

A LIVING STRATEGY

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About Regen Melbourne

Acknowledgements:

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Designed by: Studio Sometimes

We acknowledge the enormously helpful input and feedback from numerous collaborators over the years as we've developed and iterated on ideas included in this document. Any errors or misrepresentations are our own. In particular thanks to the crew at Regen Gippsland, Regen Sydney, Regen Labs, DEAL and wisdom holder Dominique Hes for feedback on this strategy and its potential applications.

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Regen Melbourne acknowledges the traditional custodians of Greater Melbourne, the Wurundjeri Woi Wurrung, Bunurong and Boon Wurrung people of the Kulin Nation. We pay our deep respect to Elders, past and present, and we acknowledge their living connections to land and waterways, including Birrarung Yarra River and Nairn Port Phillip Bay.



PART I: THE PERIODIC TABLE



Go 

Vp 

Pr 

Im 

Pp 

Op 

? 



A LIVING STRATEGY



Stable

Foundational elements we rely on as more fixed for direction and strength.

Dynamic

Elements which come to life by their relationship with other elements, they are less fixed, more changeable.

Perspective
How we believe the world changes

Position
What is the role of RM in the change?

Process
How we add value

PI
Place & Culture

Cx
Context

?

Vp



Vision & Purpose



a REGENERATIVE MELBOURNE is:

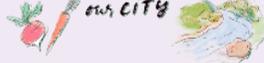
KNOWLEDGEABLE

EVERYONE has ACCESS to KNOWLEDGE as CUSTODIANS of the ENVIRONMENT and SOCIETY



Full of LIFE

A NETWORK of NEIGHBOURHOODS that SUPPORT THRIVING COMMUNITIES & NATURAL SYSTEMS. WE can SWIM in our RIVERS, PLAY & LEARN in NATURE, GROW FOOD in our CITY



AFFORDABLE

EVERYONE has SECURE, SAFE, COMFORTABLE HOUSING POWERED by CLEAN ENERGY and QUALITY LOCALLY GROWN FOOD



CONNECTED through CULTURE

WE are PROUD of our DIVERSITY of CULTURE as DRIVERS of CONNECTION and CREATIVITY & WE LIVE as MUCH a PART of the LAND as the LAND US



COLLABORATIVE

WHERE we DO what WE LOVE for our LIVELIHOODS and WE are VALUED for our CONTRIBUTION



ENABLED

OUR ECONOMIC & GOVERNANCE SYSTEMS ENABLE these VISIONS to COME to LIFE



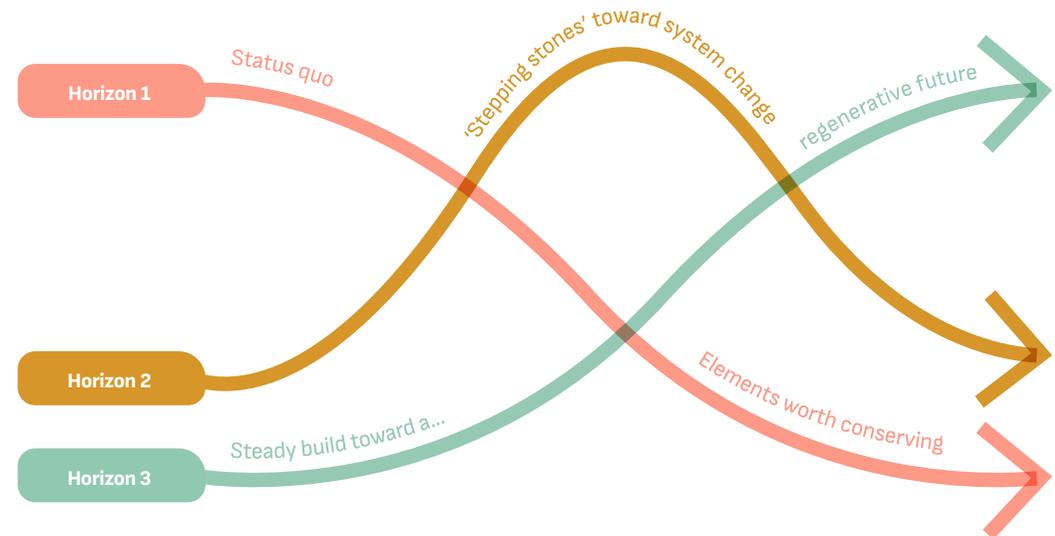
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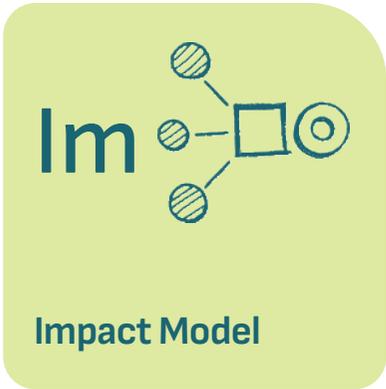


Horizons



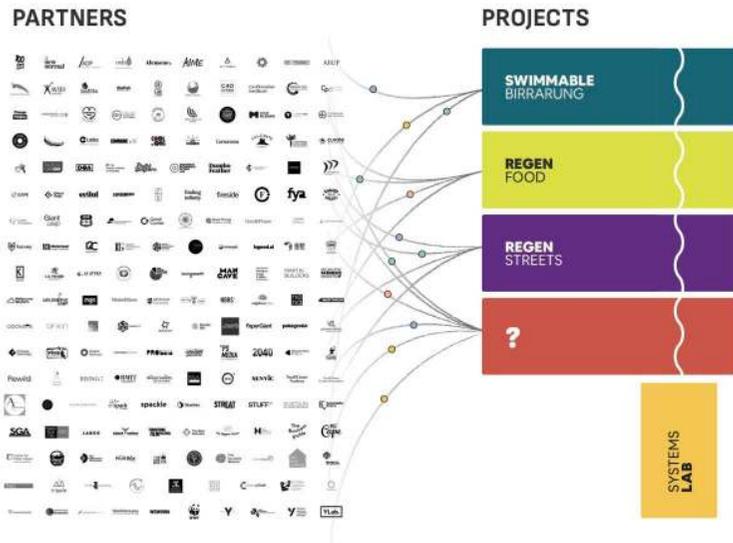
- 1) **Horizon 1** - the first horizon (H1) is the current, dominant economic paradigm (business as usual). While we rely on these systems today, as our context shifts they are no longer fit for purpose and lead to a “degenerative and divisive economy”.
- 2) **Horizon 2** - H2 is the “arena of disruptive innovation”. This is the horizon where actors try new activities in response to changes and disruptions. Disruptions can take a variety of forms, from natural disasters to the emergence of new social movements or new technologies. These disruptions create the opportunity for new innovations to either support the emergence of H3, or reinforce the dominance of H1. H2 is the messy transition space.
- 3) **Horizon 3** - H3 is the world that we want to see, our vision for a regenerative paradigm.





Impact Model

Theory of Change



If we unite organisations in Greater Melbourne with a common vision and purpose, and catalyse new opportunities for cross-sector collaboration;

By co-creating an engine for collaboration and convening a Systems Lab;

It will catalyse and drive a portfolio of wildly ambitious demonstration projects;

That ultimately move Melbourne into the safe and just space between our social foundations and ecological ceiling.

Pp



Portfolio
of Projects



Current portfolio

**SWIMMABLE
BIRRARUNG**

**REGEN
FOOD**

**REGEN
STREETS**

?

What defines a Regen Melbourne project?

As the portfolio has developed, we have refined and defined what a Regen Melbourne project looks like:

Wildly Ambitious

Our projects radically increase our collective ambition and action

Deeply Collaborative

Our projects are collaborative and break down silos between business, non-profits, government and capital holders

Pragmatic & Systemic

Our projects create practical impact through interventions that tilt our system towards regeneration

Driven by Research

Our projects are powered by local knowledge and best-practice research

Joyful

Our projects are intuitive, joyful and inspiring

Of Melbourne

Our projects serve this city and build on what makes this place unique and wonderful



La



Lab



What does the Lab do?

The Lab serves to:

- **Diagnose and explore** key challenges
- **Deliver prototypes** that practically demonstrate how these enabling conditions can be shifted.
- **Mature prototypes into demonstrators** that affect systems

Our Systems Lab prototypes are tested and our demonstrations developed and scaled via our Wildly Ambitious Projects

Fields of exploration

Measuring What Matters

How is Melbourne tracking as a place that supports people and planet to thrive?

New Urban Governance

How can a stronger relationship between communities and democratic systems enable a thriving future for everyone?

Adaptive Futures

How can Greater Melbourne collectively adapt to interconnected trends and challenges?

Investing in Transformation

How can capital be deployed in service of Greater Melbourne's long-term regeneration?

Pr



Principles



We are connected to place:

We acknowledge and respect the living connections of the Bunurong, Boon Wurrung and Wurundjeri Woi Wurrung peoples to the lands and waters of the Eastern Kulin Nation. We start with the people, history, culture, climate and context of this place.

We aim for transformation:

We are unashamedly ambitious and bold: because we need to be.

We embrace wisdom & action:

We value the need for wisdom and action, and the balance between being and doing.

We think in systems and act with people:

We embrace systems thinking and strive for potency, identifying and activating around the leverage points in our current system. We are hard on how the current system operates and empathic on the people who work within them.

We are collaborative in practice:

We follow the energy and work with our alliance to deepen our impact, together. We create safe spaces for exploring Melbourne's regenerative future, and embrace the reality and friction of collaboration in practice. And we channel energy into new and diverse spaces to ensure power and potential is shared more widely.

We embody active hope:

We fully appreciate the precarious state of our natural world and we embrace a mindset of urgent patience, active hope and joy. With each action we take together we gain strength, increase our sense of agency and chart a course towards a more regenerative place.

We stay curious:

We are curious, open and humble, sharing our learnings to unleash the power of peer-to-peer inspiration. We recognise that transitions are messy, and commit to showing the guts of the work and the system even when that reveals some uncomfortable truths.

We are regenerative:

We are regenerative in the interactions we have, the relationships we build, and the systems we influence. We aim to generate new and collective energy in the nested systems we inhabit and seek to influence.

We strive for excellence:

Our work is a privilege and we embrace the responsibility that comes with our unique roles in Greater Melbourne.

Me 

Methodology



The SOIL model for systemic transformation

Sensemaking

Involves hyper-relational pattern spotting of emerging energy and activity, coming from engaged organisations and individuals working to solve our major social and ecological concerns. The opportunity here is to create a shared and ambitious collective orientation.

Organising

As a shared goal is established, we see how an existing ecosystem of actors is already connected and engaged with one another. This phase involves identifying the gaps or barriers across silos and sectors, which are in need of new collaborations, partnerships and ways of working to realise the transformative potential. The opportunity here is to get an alliance of actors in powerful formation towards the ambitious orientation.

Insights

The sensemaking and organising phases generate significant insights that iteratively inform the roles and direction taken towards the shared goal. These organic insights are complemented by the power of research to ensure attunement to existing and emerging knowledge. This ensures our collective work is powered by the deep knowledge held across the city. The opportunity here is to tilt knowledge systems towards the ambitious orientation, and close the gap between wisdom and action.

Leverage Points

After working below the surface (in the soil), we can begin to explore which existing and potential projects might unlock systemic transformation. This phase involves collectively assessing which projects are (or could be) powerful leverage points for systems change and focusing our efforts on building a dedicated portfolio of interventions. The opportunity here is to present and drive a tangible portfolio of projects that together generate tangible and systemic impact: in co-design and development.

Ps



Practices

Postures of Work

To support the day-to-day work of our team, we have developed a set of postures that illustrate the different modes of work that we might inhabit at any one time. These are adopted not as rules or guardrails, but rather as guides and a source of comfort as we put one foot in front of the other while holding true to the largest ambition of our work.

As metaphors and stories they hold the detail, nuance and complexity of what this work entails better than any job description can.



The 'stone soup' posture

Taken from the European Folk Story, one of the postures we hold is recognising that sometimes we have to make an illusion (with enthusiasm) of abundant resources and possibility in order to materialise collective resources and nourishment. What elements do we draw on?



The 'Masterchef semi-final' posture

Other times we ask, when do we have to put all in, under time pressure, following somewhat of a recipe, using our competitive advantages and deliver something excellent because we are being judged, in order to move ahead? What elements do we draw on?



The 'Sourdough starter' posture

When do we need the continual feeding, cultivating the starter so the conditions are right to bake with? What relationships need the right amount of nourishment, water and care in order to stay cooking in the right way? What elements do we draw on?



Our Learning Process

Given the ambitious and emergent nature of our work, we have consciously designed our work as a learning organisation. This includes:

Weekly learning sessions

Space for real-time learning and problem solving

100 Days of Learning (full day)

Reflection on shared learnings and space for deep integration

Internal Systems School

Monthly internal sessions on key frameworks and concepts

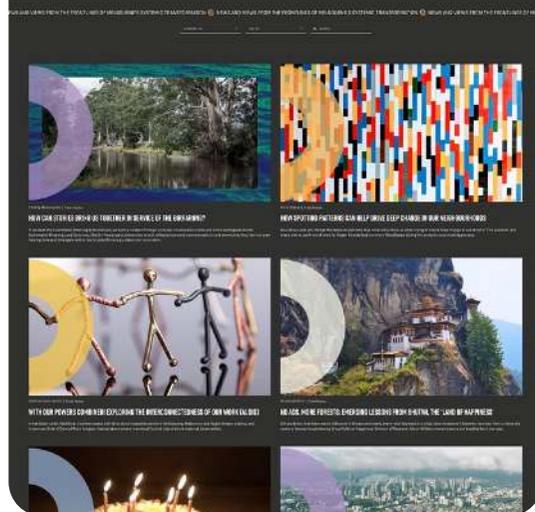
St



Storytelling



The REGEN GAZETTE



The Regen Gazette

Our storytelling approach is delivered largely through the Regen Gazette, alongside our LinkedIn social media account and PR. There are 3 archetypal RM stories:

- **Feature articles** that tell nuanced and descriptive stories about our work and approach;
- **Field notes** from our team that describe the day-to-day reality of our work;
- **On the work stories** from our team that dive into the systems change approaches, describe the frameworks we use and our overarching organisational strategy.

 regen.melbourne/news

Storytelling partner: **Good&Proper**



Ff 

Finance & Funding



Current funding

Core funding



Project funding



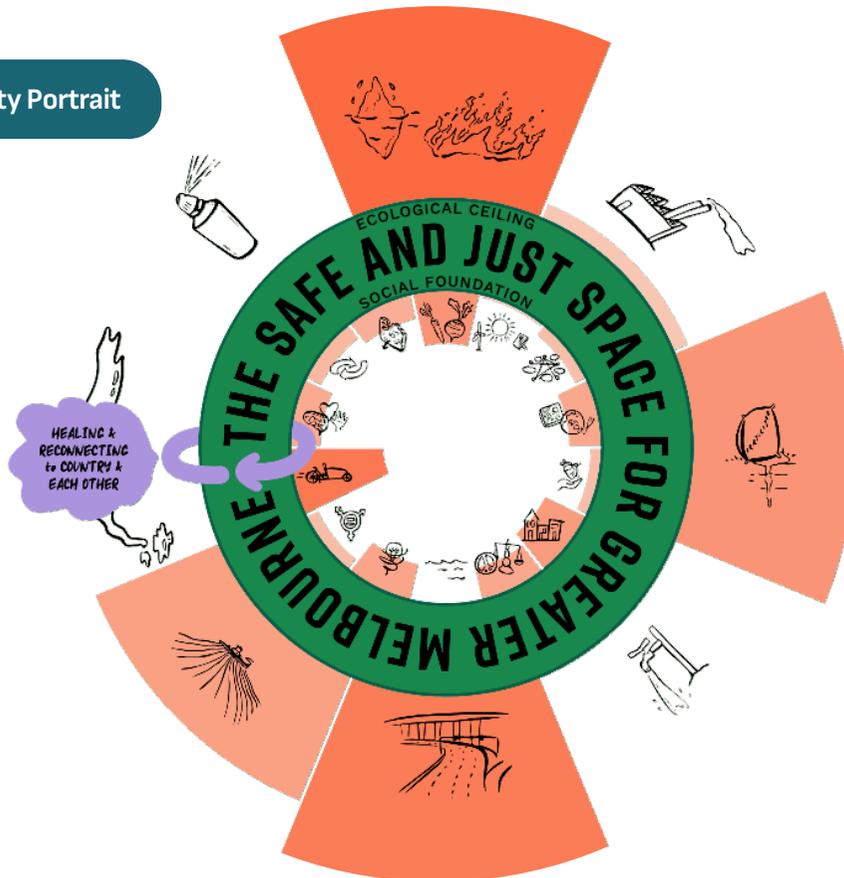
Sm



Systemic Measurement



The Greater Melbourne City Portrait



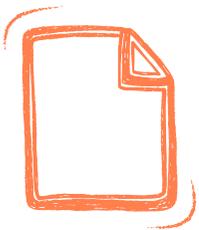
Our systemic measurement approach begins by measuring our overall progress towards our purpose through the Greater Melbourne City Portrait, a measurable, practical, holistic and interactive digital platform that we have developed with dozens of partners, including 6 universities. This platform continues to mature and seeks to start with our outcome in mind: a safe and just future for our city. We are now developing ways of mapping and tracking the progress of our portfolio of projects on the City Portrait.

We know our purpose is wildly ambitious. But we live in urgent times and if we are serious about the challenges we face, we must elevate our ambition. With the City Portrait as our compass, this future is ours for the making.



Our Operations and Policy Manual

Our Supporting Platforms



The ways of working as a team are supported by a set of operating policies which ensure robustness and fit for purpose governance over our increasingly complex roles. All our policies operate as a base line above which we work together. They are in place to value clarity when it comes to expectations and rights at work so that we can feel empowered and supported in all parts of our work.



To support our work, which is often distributed, autonomous and complex, we rely on a number of supporting platforms to organise and communicate.

Go



Governance



Our Board



Mele-Ane Havea (Chair)
Chairperson
BLab ANZ



Rebecca Scott OAM
Co-founder & CEO
STREAT



Jo Cavanagh OAM
Chairperson
Good Things Foundation



Gilbert Rochecouste
Co-founder & MD
Village Well



Thea Snow
Director
Centre for Public Impact



Jeremy Waanders (Sec)
Group Financial Controller
Small Giants

Alongside our formal governance systems we have a constellation of groups that support, advise and guide our work:

Learning partners

Project advisories

Research council

Lt



Leadership
& Team



Our Team



Kaj Löfgren
CEO



Nicole Barling-Luke
Director of Projects



Alison Whitten
Director of Systems Lab



Nina Sharpe
Lead Convenor
(Regen Streets)



Charity Mosienyane
Lead Convenor
(Swimmable Birrarung)



Caroline Sanz-Veitch
Urban Governance
Lead



Jeremy Waanders
Finance & Operations
Lead



Oliver Pelling
Communications
Lead



Dheepa Jeyapalan
Lead Convenor
(Regen Food)



Yasmina Dkhissi
Adaptives Futures
Lead

Sp



Strategic Partners



Current strategic partners

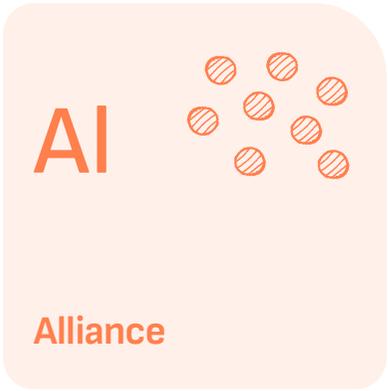
While our focus of action is in a deeply place-based way none of the work is possible without a growing international field of collaborators. These partners are deeply aligned and support our work in a range of formal and informal ways, we thank them.



**SYSTEM INNOVATION
INITIATIVE**



GRIFFITH CENTRE FOR
SYSTEMS INNOVATION



PI



Place & Culture



“Just like the GPS in your car gives you directions as to when and where to turn, Aboriginal people coded the directions for travel in a continuous song that was chanted as you went along.

Although there is a mystical quality associated with Aboriginal Songlines, there is also an intensely practical aspect to the routes taken. Songlines invariably followed ridge lines, valley lines and easy contours. For Aboriginal people it was like following a system of flashing neon lights, regardless of the coded song instructions. To European settlers these flashing neon lights only operated at a subliminal level and they simply followed what seemed to be a ‘natural’ route. For instance when settlers began arriving in Port Phillip at present day Melbourne in mid-1835, they simply got in their carts and on their horses and followed the paths of least resistance. The routes they followed soon became established as cart-tracks. They were then gravelled, then bitumenised, and ended up as the present day major roads that now radiate out of Melbourne. All these major roads generally follow along ridge lines, valley lines and easy contours. Think about it from an aerial perspective. Geelong Road, Ballarat Road, Calder Highway, Sydney Road, Plenty Road, Heidelberg Road, Maroondah Highway, Burwood Highway, Dandenong Road and Nepean Highway were all originally Aboriginal Songlines.”

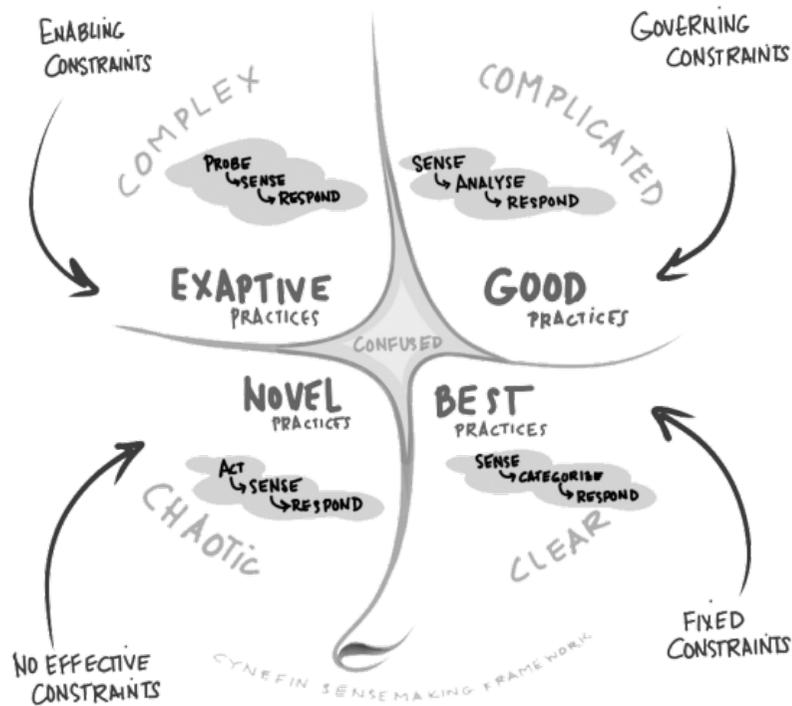
— An Extract from Toward the Municipal Mapping of Traditional Aboriginal Land Use, by **Jim Poulter** and **Uncle Bill Nicholson**:



Context

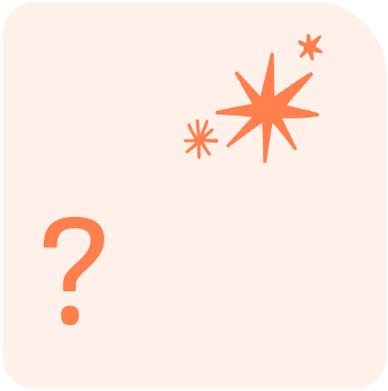


The Cynefin framework



Context is what allows for systems to transition and transform. This could be economic context (downturn or recession), social context (upheaval or protest), environmental context (disasters) or political context (change of government or declining democracy), amongst others. Much of this context is out of our control. Perhaps the best we can do is simply be in relationship with the system, what Donella Meadows describes as “dancing with the system”. By taking a variety of postures depending on the context, we can best position movements, ideas and entirely new systems so that they are ready for adoption when contexts change.

One of the frameworks we use to help ground us in this practice is the **Cynefin framework**, which helps us frame our responses to changing context(s), in order to act.





ALCHEMY

WHAT HAPPENS WHEN IT ALL COMES TOGETHER

Towards a Regenerative Melbourne

What happened when **Pr** **met** **AI** **met** **Ff**

Back in 2020, long before we had named the elements, the elements were nevertheless alive and interacting to produce new relationships, visions and constellations of work.

As we kicked off our foundational community research in 2020, our alliance **AI** began to gather around the visioning of a regenerative Melbourne. This was an exercise within our (now named) Systems Lab **La** and involved two distinct postures of work **Ps**. One of these postures is “stone souping”, when you must inhabit a way of being that excites and invites real collective resources to be unlocked through the power of imagination and enthusiasm. This posture released an avalanche of energy and effort from dozens of contributing people and organisations (500 individuals and 50 organisations, in fact). However, once this energy had been released it also needed to be harnessed into a powerful artefact. This required a different posture **Ps**, one that we refer to as “Masterchef Semi-Final”. This posture requires the expert delivery, under pressure, of something very excellent, that will be judged by peers and power-holders.

By shifting into this posture, the final report *Towards a Regenerative Melbourne*, became the key artefact for Regen Melbourne, and unlocked our first full round of philanthropy **Ff**.





ALCHEMY

WHAT HAPPENS WHEN IT ALL COMES TOGETHER

System Stories

What happens when

St meets Sm meets AI

In the development of the City Portrait for Greater Melbourne we knew that data alone wouldn't be enough to capture the hearts and minds of Melburnians nor would it be enough to bring to life the texture of the relationships between the wedges of the doughnut and how that shows up in our beloved city.

Working at the magic in-between our storytelling partners in the alliance (Fireside and Good & Proper) and drawing on the rich landscape of alliance activities a series of stories were developed to bring to life what pathways within a Systemic Measurement approach could - and already do - look like.



St
Storytelling



Sm
Systemic Measurement



AI
Alliance

GREATER MELBOURNE
CITY PORTRAIT
Powered by Regen Melbourne

Doughnut **Stories** About

Stories

Listening to the regenerative pathways for our city



A PARTICIPATORY CITY

Imagine if living in Greater Melbourne meant joyfully participating in all aspects of life important to you - in your community, at work and in our future economy - and in doing so, you were contributing to the thriving democratic health of this place.



IMAGINE IF...

Every meaningful change that has ever come about first existed in imagination. The work of remaking our city is no different. We must imagine boldly today so that the Melburnians of the future take their reality for granted - just like we take for granted so much that was imagined for us, generations ago.





ALCHEMY

WHAT HAPPENS WHEN IT ALL COMES TOGETHER

Project architecture

What happens when **Me** meets **Pp**

The SOIL methodology, developed over 2023, has crystallised our understanding of the role we play in stewarding Wildly Ambitious Projects. Over 2024 we have been exploring the intersection between the methodology and the practicalities of the project work on the ground, including how we communicate system orchestration roles like ours.

One product of the combination between **Me** and **Pp** has been the development of a “project architecture”. This is a version of a project on a page which both acts as a guide for the team of Lead Convenors to trace their progress across SOIL, which helps to prioritise effort and posture knowing you won’t have Leverage Points on day one. It also aides us in laying out to external audiences, many of whom are used to seeing “project logics”, what we mean by a systems approach to the Earthshots.



Sensemaking
Reveals the right altitude and shared ambition of the Earthshot.

Leverage Points
As a result of the on-going sensemaking, organising and insights a series of transformative collaborative projects emerge.

Organising & Insights
Are a constant process of understanding and responding to the ecosystem of actors, finding ways to organise with coherence towards the ambitious goal, and surfacing the hidden dynamics and barriers that exist in our current state.

