Social Research Centre

PRIDE BY SIDE

Analysis of Pointing to Progress 2024

The National LGBTQIA+ sector capacity report – deep dive into capacity domains

February 2025

POINTING TO PROGRESS
LGBTIQ+ CAPACITY COMPASS 2024

Executive summary

BACKGROUND

In 2024 Pride by Side conducted **Pointing to Progress,** a national survey with the objective to better understand and uncover the capacity strengths and challenges of the LGBTQIA+ sector. Pointing to Progress explored seven domains of capacity;

1. Impact and evaluation
2. Business and governance
3. User and ecosystem
4. Branding and communications
5. Systems and processes
6. People and culture
7. LGBTIQ+ perspectives and lived experience

ABOUT THIS REPORT

The purpose of this report is to provide better understanding of survey's results to help guide future initiatives and efforts with the purpose of building LGBTQIA+ initiative capacity. Further analysis was then undertaken using the software Q to assist in exploring how firmographic and service provision may distinguish various initiatives and their responses. As part of this process, the qualitative data obtained through the survey was further analysed to help contextualise the findings.

METHODOLOGY

The firmographics captured in the survey were analysed, with nine (9) considered to have sufficient spread to allow for further analysis. This includes year founded, annual budget, number of volunteers or staff, and receipt of in-kind support or government funding, donations or business operations. The services provided varied across the initiatives, however, five key service areas were identified as more commonly provided and allowed for further analysis. These are advocacy, social support, events, education / inclusive training, and mental health.

The results of the survey were consequently analysed through crosstabs of firmographics and services, or other quantitative questions. Thematic analysis was conducted on all open-ended questions.

INITIATIVES' CURRENT SITUATION AND PRIORITIES

At an overall level, about half of initiatives consider themselves to have 'extremely or somewhat insufficient' resourcing or capacity to achieve their strategic goals. In contrast, one in five initiatives feel extremely or mostly sufficiently resourced. Reported strategic objectives generally relate to growth, community or financial achievements.

STRENGTHS AND CHALLENGES

The type of strengths vary, however many reference their people, such as the community, network or team as their key strategy. Other common themes include vision, dedication, drive or passion, as well as expertise and knowledge. Most initiatives reference challenges related to funding, but resource or capacity, as well as timing or staffing issues were also mentioned.

FINDINGS ACROSS THE DOMAINS

While a cluster analysis was initially attempted to segment discrete groups of initiatives, due to variance in firmographics of initiatives this did not provide distinguishing insights. Instead, each domain was analysed in further detail, which suggest that initiatives overall have key domains in which many may need support. As a result, the domains were grouped into three areas; 1) confident, 2) working on it, and 3) need some support. See below how each domain fit within each group.



RESEARCH OBSERVATIONS AND NEXT STEPS

During analysis it was observed that initiatives appear to follow a general two-step process within each domain, first requiring support through knowledge and skills to overcome the *'don't know what they don't know'* barrier. Once greater knowledge has been achieved it appears support through capacity and time is sought after to help take action. Funding appears to be an ongoing issue. The suggested next steps focus on this process where initiatives move from needing support with knowledge and skills, to time and capacity, and mention potential solutions such as creating knowledge tools, opportunities to overcome capacity issues and support e.g., by sharing opportunities to help initiatives secure funding.

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Context

Background and overview of overarching insights

Overview of research purpose and objectives

Background
In 2024 Pride by Side conducted the Pointing to Progress survey with the objective to better understand and uncover the capacity strengths and challenges of the LGBTQIA+ sector. The Pointing to Progress initiative and insights derived had five key objectives and explored seven specific domains.

Objectives
1. Support LGBTQIA+ initiatives to understand capacity strengths and weaknesses
2. Underpin advocacy efforts that build the capacity of the sector
3. Build supporters' understanding of resource challenges and opportunities
4. Uncover opportunities for intra and extra-sector collaboration and contribution
5. Create longitudinal insight into the shifting capacity needs of LGBTQIA + initiatives

Domains explored in the Pointing to Progress Survey
1. Impact and evaluation
2. Business and governance
3. User and ecosystem
4. Branding and communications
5. Systems and processes
6. People and culture
7. LGBTIQ+ perspectives and lived experience

Pride by Side published an initial summary report on the findings in 2024 (Link).

Purpose of this report
The purpose of this report is to provide better understanding of the results to help guide future initiatives and efforts with the purpose of assisting LGBTQIA+ initiatives within capacity building. Initially, AI-assisted cluster analysis was undertaken to better understand the initiatives by grouping them into separate 'clusters' with identifying firmographics. However, the outcomes of the analysis highlighted vast similarities across the initiatives, which prevented the completion of the analysis as there are no clearly distinct 'clusters' within in the data.

Further analysis was then undertaken using the software Q to assist in exploring how firmographic and service provision may distinguish various initiatives and their responses. In this process the qualitative data obtained through the survey was further analysed to help contextualise the findings.

Report interpretation
All results presented in this report are to be interpreted with caution due to filtering applied to questions, or where results are split by key firmographics, resulting in generally small sample sizes. Therefore, most findings are indicative only and shared to help guide future decisions and efforts in relation to capacity building within the specific domains within LGBTQIA+ initiatives. Where statistically significant differences are present, those have been noted as such.

What sets initiatives apart?

The Pointing to Progress 2024 survey captured data about the initiatives' firmographics across multiple areas, for example number of staff and annual budget. All firmographics captured were explored in greater detail during the analysis in Q to gain insight into the distribution of the initiatives across the firmographics, and suitability for further analysis depending on the spread. The exploration of the firmographics provided insight into the general overlap of initiatives across multiple organisations, or lack of distinguishing factors. For example, the vast majority of initiatives service multiple locations, and often provide Australia wide support. This made it difficult to conduct any further analysis based on location of service delivery. The majority of initiatives also reported prioritisation of a wide range of groups or intersectionality, which again cause difficulty in utilising this data for further analysis.

Following this process and further analysis in Q, nine (9) types of firmographics were considered having sufficient spread to allow for further analysis of the survey results (at least n=30 in each cell). These firmographics are noted below.

Year founded	Annual budget	Receive in-kind support	Number of paid full-time staff	Number of volunteers	Receive any government funding	Receive any corporate sponsorship funding	Receive any donations	Receive revenue from business operations
•Prior to 2015 •After 2015	•Under $25,000 •Over $25,000	•Receive any •Receive none	•More than none •None	•More than none •None	•Receive any •Receive none	•Receive any •Receive none	•Receive any •Receive none	•Receive any •Receive none

In the Pointing to Progress 2024 survey respondents could select multiple services which they provide. Analysis of the results suggest that the majority of initiatives provide multiple services through their initiative. This spread cause challenges in conducting further analysis as no service area is completely independent from the other, with likely overlap due to the construction of the question allowing multiple responses. However, the results indicate that initiatives mostly provide five (5) types of services, which all had at least n=30 initiatives identifying with providing such services. These key areas are noted below and have been used to perform further analysis of the other results to better understand how service delivery may set initiatives apart.

Advocacy	Social support	Events	Education / inclusive training	Mental health

Overview of initiatives current situation and priorities

Self reported sufficiency of current resourcing and capacity



Over half of initiatives consider their current resourcing and capacity to be **insufficient** to achieve their strategic goals. Just over 1 in 4 consider their resourcing and capacity to be somewhat sufficient, and just under 1 in 5 reported it to be mostly or extremely sufficient.

This indicates that overall, many initiatives consider themselves to lack resourcing or capacity to achieve their strategic goals.

When analysing the results by firmographics, the data indicates that younger initiatives (those founded from 2016 onwards), as well as those with any revenue source through donations, are more likely to consider their initiative's resourcing and capacity to be insufficient.

The data also indicates that older initiatives, established 2015 or earlier, those without any sponsorship or donation funding, appear more confident with the sufficiency of their resourcing and capacity to achieve their strategic goals.

The results are similar when analysed by the main types of services delivered by the initiatives that participated in the survey.

Strategic priorities in the new year

The Pointing to Progress survey also asked initiatives what their top three strategic priorities are for the next year. The strategic priorities varies across the initiatives, but when analysing the themes there appears to be some broad categories which initiatives seek to prioritise in the new year.

Growth appears to be the most common priority. The type of growth initiatives seek to work towards varies, some examples of areas include service delivery, partnerships, initiatives etc.

Community-focussed strategic priorities were also commonly mentioned by many initiatives. Examples of such priorities includes increasing community reach or engagement .

Financial-focussed strategic priorities are another fairly commonly mentioned type of priority by many initiatives. Examples of such priorities include securing funding, ensure business viability and financial stability.

Other types of strategic priorities mentioned include structural priorities, priorities related to marketing effort, HR related functions e.g., volunteers, or about education or training functions.

"Supporting as many people as possible, Evaluating support outcomes and dynamically improving the program and securing longer term funding."

"Diversify funding streams, growth."

"Recruit more board members and volunteers; improve comms and get systems and policies in place to work better/more efficiently."

Base: All initiatives (n=121).
To achieve its strategic goals, how sufficient is [initiative]'s current resourcing and capacity?

Identified strengths and challenges

Initiatives were asked what they perceive their strengths and weaknesses to be. The results have been analysed and the most common themes have been noted below for both perceived strengths and challenges accordingly.

Identified strengths

The type of strengths self identified by the initiatives varies, however many referenced key areas such as their community, team or network being their key strength.

"A group of passionate and enthusiastic people, a committed board as well as community based goodwill."

Another strength commonly referenced is in relation to the initiative's vision, dedication, drive or passion for the work the initiative is doing.

"Dedicated team of volunteers who punch above their weight."

Expertise and knowledge was another theme that was fairly commonly mentioned as the initiative's strength.

"The expertise of the team and understanding of the operational context and community needs."

Examples of less commonly mentioned types of strengths include lived experience, the initiative's brand or reputation, commitment, longevity or track record of success.

"Lived experience, established organisation and processes with proven outcomes."

Identified challenges

Similarly to the identified strengths, the type of challenges mentioned by initiatives also varies. However, commonly initiatives mention funding related challenges.

"Financial. Always financial."

Resource or capacity related challenges were also mentioned by many initiatives. On a similar note, some initiatives referred to challenges related to time, or related to staffing issues, e.g., need more staff or volunteers in general, or with more specific knowledge or expertise.

"Being volunteer run, capacity is always our biggest challenge."

"Not enough people and not the right skill mix."

Examples of less commonly mentioned challenges include marketing or advertising related challenges, are around maintaining or building partnerships, knowledge or skills and staff turnover or burnout, to mention a few.

"Advertising to increase our membership and outreach."

Confidence varies across the domains

The Pointing to Progress 2024 survey captured insight into the self reported confidence of initiatives across seven (7) domains which are noted below.

- Lived experience
- People and culture
- User and ecosystem
- Branding and communications
- Impact and evaluation
- Business governance
- System and processes

Analysis of the results suggest variance in self reported confidence levels within each domain. Due to the variance in firmographics of initiatives resulting in difficulty to cluster initiatives, further analysis was conducted within each domain to better understand at a holistic level where initiatives lack confidence, and then providing further insight into any potential differences by firmographics to better understand if there are any distinguishing factors that could assist in the development of support efforts.

The analysis based on self reported confidence suggest three various levels of confidence among initiatives within each domain, which in this report are referred to as; confident, working on it, or need support. The levels of confidence and related domains are listed below and where they sit.



CONFIDENT

Domains in which at least 75% of initiatives self reported performing either ‘well’ or ‘exceptionally’ in a 5-point scale.

- LGBTQIA+ perspectives and lived experience



WORKING ON IT

Domains in which over 50% of initiatives self reported performing either ‘well’ or ‘exceptionally’ in a 5-point scale.

- People and culture
- User and ecosystem



NEED SOME SUPPORT

Domains in which less than 50% of initiatives self reported performing either ‘well’ or ‘exceptionally’ in a 5-point scale.

- Branding and communications
- Impact and evaluation
- Business governance
- Systems and processes



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Domains in detail

Further exploration into each domain

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LGBTIQ+ perspectives and lived experience

Area of confidence

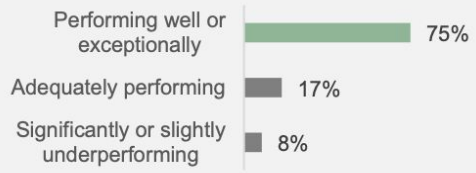
Most initiatives self report performing well, or exceptionally within the domain of LGBTIQ+ perspectives and lived experience. There appears to be a similar proportion of initiatives that seek some sort of support with this domain, as there are who do not require any additional support or capacity.

Description in survey

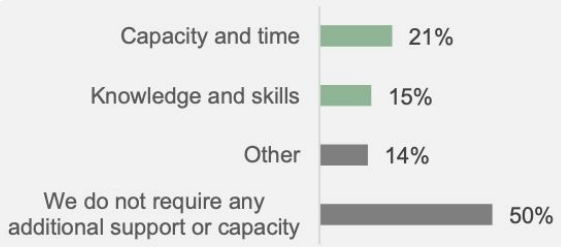
LGBTIQ+ perspectives and lived experience relates to how [initiative] understands and safely supports the diverse and intersectional needs of all LGBTIQ+ individuals and communities it engages with. Examples of proficiency in this domain may include:

- Clear understanding of intersectional LGBTIQ+ perspectives or experience.
- Policies and strategies specific to LGBTIQ+ safety and need.
- LGBTIQ+ voices underpin collaboration and decision-making.

Performance rating



Support sought after



Differences in result by firmographics

There are no statistical differences by the firmographics. However, the results indicate that initiatives that received any government funding or have any full-time staff may have been more confident in this domain.

The results are similar across firmographics in type of support sought.

Differences in result by services

The results are similar in self reported performance delivery across the most commonly provided services. Support sought after is also similar across the initiatives.

Performance rating by support sought after

The sample size is quite low of initiatives who considered themselves as significantly / slightly underperforming or adequately performing. Hence the results should be interpreted with caution, however the data indicates that initiatives who considered themselves to be underperforming were more likely to seek support through knowledge and skills. More confident initiatives appear more likely to consider themselves not to require any support.

Reason for seeking support

About a third of initiatives chose to elaborate on why they seek the type of support selected. Key themes include this domain being their main purpose and therefore wanting to do well in it, satisfy a general need or seek more information.

Reasons mentioned to a lesser extent include lack of time or staff capacity, want to increase representation or increase reach or connection with those with lived experience.

"We feel this is our greatest strength AND we can always do so much more."

"We have a good theoretical and practice based understanding of intersectionality and systemic oppression, however, I'm sure we have many blindspots and ways to improve."

"There is always room to learn more."

Base: All initiatives (n=121).
7a. How would you rate [initiative]'s performance in the domain of LGBTIQ+ perspectives and lived experience?
7b. What type of support would be most helpful for [initiative] to enhance its performance in the domain of LGBTIQ+ perspectives and lived experience?

People and culture

Working on it

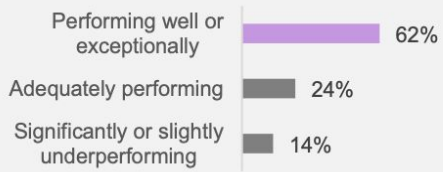
Over half of initiatives self report performing well, or exceptionally within the domain of people and culture. To an extent, support is still sought after within this domain, the type of support sought varies.

Description in survey

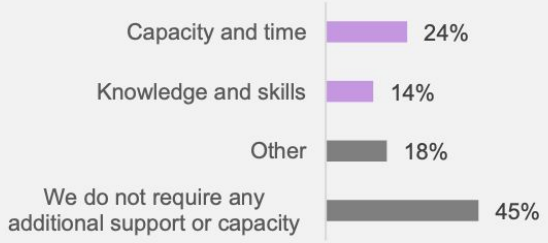
People and culture relates to how [initiative] fosters a culturally safe, inclusive, and supportive environment for all stakeholders, as well as ensuring the right roles are held by the right people at the right time—whether in a paid or volunteer capacity. Examples of proficiency in this domain may include:

- Clear understanding of current and needed skillsets.
- Clear processes and policies to support talent from hiring to off-boarding.
- Comprehensive processes to ensure a culturally safe and healthy organisation.

Performance rating



Support sought after



Differences in result by firmographics

There are no statistical differences by the firmographics. However, the results indicate that more established initiatives (founded on or prior to 2015), and those who receive any in-kind support may be less confident in this domain. The results also indicate that initiatives with a budget over $25,000, with any staff or volunteers, or any government funding are more likely to seek capacity and time support. Older initiatives, founded 2015 or prior, appear more likely to seek knowledge and skills support.

Differences in result by services

Whilst no significant differences are present, the data indicate that initiatives providing advocacy related services are less confident in this area. In contrast, the results suggest that mental health services are more confident than others.

Support sought after is fairly consistent across the main services provided without any statistical differences present.

Performance rating by support sought after

The sample size is quite low of initiatives who considered themselves as significantly / slightly underperforming or adequately performing. Hence the results should be interpreted with caution, however the data indicates that initiatives who considered themselves to be underperforming were more likely to seek support through knowledge and skills. More confident initiatives appear more likely to consider themselves not to require any support.

Reason for seeking support

Over a third of initiatives chose to elaborate on why they seek the type of support selected. Key themes include initiatives acknowledge issues with being understaffed e.g., risk of burnout, challenges with staffing needs, and needing support for further growth. A smaller proportion also referenced seeking further tools and information within this domain, e.g., frameworks how to manage people and develop a good culture, or how to communicate with volunteers to keep them engaged.

"Our vast networks help to ensure we have the right people involved. However, it can be tricky to meet all obligations with minimal resources and a voluntary board, which puts pressure on our one part time staff member to absorb workload during busy periods."

"We have not had much success recruiting more board members and volunteers.."

"We could do with some help us to do it better."

Base: All initiatives (n=121).
6a. How would you rate [initiative]'s performance in the domain of people and culture?
6b. What type of support would be most helpful for [initiative] to enhance its performance in the domain of people and culture?

User and ecosystems

Working on it

Around half of initiatives self report performing well, or exceptionally within the domain of user and ecosystems. Support is generally sought after within this domain, however the type of support varies. Thematic analysis of open-ended responses suggest varying levels of establishment within this domain, which may explain the distribution of the type of support sought after.

Description in survey

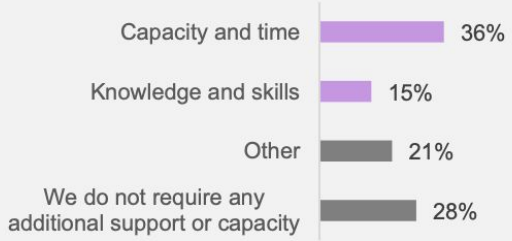
User and ecosystem relates to how [initiative] understands the context it's in and how it addresses the needs of all stakeholders, including clients, beneficiaries, supporters, and funders. Examples of proficiency in this domain may include:

- Deep understanding of all its stakeholders (users, beneficiaries, supporters, funders, and broader supporters).
- Engagement with stakeholders meaningfully, accessibly, and collaboratively.

Performance rating



Support sought after



Differences in result by firmographics

Whilst not statistically different, the results indicate that newer initiatives (founded 2016 or later), those who have any sponsorship or receive donations, may be less confident in this domain. When it comes to support, initiatives with a budget of less than $25,000 are significantly more likely to seek support with knowledge and skills, compared to those with a bigger budget and those who do not receive in-kind support, are less likely to not seek any support compared to those who receive in-kind support.

Differences in result by services

The results are similar in self reported performance delivery across the most commonly provided services. When it comes to support sought, the results indicate that mental health service providers are less likely to seek support through knowledge and skills, and instead seek other support mechanisms apart from knowledge and skills, or capacity and time.

Performance rating by support sought after

The sample size is quite low of initiatives who considered themselves as significantly / slightly underperforming or adequately performing. Hence the results should be interpreted with caution, however the data indicates that more confident initiatives appear more likely to consider themselves not to require any support.

Reason for seeking support

About three in five initiatives chose to elaborate on why they seek the type of support selected. Common reasons mentioned were staff related, seeking to improve, or related to funding. There appears to be two cohorts of initiatives, one cohort which has implemented user and ecosystem solutions that wants to improve those, and the other cohort who lack time, staff, and / or funding to fully establish such functions. Access to information, networks, general support such as IT knowledge or assets, is also generally sought after.

"We, like most charities, haven't had the time and resources to invest in this well."

"We do it well but can always improve our networks and access to stakeholders."

"Examples and guidance on improving would be beneficial."

Base: All initiatives (n=121).
3a. How would you rate [initiative]'s performance in the domain of user and ecosystem?
3b. What type of support would be most helpful for [initiative] to enhance its performance in the domain of user and ecosystem?

Branding and communications

Need support

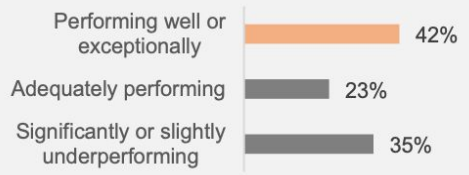
Two in five initiatives self report performing well, or exceptionally within the domain of branding and communications. Most initiatives seek some type of support within this domain, predominantly with capacity and time. Over one in four initiatives feel they do not require any additional support or capacity.

Description in survey

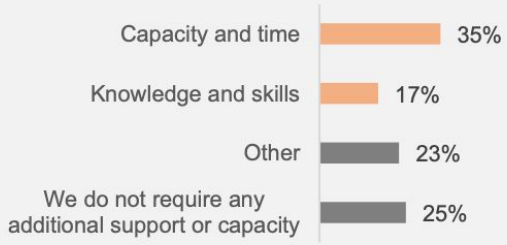
Branding and communications relates to how [initiative] communicates itself, its work, and its values to internal and external stakeholders—and how this builds a community around the initiative. Examples of proficiency in this domain may include:

- A distinct brand identity that is extremely well-known and recognisable among the public.
- Clear connection between marketing and communications to organisational strategic goals.
- Comprehensive efforts to build community.

Performance rating



Support sought after



Differences in result by firmographics

Whilst there are no statistical differences, the results indicate that newer initiatives, founded 2016 or later, and those with under $25,000 in budget, struggle with this domain. In contrast, it appears that those with no paid staff, or those with business operations support are more confident in this area. Initiatives with less than $25,000 budget are more likely to seek support through knowledge and skills. Those who do not receive any in-kind support are more likely to feel they do not require any additional support or capacity.

Differences in result by services

Initiatives providing advocacy services are significantly more likely to feel they are underperforming, compared to initiatives offering event services. In contrast, initiatives offering event services are significantly more likely to feel confident in this area, compared to mental health service providers. Whilst not significantly different, the results suggest that mental health service providers may be more likely to seek support. The results also indicate that initiatives providing advocacy related services, are more likely to seek support through knowledge and skills compared to other service areas.

Performance rating by support sought after

There are some statistical differences, where initiatives that considered themselves underperforming in this domain are more likely to seek support through capacity and time, or knowledge and skills, compared to more confident initiatives. In contrast, initiatives that consider themselves performing exceptionally or well, are statistically more likely to consider themselves not needing further support.

Reason for seeking support

Just under four in five initiatives chose to elaborate on the support they seek. Overall, there appears to be a greater spectrum in this domain, with some initiatives requiring *any* help, and others who seek assistance to take things further, or fine tune actions taken within this domain. Many noted challenges related to resources, time or staff. Funding was mentioned as a challenge, and the need to find affordable solutions. Training was also often mentioned, with acknowledgement of lack of knowledge or assets to improve or implement actions in this domain. Some seek support on how to engage with their audience.

"We believe we could so much more - resources prevent us from doing so."

"We invest heavily into this area, but we are aware there is always more to do for a team that is small."

"We do not currently have any volunteers with graphic design, marketing or communications skills."

Base: All initiatives (n=121).
4a. How would you rate [initiative]'s performance in the domain of branding and communications?
4b. What type of support would be most helpful for [initiative] to enhance its performance in the domain of branding and communications?

Impact and evaluation

Need support

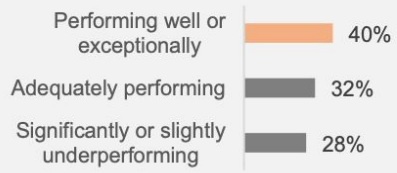
Two in five initiatives self report performing well, or exceptionally within the domain of impact and evaluation. The type of support sought after is predominantly related to capacity and time. The thematic analysis suggest that initiatives largely seek support with the evaluation component of this domain, rather than impact.

Description in survey

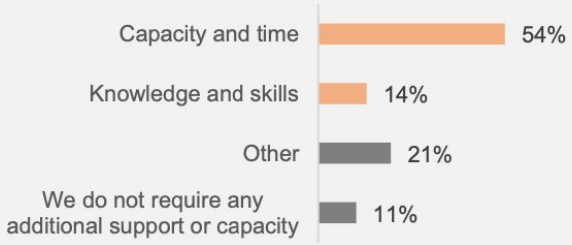
Impact and evaluation relates to how [initiative] understands, measures, and reports on its work, and the outcomes its creating in the world. Examples of proficiency in this domain may include:

- Robust impact strategy or outcomes framework
- Measurement, evaluation, and learning processes embedded across the organisation.
- Data is used to generate valuable insights for decision-making and for program iteration.
- Evidence of positive outcomes for LGBTIQ+ people/communities.

Performance rating



Support sought after



Differences in result by firmographics

Whilst there are no significant differences, the results indicate that older initiatives (founded on or prior to 2015), and those with a budget over $25,000 are more likely to feel confident in this area. Initiatives with no government support are statistically more likely to not require any further support. Whilst not statistically different, the results indicate that initiatives that receive any in-kind support, or have paid staff likely seek support through capacity and time, and those who receive donations through knowledge and skills.

Differences in result by services

The results are similar in self reported performance delivery across the most commonly provided services. However, the results indicate that initiatives providing services within the advocacy, or education / inclusive training space may be more likely to seek capacity and time support.

Performance rating by support sought after

The results indicate no differences, neither statistical nor indicative, between the type of support sought after by initiatives depending on their self reported performance within this domain. Which suggests, that independently of perceived performance, initiatives largely seek support through capacity and time.

Reason for seeking support

Just under four in five initiatives chose to elaborate on why they seek the type of support selected. The results suggest that many initiatives lack the time, capacity or resources to allow them to focus on evaluation. Initiatives also mentioned lacking the knowledge, time and support to set up or conduct evaluations. Frameworks or guidance to set up evaluation tools, or improve current efforts appear to be welcomed. Impact is generally perceived as an area they perform okay within.

"Have all the skills but hard to do alongside a full time job and other commitments. It's only me in the leadership team now so I'm solo."

"More resources would enable us to do more and it would mean more help for me to run the program. Currently we run on the smell of an oily rag..."

"We don't have the resources to adequately evaluate our programs."

Base: All initiatives (n=121).
1a. How would you rate [initiative]'s performance in the domain of impact and evaluation?
2b. What type of support would be most helpful for [initiative] to enhance its performance in the domain of impact and evaluation?

Business and governance

Need support

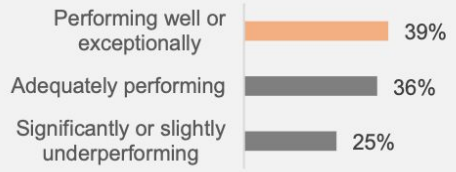
Just under two in five initiatives self report performing well, or exceptionally within the domain of systems and processes. Type of support varies, which is also reflected in the thematic analysis of the open ended responses.

Description in survey

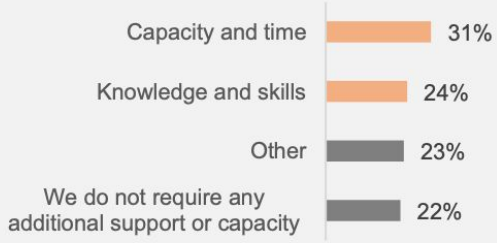
Business and governance relates to how [initiative] understands and approaches strategy, risk, decision making, goal-setting, finances, and organisational sustainability. Examples of proficiency in this domain may include:

- Highly effective and comprehensive strategic planning.
- Robust and integrated governance structures aligned with day-to-day operations.
- Long-term financial sustainability.

Performance rating



Support sought after



Differences in result by firmographics

Initiatives that have any staff are more likely to self rate themselves as performing well in this domain, compared to those without any staff. Whilst not significantly different, the data indicate that younger initiatives (founded 2016 or later), those with a budget over $25,000 and have receive any government funding are more confident.

Initiatives with a budget over $25,000 are more likely to seek support with knowledge and skills, compared to initiatives with a lower budget. The data also indicate that younger initiatives (founded 2016 or later), or have any staff, are more likely to seek support through knowledge and skills. Indicatively, it appears those who receive any in-kind support or donations, are more likely to want support through capacity and time.

Differences in result by services

The results are similar in self reported performance delivery across the most commonly provided services. Support sought after is also similar across the initiatives.

Performance rating by support sought after

The data shows one statistical difference, where initiatives that consider themselves performing exceptionally, or well, were more likely to choose not needing any support within this domain. There are no other statistical differences, nor any indicative differences observed in relation to support sought after depending on the self rated performance.

Reason for seeking support

About three in five initiatives chose to elaborate on why they seek the type of support selected. The responses suggest that a proportion of initiative feel support is not applicable to them, or needed as such. Others acknowledged that they have good processes in place, and satisfied with how the initiative is performing in this area. Those who seek help mostly want knowledge and skills to help guide any decisions to get them right from the start, or to improve current processes in place. Time, capacity and funding continue to be ongoing challenges for some.

"We are more than capable in this area."

"We are unsure how to do this well and have many mistakes along the way that have complicated our pathway."

"We were both teachers. We know education, but we don't know business."

Base: All initiatives (n=121).
2a. How would you rate [initiative]'s performance in the domain of business and governance?
2b. What type of support would be most helpful for [initiative] to enhance its performance in the domain of business and governance?

Systems and processes

Need support

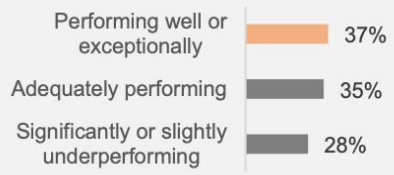
Just over a third of initiatives self report performing well, or exceptionally within the domain of systems and processes. Among those who seek support, it is generally sought after in the form of capacity and time. Thematic analysis suggest that this domain is considered as important, but potentially less prioritised compared to other domains.

Description in survey

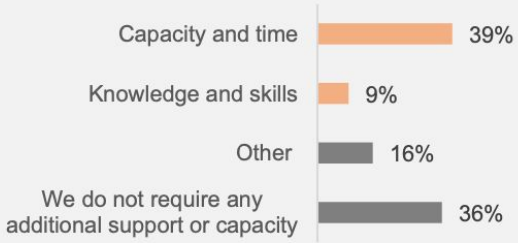
Systems and processes relate to how [initiative] uses policies, procedures, tools, and systems to support its work. Examples of proficiency in this domain may include:

- Comprehensive policies and procedures to minimise risk to the organisation and stakeholders.
- Robust systems and infrastructure (often in the form of technology) that contributes to efficient day-to-day operations.

Performance rating



Support sought after



Differences in result by firmographics

Whilst there are no statistical differences, the results indicate that initiatives with no volunteers, sponsorship or donations are more confident in this domain. In contrast, those with volunteers, any established sponsor or receive donations, appear less confident. In relation to support sought, the results indicate that newer initiatives, founded 2016 or later, those with a budget over $25,000, or have any government or sponsorship funding, are more likely to seek support with capacity and time.

Differences in result by services

The results are similar in self reported performance delivery across the most commonly provided services. Support sought after is also similar across the initiatives.

Performance rating by support sought after

Whilst there are no statistical differences, the results indicate that initiatives that consider themselves performing exceptionally, or well, within this domain were more likely to consider themselves not needing additional support or capacity. The data also indicates that initiatives that consider themselves underperforming in this domain, largely seek support through capacity and time.

Reason for seeking support

Around two in five initiatives chose to elaborate on why they seek the type of support selected. The responses suggest that those with systems in place seek support to take it further. Some cite lack of knowledge and the expense associated with getting help from third parties as a barrier. Information and access to third parties to help solve issues in cost efficient manners is generally sought after. In general, this domain is acknowledged as being important, but less prioritised.

"Need time and resources and maybe some legal advice to develop things like artist contracts and agreements."

"Not having internal IT staff means we don't have access to the support and technical expertise that we need to be able to improve our systems. Relying on external IT support doesn't always cover our needs and is costly."

"Our teams have developed processes to make a bare-bones operation work. More staff to support processes and delivery is essential."

Base: All initiatives (n=121).
5a. How would you rate [initiative]'s performance in the domain of systems and processes?
5b. What type of support would be most helpful for [initiative] to enhance its performance in the domain of systems and processes?

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03

Next steps

What the findings tells us, and how they can be used

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Research observations across the domains

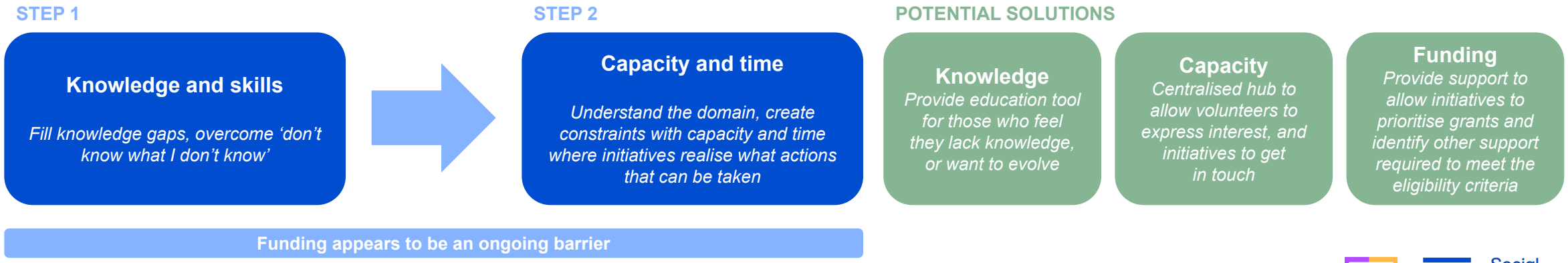
When analysing the results at an overall level there are some general observations that appear to apply across the domains. This slide discusses these overarching observations achieved through the additional analysis undertaken, and do not represent data for specific questions. These findings may be useful to provide guidance to future initiatives as it draws on the overall results of the Pointing to Progress 2024 survey.

Overall, it appears that initiatives, independently of its firmographics, follow a process within each domain. The first step of the process is achieving the foundational knowledge and skills required to action and establish processes within each domain. At this stage it appears initiatives need support through knowledge and skills, guiding them to better understand the domain. This would also assist in bridging any knowledge gaps and allow initiatives to make informed decisions when establishing processes, or taking actions related to the domain.

When initiatives acquire **knowledge and skills** within the domain, or at least sufficient to understand what they would like to action, it appears capacity and time becomes the constraint. At this point, the knowledge helps identify gaps and opportunities, which appears to act as a driver wanting to realise these goals within the domain. Consequently, **capacity and time** cause constraints for many, needing help to get things done. This is where initiatives often mention lacking capacity, staff, or time.

Funding appears to be an issue throughout this process, as it would enable both knowledge and skill building, as well as increased capacity and time to 'do the work' within each domain. Helping initiatives with their business acumen to accurately grant and determine their probability of getting a grant may be beneficial. This could include support in determining the initiative's probability of getting a grant, and help identify what type of support is needed in relation to governance, processes and system to meet the eligibility of grant applications.

Furthermore, access to volunteers or people / companies with certain skill or knowledge, was mentioned by some initiatives. There could be an opportunity for a centralised space in which volunteers can add their interest to help, allowing initiatives to access potential support. A centralised space could also provide a platform too, where smaller initiatives can 'share' their skillset and work collaboratively. The feasibility of such a solution requires further exploration but based on these insights, some of those ideas could potentially help initiatives across all domains. It is acknowledged that Pride by Side has such a function on their website, potentially this could be communicated more broadly to help initiatives make use of the function.



Where to take it from here?

Potential efforts related to the tested domains
With these research insights, it can be concluded that most initiatives have similar perceptions on their performance across the seven domains explored in the Point to Progress survey 2024. This indicates that if any action is taken, it should benefit most initiatives independently of budget, size or length of operation. The results also indicate that initiatives are broadly more confident in their performance within certain domains than others, which suggest that there could be benefit in efforts in place for domains which initiatives broadly are less confident in.

However, it is worth acknowledging that there are some initiatives that are outliers in these results, being confident in certain domains others may not be, and vice versa. Hence a solution that delivers educational tools about each domain, and then some sort of self test to find more support could be beneficial. This could aid initiatives that are established to support further growth in domains they are confident in, but also aid initiatives getting started and needing basic knowledge.

This would also address the current issue of initiatives ‘not knowing what they don’t know’, by offering the opportunity to initiatives to self educate.

Other areas where support might be needed
The research results suggest some further tools or resources that may be of use to initiatives.

- **IN RELATION TO CAPACITY ISSUES**
  As mentioned previously in the research observations, some initiatives noted difficulties in finding volunteers or get support within areas they themselves lack skills or knowledge. A type of centralised hub, or platform, where volunteers or companies could express interest to help initiatives may help overcome this barrier. Whilst Pride by Side offer a function set-up or what is suggested, potentially it could be communicated more broadly with initiatives. Another opportunity could be setting up a similar service with focus on general volunteering without specific skills attached, to help match those who would like to volunteer their time with initiatives that need support through time and capacity.
- **IN RELATION TO FUNDING**
  Funding appears to be an ongoing issue. Helping initiatives with their business acumen to accurately prioritise or determine their probability of getting a grant may be beneficial.
- **IN RELATION TO STRUCTURAL CHANGES**
  To a lesser extent, on occasion some initiatives mentioned company structure and achieving DGR status. Having resources in place to help guide initiatives to set-up, or transfer their company structure and apply for a DGR status may be welcomed.

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