortium contracting as ways to shift incentives.

A recurring message was the importance of shifting mental models from siloed organisational agendas to collective purpose by centring community needs, shared outcomes and 'ground-up understanding of goals, needs and priorities'.

Overall, the responses show a strong appetite for collaboration but a system that requires better coordination, shared infrastructure and cultural change to make it possible.

Major Themes Emerging Across All Responses

A. Shared Visibility, Mapping and Centralised Information

- Calls for sector-wide mapping: 'Need to audit the range of groups'.
- Frustration with fragmented systems: 'Huge challenge, so many databases gets lost'.
- Desire for shared platforms: 'Shared database to avoid having to retell the story'.
- Need for updated accessible directories and referral systems.

B. Trust, Relationships and Cultural Change

- 'Support organisations to develop trust between CEOs'.
- Breaking down silos: 'Everyone working in silos and using labels'.
- Shifting mental models and 'hearts and minds'.
- Emphasis on transparency, shared meaning and co-mission.



C. Funding Models and Structural Incentives

- Competition driven by funding: 'Survival imperative is fuelling competition'.
- Funding models 'limit innovation'.
- Suggestions for pooled resources, consortium contracts, collaborative grants.
- Need for funding to match need and support collaboration, not fragmentation.

D. Reducing Duplication and Improving Coordination

- Duplication of services and ideas identified as a major issue.
- Calls for shared service models, navigators and cross-boundary collaboration.
- 'How many organisations do we need doing the same thing?'
- Need for coordinated place-based approaches and collective impact models.

Conclusion

Participants agreed that stronger collaboration requires shared visibility of services, trust-based relationships and funding structures that reward working together rather than competing. They emphasised the need for sector mapping, centralised directories

and shared databases to reduce duplication and help community members navigate services. Trust, transparency and cultural change were seen as essential to overcoming silos, while structural reforms such as collaborative grants, pooled resources and consortium contracting were viewed as key enablers. Overall, the sector wants to collaborate, but it needs better systems, aligned incentives and a collective, community-centred mindset to make collaboration intentional and impactful.

QUESTION TWO

How might we **co-design more innovative, place-based solutions with the communities we serve**, ensuring that our collective responses are informed by lived experience and not limited by organisational boundaries?

Co-designing more innovative, place-based solutions requires a fundamental shift toward embedding lived experience at every level of decision-making, supported by genuine relationships, trust and long-term community engagement.

The discussions emphasise that effective solutions must be community-led, context-specific and flexible, meeting people where they are and recognising the diversity of needs across age, culture, geography and lived realities. This approach is strengthened through collaborative, cross-sector partnerships including government, businesses and community organisations moving beyond competition toward shared ownership, integrated service delivery and collective impact.

Critical enablers include continuous feedback loops, data-informed learning and experimentation, allowing ideas to be tested, adapted and scaled.

Importantly, this work must be resourced appropriately valuing people's time in co-design, investing in capability building and reducing structural barriers while ensuring governance systems are inclusive, culturally responsive and open to decentralised, place-based decision-making.

Major Themes Emerging Across All Responses

A. Lived Experience as Core, Not Add-On

- Representation at all organisational levels (board, CEO, frontline, community).
- Broaden definition (clients, carers, families, volunteers).
- Embed roles structurally and support participants (reduce emotional load).
- Value storytelling, vulnerability and peer support.

B. Place-Based, Community-Led Design

- Solutions must reflect local context (culture, age, geography, timing).
- Meet people where they are, use existing community networks and hubs.
- Combine bottom-up community voice with top-down system support.
- Prioritise relationships, trust and long-term commitment.

C. Collaboration Over Competition

- Shift from siloed, organisation-led models to collective approaches.
- Cross-pollination of ideas across sectors (NFPs, government, business).
- Integrated service models and shared hubs.
- Partnership funding models and collaborative grants.

D. Feedback, Learning and Innovation Systems

- Strong feedback loops from community, services and government.
- Use qualitative and data insights to inform and adapt services.
- Prototype, test and iterate solutions (safe-to-fail environment).
- Share learnings across the sector to reduce duplication.

Conclusion

Participants highlighted that impactful co-design depends on placing lived experience at the centre, building trust-based relationships and working collaboratively across sectors to deliver flexible, place-based solutions. This requires ongoing feedback loops, shared learning and a willingness to experiment, supported by adequate resourcing, inclusive governance and a shift away from competitive, siloed approaches toward community-led, integrated models of service delivery.



QUESTION THREE

How might we **move from competition for grants and philanthropy to bold collaboration** that strengthens trust, reduces fragmentation and enables us to achieve outcomes no single organisation could deliver alone?

Moving from competition for grants and philanthropy to bold collaboration requires a fundamental shift in mindset, structures and behaviours across the sector, from protecting organisational interests to prioritising shared community outcomes, trust and collective impact.



Participants identified that current barriers such as ego, reputation, funding pressures and siloed systems create fragmentation, duplication and poor service experiences, often disconnecting leadership from frontline realities and lived experience.

In response, there is a strong call to build relationship-based collaboration grounded in trust, transparency and long-term partnerships, where organisations invest time in knowing each other's strengths, aligning purpose and working toward shared goals. This includes practical mechanisms such as consortiums, shared governance models, co-location, pooled resources, and collective databases,

alongside more flexible and longer-term funding models that incentivise collaboration rather than competition.

Critical to this shift is engaging funders and government differently through reverse dialogue, advocacy and co-designed funding approaches, so that systems support place-based, ecosystem-wide responses rather than isolated projects.

Ultimately, achieving outcomes no single organisation could deliver alone requires an abundance mindset, cultural change and sustained commitment to co-learning, shared measurement of impact and trust-building over time, ensuring that collaboration becomes the norm rather than the exception.

Major Themes Emerging Across All Responses

A. Mindset Shift: From Competition to Collective Impact

- Move beyond self-interest, ego and 'survival mode' toward shared community outcomes.
- Adopt an abundance mindset and let go of 'what's in it for me?'
- Focus on purpose, impact and community-first thinking.

B. Trust, Relationships and Leadership Alignment

- Collaboration happens 'at the speed of trust' and requires strong relationships over time.
- Address disconnects between leadership, frontline and lived experience.
- Leadership must model openness, transparency and shared accountability.

C. Structural Enablers for Collaboration

- Consortia, umbrella organisations and shared governance/administration models.
- Co-location, shared resources (HR, spaces, data) and service integration.
- Collective databases, mapping and communication systems to reduce duplication.

D. Funding Reform and System Change

- Current funding models drive competition; collaboration must be incentivised.
- Longer-term funding (e.g. 10-year models) to support stability and impact.
- Engage funders through reverse dialogue, co-design and shared impact measurement.

Conclusion

Participants emphasised that bold collaboration requires a shift from competitive, siloed approaches to trust-based, relationship-driven partnerships, supported by shared structures, aligned leadership and funding models that incentivise collective action, enabling organisations to pool resources, co-design solutions and deliver integrated, place-based outcomes beyond the reach of any single entity.

QUESTION FOUR

How might we use the insights shared today to **accelerate our collective impact** and more effectively address the social issues our communities rely on us to solve?

Accelerating collective impact using the insights shared requires a shift from fragmented, organisation-centric approaches to connected, system-wide collaboration grounded in lived experience, shared data and strong relationships, where organisations work as part of an integrated ecosystem rather than in isolation.

Participants highlighted the need to create clear connection points through hubs, networks, communities of practice and shared platforms to enable ongoing communication, coordination and alignment, supported by transparent data systems that map services, identify gaps and tell the full story of impact.

Central to this is strengthening leadership, governance and sector capability, including investing in board development, professionalising services, supporting workforce wellbeing and enabling smaller organisations to collaborate through shared services and resources.



There is also a strong call to reform funding and policy settings streamlining grant processes, incentivising collaboration, enabling long-term and flexible funding and strengthening advocacy to align government, funders and community priorities.

Importantly, participants emphasised that real acceleration comes not just from speed, but from intentional action translating insights into practical next steps, ongoing collaboration and measurable collective outcomes, while centring community voice, storytelling and trust as the foundation for sustainable system change.

Major Themes Emerging Across All Responses

A. System Integration and Shared Infrastructure

- Move from fragmented services to connected ecosystems.
- Shared platforms, hubs, databases and 'all-in-one' referral systems.
- Use data and technology to map needs, gaps and impact.

B. Collaboration, Relationships and Community Voice

- Build trust-based relationships and ongoing networks.
- Strengthen collaboration across organisations and sectors.
- Centre lived experience, storytelling and community-led approaches.

C. Leadership, Capability and Sector Strengthening

- Invest in board governance, leadership capability and workforce wellbeing.
- Enable smaller organisations through shared services and resources.
- Professionalise systems to maximise impact and reduce overheads.

D. Funding, Policy Reform and Action Orientation

- Streamline grants and create single access points.
- Incentivise collaboration and provide long-term funding models.
- Translate insights into action through clear plans, advocacy and measurable outcomes.

Conclusion

Participants emphasised that accelerating collective impact requires stronger system-wide collaboration, shared infrastructure and alignment across organisations, supported by improved funding models, leadership capability and ongoing connection, with a clear focus on translating insights into action while centring community voice, data and trust to deliver meaningful and sustained social outcomes.



Reflections

WHAT WE ACHIEVED

The Fortuna Foundation World Café Community Forum was never about solving everything in one room. It was about surfacing the right conversations, connecting the right people and beginning to build the momentum for something greater. It's fair to say that was achieved.

While there was strong alignment across many of the key themes, the discussions also surfaced a few constructive tensions and differing perspectives regarding how change

should be approached. These include views on the pace of reform, the balance between centralised and decentralised models and the role of collaboration within existing funding and governance structures.

A summary of these perspectives is captured in Appendix 1. Differing Views/Tensions, which provides additional depth and insight into the complexity of the issues explored during the forum.

Key Actions

This section captures the key actions arising from the World Café forum convened by Fortuna Foundation. It reflects the collective insights, experiences and ideas shared by participants across the community, not-for-profit, government and lived-experience sectors.

The purpose of this action plan is to provide a structured summary of opportunities identified to strengthen collaboration, reduce duplication, improve service access and ultimately deliver better outcomes for people experiencing vulnerability.

These actions are presented as a shared agenda for the sector. They are not owned by any one organisation and are intended to inform ongoing dialogue, partnership development and system-wide improvement.

DEVELOP A SHARED SERVICES MODEL FOR THE SECTOR

Participants consistently identified shared service models as a practical and scalable solution to many of the challenges raised throughout the forum. This includes the potential to share functions such as IT systems, HR, finance, insurance, procurement and infrastructure.

A coordinated shared services approach would:

- Reduce duplication and administrative overheads
- Improve efficiency and sustainability, particularly for smaller organisations
- Enable greater investment in frontline services
- Support more consistent service delivery across the sector

This represents a significant opportunity to move from fragmented organisational models toward a more integrated and efficient service ecosystem.

As such, it is recommended that this be progressed as a priority initiative by Fortuna Foundation, through the development of a feasibility study and business case to assess viable models, governance structures and potential delivery partners.



FORTUNA FOUNDATION'S ROLE

Fortuna Foundation convened the World Café forum but is not resourced to deliver every resulting action. Many of the opportunities identified are better suited to established organisations and sector leaders with the scale, expertise and mandate to progress them effectively.

Fortuna's recommended ongoing role is as convener and connector, continuing to host forums, publish insights and broker introductions, while carriage of delivery sits with the sector's specialist and statutory bodies, key stakeholders, including peak membership bodies and funders. This role is summarised as follows:



- **Convener and Catalyst.** As a neutral party with no competing funding or policy agenda, Fortuna is well placed to keep bringing the sector back to the table through periodic communication, sustaining momentum once the initial energy from this event fades.
- **Translator and Accountability Partner** publishing short progress check-ins (e.g. at 6 and 12 months) on whether suggested leads have picked up their actions, keeping gentle public pressure on without taking on delivery itself.
- **Connector and Broker** using its corporate network and the relationships built through this forum to introduce smaller or less-connected organisations to established programs and pilot opportunities.
- **Voice for Lived Experience** keeping policy-level requests grounded in lived reality.
- **Targeted Innovator and Enabler.** As a targeted innovator and enabler, Fortuna Foundation will explore the feasibility of a shared services model, identified as a consistent priority across multiple discussions. This will involve scoping potential models, engaging stakeholders, and considering how such an approach could reduce duplication, strengthen capability and improve sector-wide efficiency.



ACTION ITEMS WITH SUGGESTED TIMELINES

Immediate (0-6 months)

Low-cost, relationship- and information-based steps that do not require structural change.

- Map the sector to identify existing services, duplication and gaps.
- Explore options for a shared database or directory to reduce the need for people to repeatedly retell their stories.
- Facilitate trust-building forums between organisational leaders.

- Establish feedback mechanisms with community members and people with lived experience.
- Translate forum insights into practical, actionable priorities.
- Identify 'quick win' collaboration opportunities, e.g. shared services, warm referrals, navigation support.
- Initiate conversations with funders about co-designed and more responsive funding approaches.
- Initiate scoping discussions with key stakeholders on the feasibility of a sector-wide shared services model
- Identify existing shared service examples and benchmark potential models.

Medium-Term (6-18 months)

Building shared infrastructure, piloting new approaches and embedding lived experience.

- Develop and implement shared platforms, referral systems and communities of practice.
- Pilot collaborative or consortium-based service delivery models.
- Embed lived experience more structurally in decision-making processes.
- Trial co-location models and shared resourcing, e.g. facilities, workforce, systems.
- Undertake collaborative grant applications and funding models.
- Strengthen leadership, governance capability and workforce wellbeing.
- Develop data systems to better understand needs, service provision and gaps.
- Create environments that enable innovation, testing and iterative learning.
- Develop a formal feasibility study and business case for a shared services model, including governance, funding and operational design.
- Pilot shared service arrangements (e.g. back-office functions) with a small group of organisations.

Long-Term (18+ months)

Systemic, cultural, and policy shifts to sustain collaboration.

- Advocate for longer-term, flexible funding models that support collaboration.
- Establish shared infrastructure as enduring sector assets.
- Foster a culture of collaboration, trust and collective impact across the sector.
- Scale place-based and co-designed service models.
- Formalise collaborative governance structures where appropriate.
- Develop shared measurement frameworks for outcomes and impact.

- Sustain coordinated advocacy to influence policy and funding reform.
- Implement and scale a shared services model as a sector-wide asset, where feasibility and demand are confirmed.

NEXT STEPS

Fortuna Foundation will take the findings from this action plan to key stakeholders, including significant agencies, peak bodies and funders, to:

- Share the insights generated through the World Café forum.
- Facilitate discussion on the relevance and feasibility of the identified actions.
- Explore opportunities for alignment, collaboration and sector leadership.
- Investigate and develop a feasibility for a shared service model, identified as a key theme across multiple discussions, with a view to improving efficiency, reducing duplication and strengthening sector collaboration.

In addition, Fortuna Foundation will:

- Publish this document on its website to ensure open access for the sector.
- Encourage its use as a reference point for collaboration and system improvement.
- Remain available to engage with organisations, partners, and stakeholders who wish to discuss the findings or explore opportunities for action.

Consistent with its role as a convener and connector, Fortuna Foundation will continue to support dialogue, knowledge sharing and relationship building across the sector.



HOW YOU CAN USE THIS REPORT

Everyone is encouraged to actively use it.

- **Within your organisations.** Reflect on how the insights align with your strategy and current programs;
- **With your teams and board.** Use it to spark conversations about collaboration, innovation and community need;

- **Across your networks.** Share it with partners, peers and funders to build broader alignment; and most importantly,
- **As a catalyst for action.** Identify at least one opportunity where you can take a step toward collaboration now.

Ultimately, the impact of this report will not be measured by what we say but what we do next.

Appendix 1. Differing Views/Tensions



CROSS-CUTTING ANALYSIS OF QUESTION NOTES

While the notes gathered broadly agree on the problem, i.e. fragmentation, competition and funding pressure, they pull in genuinely different directions on how to fix it. This document surfaces eight (8) areas where participants expressed contrasting or competing views, rather than the consensus themes captured in the main summaries.

Accelerate vs. Slow Down to Build Trust

Q4 explicitly asks how to *accelerate* collective impact and most groups answered in that spirit. But one group pushed back directly, noting that collaboration ‘takes time, slows you down, not accelerate’. Another group went further, questioning the premise itself: ‘is accelerating a good thing? Growing or cultivating or expanding, but not accelerating’, adding that ‘time and going faster may not be the way’. This is a genuine disagreement about whether urgency helps or undermines the trust-building everyone agrees is needed.

Centralise Coordination vs. Decentralise Power

Many notes call for a single hub, a *banner organisation*, or a centralised database or directory to fix fragmentation. Others explicitly favour the opposite, a ‘decentralised approach, decentralise nodes, provide decentralisation to promote cross pollination’ and ‘decentralised systems still needed’. Both camps are responding to the same fragmentation problem but proposing structurally opposite solutions.

Formal Structures vs. Fear of Recreating Hierarchy

Q4 floats a *membership model* as a way to coordinate the sector and others suggest peak-body representation and banner organisations. But Q1’s notes were explicitly ‘reluctant to make a membership model if it creates a hierarchy’ and one group’s notes caution against ‘being commission-led’ and warn that frameworks shouldn’t just become new bureaucracy. It remains an open question whether more formal structure helps collaboration or simply rebuilds the silos in a new shape.

Build on What Exists vs. Start From Scratch

One group’s instinct was incremental: ‘tap into existing programs, strengthen what there is and build on it, recognise existing providers and strengths and use them’. Another group took a more radical position: ‘start from scratch and change systems so they do not perpetuate the patterns of harm’. These imply very different reform strategies, evolution versus rebuild.

'The Sector Already Wants to Collaborate' vs. 'Ego and Self-Interest are the Real Blockers'

One set of notes states optimistically that 'most NFPs want to work together and already collaborate' framing the barriers as structural (funding, systems). But the CEO/Silos notes from Q3 name much harder, personal barriers such as ego, reputation, financial self-interest and CEOs being 'not open to lived experience'. One view treats the will to collaborate as a given; the other treats leadership self-interest as something that needs to be actively confronted.

Government-Led vs. Independence From Government

Several notes lean on government as the fix, lobbying for bigger budgets, government-funded banner organisations, local councils acting as hubs. Others explicitly want independence from that system: the sector 'could stand alone funded by philanthropy' and 'generative social enterprise outside government funding'. These reflect different theories about whether government is the answer or part of the constraint.

Service-Providers-as-Fixers vs. Community Self-Reliance

Most notes assume organisations design solutions for community, better hubs, better referral systems, better co-design with community. One group challenged that framing directly: 'are we not also the community? How do we empower communities to rely on themselves, explicitly rejecting a fix mentality'. This sits in tension with the dominant service-delivery lens running through almost everything else in the notes.

Are Peak Bodies Neutral Facilitators or are They Part of the Bias Problem?

Q1's notes flag that 'peak bodies could take that facilitation role but need to check their own potential bias,' while Q4's groups repeatedly lean on peak bodies (such as WACOSS) and 'representation through peak body' as a key vehicle for coordination and advocacy.

These tensions aren't contradictions to be resolved before acting, they're live questions the sector will need to keep negotiating as collaboration takes shape. Naming them now means future action planning can address them explicitly rather than assuming false consensus.

Appendix 2. Participants

We thank all participants who contributed their insights, experiences and ideas. Their openness, willingness to engage and commitment to improving outcomes for our communities exemplifies the power of collective effort and shared purpose.

| | |
|---------------------------|------------------------|
| Aarti Gupta | Martin Connolly |
| Alison Sayer | Mary-Jane Rigby |
| Allan 'Big Al' Connolly | Melwyn Gilbert |
| Allan Mpora | Merissa Van der Linden |
| Anj Jipp | Michael Clark |
| Annette Watkins | Michael Seeds |
| Antonia Taylor | Monika Cowell |
| Brendan Spencer | Monique Hutchinson |
| Carly Figgis | Nadja Cramer |
| Chairmay Van der Merwe | Nick Mathieson |
| Chelsea Mears | Nicola-Jane le Breton |
| Deena Syed | Paul Ellis |
| Dinesh Aggarwal | Paul Litwin |
| Elaine Olsen | Peter le Breton |
| Eunice Sari | Peter Schneider |
| Fiona Black | Rebecca Kafetzis |
| Jeneah Oldfield | Rochelle Brown |
| Jennifer Bushe-Jones | Roz Fletcher |
| Jill Darby | Shelly Skinner |
| Karinya Turnbull | Steve Cook |
| Kieran Johnson | Tamara Pilgrim |
| Kirsty Segond von Banchet | Tanushree Arora-Sopori |
| Krish Vallipuram | Tara Broadhurst |
| Lee-Anne Whalley | Tony Addiscott |
| Lynette Levy | Tracey Nicolson |
| Mariga Gina | Ursula Dixon |
| Mark Balding | + guests |

Appendix 3. Acknowledgements

Fortuna Foundation extends its sincere gratitude to the many individuals and organisations whose generosity, expertise and commitment made the World Café Community Forum possible. Notably, all contributions were made on a *pro bono*, volunteer basis, reflecting a shared commitment to strengthening the not-for-profit sector and the communities we serve.

We acknowledge Dee Roche, our head facilitator, for her exceptional leadership and guidance throughout every phase of the forum. Dee is a highly respected executive facilitator, governance advisor and leadership educator with more than three decades of experience across the public, private, not-for-profit and higher education sectors in Australia and internationally. As a Fellow of multiple professional institutes, a Graduate of the Australian Institute of Company Directors and an MBA Teaching Fellow at the University of Western Australia, Dee brought a rare ability to connect strategy, governance and culture with meaningful social impact. As an active member of the global World Café community, her expertise in designing and leading conversations that matter was instrumental in creating a space for shared thinking, connection and action. We are deeply grateful for her generosity in contributing her time and expertise in a *pro bono* capacity.

We also extend our sincere thanks to AIM WA, and its CEO, Professor Gary Martin, for his generous sponsorship and support. The provision of the venue and catering ensured that the forum could take place in an environment conducive to meaningful engagement. AIM WA's ongoing investment in building the capability of community organisations and leaders across Western Australia plays a vital role in strengthening the not-for-profit sector. We also acknowledge Gena Martins for her support in bringing this event to fruition, again offered in the spirit of professional generosity and partnership.

Our appreciation is extended to the group coordinators and table facilitators, who responded to the call for support with generosity and enthusiasm, volunteering their time and expertise. Their willingness to contribute reflects the collaborative spirit at the heart of the World Café approach. Their role in guiding discussions, creating inclusive spaces and ensuring every voice was heard was critical to the success of the forum.

Together with the participants, their contributions have helped shape important conversations and insights that will inform future action across our sector.

Head Facilitator

Dee Roche

Group Coordinators

Arnold Wong

Bernadette (BJay) Lakey

Dianna Vitasovic

Dr. Lesley van Schoubroeck



Table Facilitators

Alison Dalziel

Angela Williamson

Chloe Bull

Debra Lunt

Di Murray

Jacqui Herring

Jane Harwood

Jen Sheridan

Jianele Gabriel

Jo McNeilly

Louise Zawanda

Megan Paul

Olayinka Idowu

Robyn Timms

Simone Atkins

Tammy Brien



Report Project Team & Support

Arnold Wong & BJay Lakey

Amanda Yeoman

Isabel Vicencio

Krish Dubey

Sponsor Support

Australian Institute of Management WA

Prof. Gary Martin

Gena Martins



and to the [Fortuna Foundation Board](#)

Dinesh Aggarwal (Chair)

Melvyn Gilbert

Mili Aggarwal

Tanushree Arora-Sopori

Tony Addiscott

Thank you