

**EVERY CHILD CQ Inc.**

**3 May 2018**

## **Community Engagement Advisory Group**

**In bringing this group together ECCQ is stepping beyond community consultation and encouraging a process of co design and co leadership to support greater engagement with and by community to establish interest and motivation for the creation of Collective Impact initiatives in local areas.**

## Executive Summary

In line with the principles of Collective Impact Every Child CQ is continuing to build engagement with community supporters and partners. The Community Engagement Advisory Group is an integral part of building understanding regarding community engagement and in building momentum toward ECCQ's Community Engagement Plan and the goal of being able to 'empower community to empower community'.

The purpose of this meeting was to explore the problem of '*engaging difficult communities*' and for the group to offer some opportunities for resolving this issue.

The session was split into four distinct sections;

- Review of meeting one
- Setting the scene for a different style of thinking
- Purposeful engagement with the group re the problem
- Collating ideas around possible high leverage points to break the cycle that contributes to making some communities difficult to engage

Although the topic for discussion was general in nature, the group tended toward working with this problem in relation to Rockhampton, as it was agreed Rockhampton can pose unique difficulties for those trying to engage with various sectors within the community.

The group selected what they considered to be the three high level priority issues contributing to the problem and offered possible options for breaking the cycle that supported maintaining the status quo of each issue

### Priority Issues

- Silo's in Community
- Lack of Civic Leadership
- Attitudes, Ego's & Norms

### Common themes for further exploration and development of actions

- Engage community ➡ a call to action ➡ create a united vision for our kids
- Build community vision and expectation regarding Civic Leadership in our community ➡ create pressure to shift civic leader's actions within community
- Create an opportunity for community to build relationship, be empowered and their voices to be heard
- Create informal and formal spaces where community can come together and connect
- Opportunities must address the cyclical issues that affect our community

These themes will be further explored at future meetings of the Community Engagement Advisory Group, with a focus on developing appropriate action plans. Action plans will identify specific goals, who we need involved, action steps to achieve the goals and timeframes for implementation.

## Introduction

This was the second meeting of the Every Child Central Queensland Inc. Community Engagement Advisory Group. Every Child Central Queensland (ECCQ) believes it is important to engage a diverse range of stakeholders from community to assist in the development and implementation of their Community Engagement Plan - 'Empowering Community to Empower Community'.

On 3<sup>rd</sup> May the group came together to consider the issue of 'engaging difficult communities'

## Meeting facilitator:

Rosemary Brown, Director of Operations, Every Child CQ Inc.

## Representatives in attendance from the invited stakeholders were:

Anita White (C4C)	Daniel Yasso (CQID)
Debbie Webb (QDE)	Olivia Donnini (UCC – LLA)
Michelle Bradshaw (EnergyQ)	Stacy de Calmer (QCOSS)
Jenny Archer (ECCQ CLG)	Friederike McCartney (CQ Health Youth Connect)
Mick Shearer (ECCQ CLG)	Karen Abrahams (ECCQ CLG)
Josh Donovan (ECCQ CLG)	Bronwyn Fenech (ECCQ CLG)

## Apologies from those who could not attend

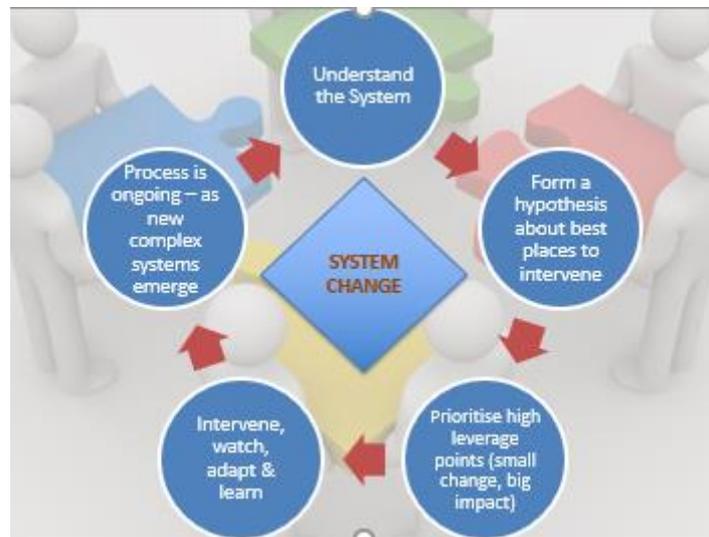
Greg Jones (PCYC)	Thalep Ahmat (Bidgerdii Health)
Jason Reid (UCC)	Kevin Ronan (ECCQ CLG)
Leone Hinton (CQU)	Melissa Minter (Livingstone Shire Council)
Brittany Lauga (MP for Keppel)	Ross O'Reilly (Rosslyn Bay Wellness & Organic Farm)
Molly Saunders (Livingstone Shire Council)	Maxine Brushe (ECCQ CLG)
Josh Ariens (ECCQ CLG)	Sue Williams (ECCQ CLG)
Wallace Taylor (ECCQ CLG)	

## Methodology

In bringing this group together ECCQ is stepping beyond community consultation and encouraging a process of creating co understanding, co design and co leadership to support greater engagement with and by community. In achieving this it is hoped, through quality community engagement, to establish interest and motivation for the creation of Collective Impact initiatives in local areas.

## Theory of Change

Communities are complex systems – change occurs when we change the patterns within the system



## Process

The meeting had distinct sections to build a foundation to create an opportunity for collective and innovative engagement within the group. This process included:

### Review of first meeting

A summary was presented of the first meeting outcomes for three key questions:

- (i) Who is community?
- (ii) What does the term 'Community Engagement' mean to you?
- (iii) What ideas do you have around community engagement?

### Setting the scene

Three videos were enjoyed by the group, accompanied with the videos was discussion about the key points from each video, this exercise was designed to help shift group thinking toward

- ✚ The need for unity within a group / community (Te Kaea Video)  
<https://www.facebook.com/TeKaea/videos/1106958422774371/>
- ✚ Thinking about complex problems (Cynefin video – building a framework section)  
<https://www.youtube.com/watch?v=N7oz366X0-8>
- ✚ High leverage – small change – big impact (How Wolves Change Rivers video)  
<https://www.youtube.com/watch?v=ysa5OBhXz-Q&feature=youtu.be>

## Purposeful engagement

The facilitator utilised systems thinking framework to undertake the process of identifying issues, understanding the issues better and exploring possibilities to influence systemic change. The process was based on the RAPTA framework of designing systems change.

### The RAPTA (Resilience, Adaptation Pathways and Transformation Assessment) Framework

Offers practical guidance in adaptation and transformation to deliver valuable, durable rapid change (complex issues).



how to apply the concepts of resilience, in planning projects so they are better designed outcomes in the face of high uncertainty and

#### Steps undertaken with RAPTA process

- Step 1. List key issues contributing to the problem
- Step 2. Rank issues by priority & opportunity
- Step 3. For each priority issue, assess their causes (Controlling variables)
- Step 4. Casual loop analysis (identify 'transformational interventions')

#### **For more information on RAPTA**

<http://www.stagef.org/sites/default/files/documents/RAPTA%20Guidelines%20-%20Low%20Resolution.pdf>

## Discussions

### Key issues contributing to communities that are difficult to engage

Participants were divided into smaller groups and asked to brainstorm ideas – these ideas were then collated in a list and presented back to the group as a whole

Groups identified the following issues that may contribute to communities being difficult to engage;

- Organisational priorities / KPI's Place  
Focus is on one area not a holistic view
- Time versus relationships
- Systems - regulations
- Org's set up for collaboration not 'collective'
- Ego's (judgement)
- Older population
- Lack understanding of community framework
- Lack of role modelling
- Equity & access
- Synergy, lack of respect for what have to offer
- Historically not being heard or asked
- Need acknowledgement of diversity & understanding different views
- Siloed society
- Disconnect re social wellbeing
- Lack of civic structure & social process / planning
- Lack of community identity & aspirations toward this
- Sustainability
- Resources & time
- Lack of genuine engagement
- Unclear roles & responsibilities
- Leadership through influence & opportunity not there
- Racism / red neck attitudes (bias)
- 'Norm' & acceptance of status quo
- Difficult to get disempowered to have motivation
- Individual motivation
- Bias
- Empowerment
- Lack of trust
- Transient communities
- Engagement fatigue
- Lack of authenticity
- Lack of connection & identity problems
- Void between city & country town
- Gap between identity perception & reality
- Alienation of parts of community

From this list the group was asked to come up with the top three issues they considered were priority and that they considered were high leverage points regarding shifting the issue of difficult to engage communities, (high leverage = small change, big impact).

The group undertook discussions amongst themselves and fed back three areas they considered priority, and which offered the chance of being high leverage points, these were:

- (i) Silo's in communities**
- (ii) Lack of civic leadership**
- (iii) Attitudes, ego's & the acceptance of 'norms'**

## Analysis

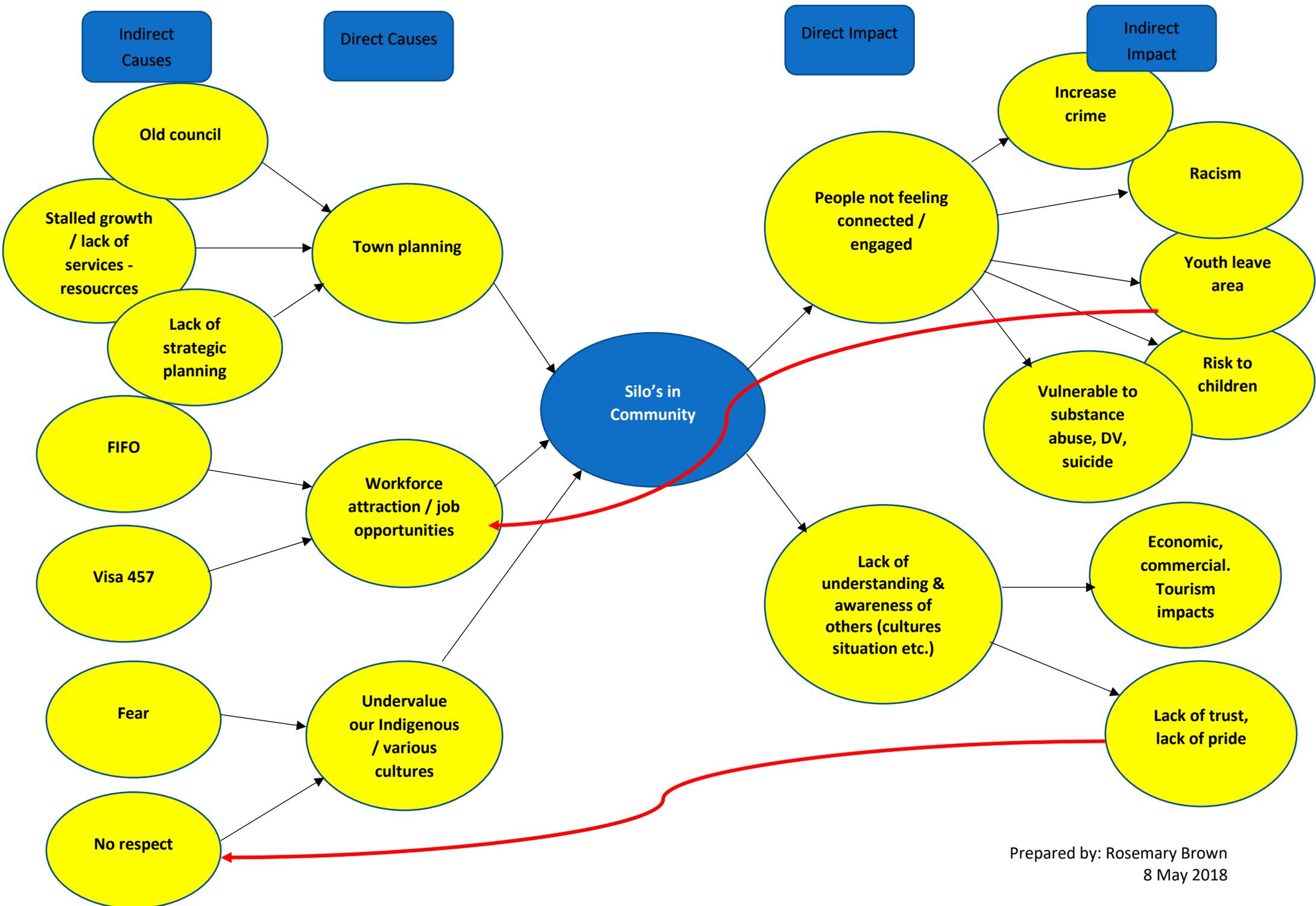
Participants worked in three separate groups each considering a different 'key issue'

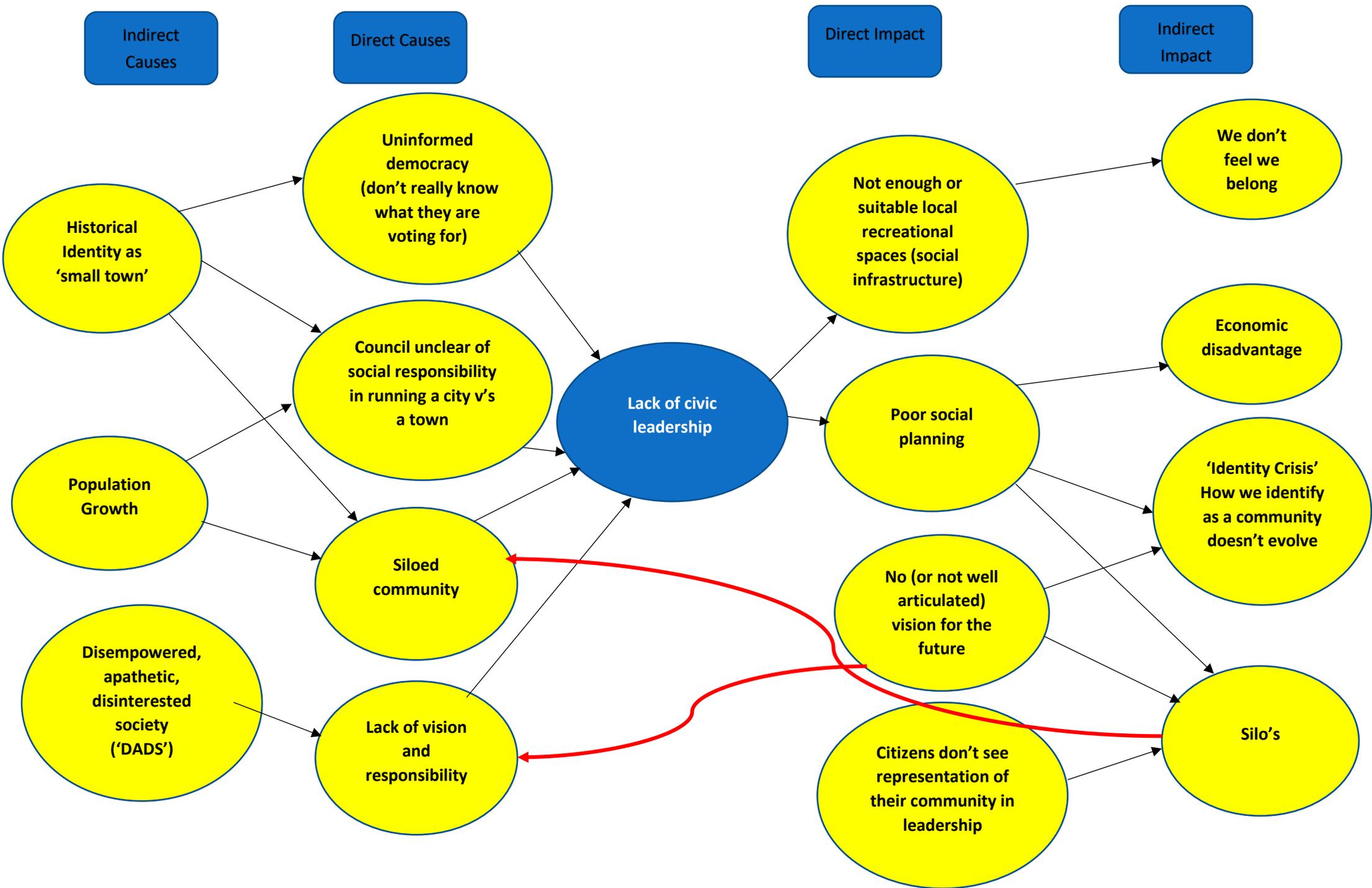
Groups worked directed steps to assist with understanding the issue

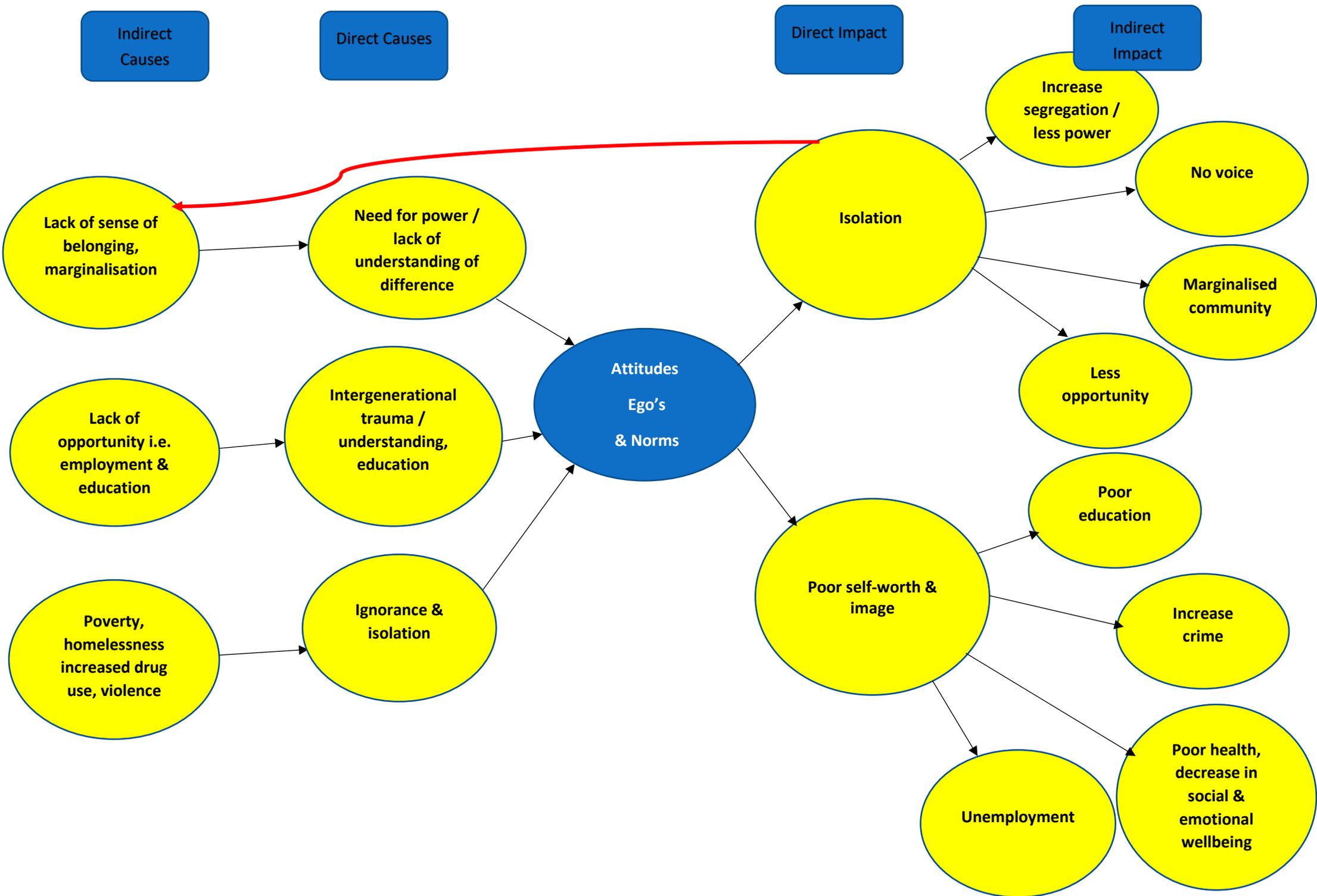
Step 1. Impacts – identify direct and indirect impacts of the 'key issue'

Step 3. Feedback Loops – identify positive feedbacks (AMPLIFY) and negative feedbacks (Dampen) that exist between impact and cause

Step 4. Be innovative, look for interventions to break the vicious cycles and tackle the controlling variables







## Intervention Recommendations to Break the Cycle

### Silo's in Community

- ✚ Address the lack of trust and pride in community
- ✚ Creation of a community meeting place / yarning circle where community can link and connect, enabling the development of relationships and better understanding of each other
- ✚ Place to be informal – a grassy area or maybe the river bank

### Lack of Civic Leadership

- ✚ ECCQ engages community ➡ a call to action ➡ this is our vision for our kids
- ✚ Call directly on community leaders to be involved and represent their groups, i.e. church leaders, local elders, sports leaders
- ✚ Create a universal vision and expectation of civic leaders / leadership
- ✚ Put pressure on civic leaders to respond

### Attitudes, Ego's & Norms

- ✚ Create a vision for our community by our community
- ✚ Create an opportunity for community voices to be heard
- ✚ Increase opportunity for education & learning about diversity and difference
- ✚ Increase opportunity for empowerment & advocating
- ✚ Inspire inspiration
- ✚ Interventions must address the cyclical issues that affect our community

## Conclusion

Although we had several apologies on the day for extenuating reasons, it is believed that the group who were able to attend have made a vital and valuable contribution to establishing the next step for this process. Group members were anonymously surveyed after the meeting and feedback supported the value of the process the group had undertaken and a desire by members to continuing being a part of this process.