FOR CHILDREN AND THEIR FAMILIES

CONNECTING THE DOTS
FOR CHILDREN AND THEIR FAMILIES
INTRODUCTION

Every Child Central Queensland Inc. is a small, dynamic, Central Queensland (CQ) based organisation created in 2015 by a group of passionate locals to be the backbone for place-based approaches to addressing inequity in children’s development in our region. We use the most current and proven methodologies to involve all stakeholders and actors in developing a ‘collective impact’ approach to build upon the inherent strength of our community.

Every Child Central Queensland Inc. grew out of love for our region, the families that live here and a deep belief in the adage that ‘it takes a community to raise a child’. We understand that ‘we are what we are because of who we all are’. Our families are as culturally diverse as the land in which we live, creating a vibrant, yet complex, regional and rural community with its own unique blend of strengths and challenges. We believe that CQ is a great place to live, work and raise a family, with strong community connections that create meaningful relationships and lasting bonds. We have a lot to offer as a region, with a thriving industry that involves mining, agriculture, horticulture, tourism, education and healthcare.

Our vision is for every child in CQ to have every chance of reaching their full potential.

We work alongside our community - to call out disadvantage, recognise vulnerability and identity opportunity. To do this, we work with our whole community, service providers and representative bodies in community, government, education and business to explore our local issues and design appropriate responses. At the heart of what we do is working with the ‘full community’ to construct the architecture that is required to form an environment where community members are empowered to be the drivers of change and ultimately own the future they create.

Every Child Central Queensland Inc. has a strong focus on learning from and working with the whole of our community, especially our First Nations People. We truly understand that if we, as a community, are to be successful at increasing every child’s chance of reaching their full potential, we need to do it together. We need to provide the mechanisms to “connect the dots”. We need to assist in the construction of a locally developed system to harness existing capacity. As we grow, this will include building a team that is representative, respected, trusted and connected to community.

As we continue to develop as an organisation so do our relationships with our First Nations People. We understand this is integral to our success in achieving our goals to embrace the knowledge, strength and wisdom that our First Nations People hold. We acknowledge that a place-based, collective impact approach toward supporting community has been practiced by many indigenous communities around the world. We have begun the process of developing our Reconciliation Action Plan, which will be utilised by community.

We acknowledge that it is vital to provide the means to harness our local peak institutions and everyone working across the sector in ways that strengthen their aspirations to develop our next generations. Hence, we have established endorsed relationships with -

Queensland Government Regional Executives, local government authorities, the CQ Hospital & Health Service (CQHHS), Australia’s most engaged university - CQUniversity, community-controlled organisations and the not-for-profit sector. We are well connected to existing service networks, the private sector and industry bodies, multicultural groups and the local communities we serve.

We work closely with the CQ Public Health Unit (CQPHU), a priority component of the CQHHS and which provides the vital link for collaborative leadership, research and programs vital to underpinning healthy development of our children and youth.

Our work with Central Queensland University (CQUniversity – Qld’s only dual sector University) which has its base in Rockhampton, with campuses in 13 cities across five (5) mainland States, capitalises on its priorities on research and training in allied health across our region. CQUniversity prioritises engagement and social innovation amongst its core values and was the first Australian University to be inducted as an Ashoka U Change maker campus - the world’s largest network of social entrepreneurs (https://www.cqu.edu.au/about-us/about-cquiversity/strategic-plan-2019-2023).

We are working with and are supported by Opportunity Child, Seer Data & Analytics and Collaboration for Impact, Australia’s peak bodies in advocacy, policy, and service providers over the past several years confirms that there is a consensus around the need to do things differently and that we need to do it together if we are to effect change.

International experience clearly indicates that our chances to successfully bring about change through building local social inclusion are increased by taking a ‘place-based’ approach, using methodologies such as collective impact and developing backbone approaches which provide the architecture for social inclusion.

Every Child CQ is ideally placed as the CQ backbone collaborator and catalytic enabler with the skills, linkages and processes to support and facilitate a community engaged and owned approach to addressing the inequity of opportunity for our children, youth and families.

Over the past four years we have worked with community to strengthen capacity across our region. We are working with and are supported by Opportunity Child, Seer Data & Analytics and Collaboration for Impact, Australia’s peak bodies in advocacy, policy, and service providers over the past several years confirms that there is a consensus around the need to do things differently and that we need to do it together if we are to effect change.

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A PLACE-BASED COLLECTIVE IMPACT APPROACH

CONNECTING our community and our partners to share information, skills and resources and to access the knowledge of those people directly involved in issues to harness collective goodwill and diversity in our thinking and approach.

COLLABORATING to support communities to effectively use skills and resources to co-develop and implement strategies and services that communities’ want and need.

CHANGING generational, and other social problems by helping to facilitate the conditions necessary for every child to have every chance to reach their full potential.

COORDINATING community-wide innovation in action strategy, with a distribution of workload amongst organisations and community members, who are all working towards common goals.

CHALLENGING inequitable systems and behaviours and promoting and supporting the implementation of contemporary strategies to help communities build social cohesion and inclusiveness.

CENTRAL QUEENSLAND AT A GLANCE

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<tr>
<th></th>
<th>CQ Population</th>
<th>QLD Population</th>
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<tbody>
<tr>
<td>0 yrs - 14 yrs</td>
<td>225,561*</td>
<td>5,011,216**</td>
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<tr>
<td>15 yrs - 24 yrs</td>
<td>21.9%*</td>
<td>19.5%**</td>
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<td></td>
<td>12.5%*</td>
<td>13.1%***</td>
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<tr>
<td>Single Parent</td>
<td>56,363</td>
<td>1,221,148**</td>
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<th>CQ Aboriginal/Torres Strait Islander</th>
<th>QLD Aboriginal/Torres Strait Islander</th>
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<td></td>
<td>5.7%</td>
<td>4.0%</td>
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<th>CQ Youth Unemployment</th>
<th>QLD Youth Unemployment</th>
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<tr>
<td>15 yrs - 24 yrs</td>
<td>17.9%***</td>
<td>14.0%***</td>
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HOW DO WE OPERATE AS A BACKBONE?

GUIDE VISION AND STRATEGY
We commit to create an environment where community conversations can occur over time to form a shared vision, a common agenda. We work alongside community in the development of strategies to meet this vision.

SUPPORT ALIGNING ACTIVITIES
“Connecting the dots.” Working with the whole of community, including service providers, to identify current activities that support meeting our community vision. We support the creation of connections that align and strengthen these activities, ultimately improving the chances of meeting the community’s vision. We also work alongside community to identify missing activities and then support the community to build capacity in these areas and design the systems and communication pathways to align them to existing activities.

ESTABLISH SHARED MEASURE PRACTICES
We work with our community and experts in the field of research and evaluation, including Central Queensland University, to develop quantitative and qualitative measures of success. We must be able to provide our community with evidence that the work they are doing alongside us is creating the required change to ensure all children in CQ have every chance to reach their full potential.

CULTIVATING INCLUSIVE COMMUNITY ENGAGEMENT AND OWNERSHIP
We work “in place” consistently utilising a collective impact approach that supports and encourages community and service providers to also work in this way. Community ownership will build a strong, empowered and resilient community.

ADVANCING POLICY
Working alongside community to find solutions to community recognised issues will ultimately highlight where change is required at a system level and provide the basis for policy review and development. As a backbone organisation we prioritise community ownership of all that we do to drive change in praxis and policy where required.

MOBILISING RESOURCES
“Place-based”, means we work in and alongside community in identified geographical locations and “collective impact” means we facilitate trans-disciplinary approaches with the whole of community. A vital part of this approach is that community recognises it requires all sections of community including industry, human services, business, clubs, church groups etcetera combining and coordinating resources to achieve the community’s agreed vision. This is about everyone playing a part to build a strong and vibrant community where every child has every chance to reach their full potential.

Data obtained from the Australian Bureau of Statistics (ABS) 2016 Census using Statistical Area 4 (SA4) boundaries unless otherwise indicated. This region encompasses the following Local Government Areas:

Banana (S) - Central Highlands (R) - Gladstone (R) Livingstone (S) - Rockhampton (R) - Woorabinda (S)

ABS 2016 Census data - Central Queensland
* Estimated resident population for CQ, 30 June 2018
** Estimated resident population for QLD, 30 June 2018
*** Regional Youth Unemployment Report, October 2019
All indicators point to serious challenges facing our children in Central Queensland, whether these be in maternal and child physical and mental health, in early childhood development, social competence, emotional maturity, or youth disengagement. AEDC census data shows that areas of Central Queensland lags well behind Queensland and Australian averages.

2018 Australian Early Development Census (AEDC) data for Central Queensland, Queensland, and Australia, based upon Statistical Area 4 (SA4) boundaries.

2018 AEDC data for Communities* within the Central Queensland region.

* AEDC Community boundaries are usually equivalent to local government areas. However, this is not the case in CQ. The AEDC uses SA1 foundations when determining Community and Local Community boundaries to allow for an accurate comparison with socio demographic data collected by the ABS. You can find out more information about AEDC Community boundaries and how they are defined at Understanding AEDC community boundaries.

The vibrancy, self-reliance, and collective will of any community to seek out and sustain an equitable positive socio-economic presence is heavily dependent upon ensuring the development of its children. Like many previously dominant regional centres, Rockhampton, Gladstone and associated communities around the region, face impacts of the persistent creep of population centralisation into capital city areas. This trend has an obvious flow on impact on local resources, infrastructure and skills. A key plank in addressing the impacts of such trends is to ensure that these regional areas gain and sustain the reputation of being great places for families and child development.

This is why Every Child CQ prioritises five key areas of opportunity to improve outcomes for Central Queensland children and families. These key focus areas, The Big Five will be discussed initially by the Community Leadership Group in early 2020. With an agreed agenda in place we will utilise the seven operational goals of Every Child CQ to progress meeting our vision of every child in Central Queensland having every chance to meet their full potential.
OUR STRATEGIC GOALS

EARLY LIFE – 20% INCREASE in 10 years in the number of children undergoing all health checks and required treatment in the first 1000 days of life.

SCHOOL READINESS – 20% INCREASE in 10 years the number of children who are developmentally ‘on track’ in their first year of full-time school.

COMMUNITY PARTICIPATION AND INCLUSION – 20% INCREASE in ten years the number of children and adults participating in healthy lifestyle activities.

YOUTH CONNECTEDNESS, EMPLOYMENT & TRANSITION TO ADULTHOOD – 20% REDUCTION in ten years the rate of youth suicides.

FAMILY NUTRURING – eliminate the over-representation in rates of notification of child abuse or neglect of Aboriginal and Torres Strait Islander children in 10 years.

HOW WE DO THIS

1. INTERNAL - Data analysis and sector discussions identify where significant issues exist in community. A data story is compiled to take to community.

2. COMMUNITY - We share with community our role as a backbone and that our focus is about working with them and all our partners to give every child every chance to reach their full potential. We share the data story we have compiled and ask that they share with us their side of the story, we work with community to find the true picture.

3. INTERNAL - We take what we have learnt from community and begin the process of documenting the whole story. What community see as the most significant issues, why they believe they exist and what they believe needs to change.

4. COMMUNITY - We go back to community to review what we have documented. We work with community to refine our documentation. We continue to analyze the issues and build a clear picture, a true story that accurately reflects community. We begin the process of mapping a path forward. Establishing a shared agenda - a common goal.

5. INTERNAL - We go back and create further documentation around what we have learnt from community. We continue this cycle until we have a shared agenda and an agreed to roadmap forward. We then work with Community Tables and Project Working Groups to create an action plan to enact the roadmap.

OUR OPERATIONAL GOALS

Work alongside our community to ensure that we recognise the diversity of cultures within CQ and their inclusion in all that we do, including the development of a Reconciliation Action Plan with our First Nations People. We must ensure all voices are heard and listened to too.

The establishment of place-based Community Tables. The current aim is for Expressions of Interest to go out early 2020 and for tables to be effective by March 2020. A part of this process will be the identification of Community Champions and emerging community leaders (key community contacts as a constant link/barometer into the community).

Utilisation of a ‘collective impact’ approach to develop a community-driven and owned roadmap for our ‘place-based’ work (research and evaluation methods designed from the outset with expert guidance and in partnership with community and CQUni).

To build our community volunteer collective, (leveraging community relationships, strengthening community cohesion, and recognising and utilising valuable community expertise). By late 2020 we aim to have at least 20 active volunteers immersed in our work.

To continue to implement our Digital Communication Plan, (creating continuing communication, create conversations across community, building knowledge and understanding around matters that affect individuals and community, become a source of information and/or a link to information – with community build a network that can ask and answer questions).

To leverage our membership of Australian Research Alliance for Children and Youth (ARACY) to become a local champion of the Nest action plan.

To work with community to grow an understanding and commitment to attaining long term financial sustainability through multiple sources, including innovative income generation, philanthropic interest and community ownership of all that we do. We will work with our community to become a more self-reliant and resilient community.
ESTABLISHMENT TASKS

The first four years of our establishment have involved both organisational development and community development, researching the strengths and challenges of our community and increasing knowledge of collective impact principles and practice. The timeline below illustrates the key activities which occurred during this time.

COMMUNITY DEVELOPMENT

- BETTER TOGETHER CONFERENCE
- MET WITH COMMUNITY ORGANISATIONS & GOVERNMENT
- ESTABLISHING COMMUNITY LEADERSHIP GROUP
- PLANNING
  - DAY WITH STAKEHOLDERS
  - COMMUNITIES
  - LEADING CHANGE PAUL SCHMITZ MASTERCLASS
  - STRENGTHENING OUR PLACE WORKSHOPS (QCROSS)
- FOCUS ON PLACE-BASED PROJECTS AND COMMUNITY CONNECTIONS

ORGANISATIONAL DEVELOPMENT

- INCORPORATED AUGUST 2017
- FORMALISED GOVERNANCE STRUCTURES
- VOLUNTEER PROGRAM LAUNCHED
- COMMUNICATIONS OFFICER COMMANCED
- DIGITAL COMMUNICATION PLAN LAUNCHED
- WORKING TOWARDS CHARITABLE STATUS

NEXT PHASE

The timeline below illustrates the next step in pursuing our identified goals. Future projects will emerge from the establishment and ongoing development of a Community Leadership Group and Community Tables. The community must have agency in influencing the nature, scope and engagement activities of Every Child CQ now and into the future.

- ESTABLISH COMMUNITY LEADERSHIP GROUP
- PROJECTS (ONGOING)
- IDENTIFY COMMUNITY CHAMPIONS
- ESTABLISH COMMUNITY TABLES
- DEVELOP COMMUNITY-DRIVEN ROADMAP
- BUILD COMMUNITY VOLUNTEER COLLECTIVE
- CONTINUE TO DEVELOP & IMPLEMENT DIGITAL COMMS PLAN
- JOIN THE ARACY NEST ACTION PLAN
- EXPLORE THE “SYSTEM CHANGE MOVEMENT”
- PLACED-BASED AND COLLECTIVE IMPACT MODEL EMBEDDED AND UTILISED BY EVERY CHILD CQ ACROSS CQ

SECURE MID-TERM FUNDING
SECURE LONG-TERM FUNDING
The Community Leadership Group is made up of members of Every Child CQ Inc. Management Group and other parties interested in setting strategic direction, community engagement coordination and performance oversight. The Every Child CQ Inc. Management Group meets regularly to lead and manage the operational governance requirements of Every Child CQ as an incorporated body. The office bearers will be elected on a yearly basis by members as part of AGM. This group is the key decision-making point for all matters relating to the operations of Every Child CQ Inc. and the implementation of strategic direction set by the Community Leadership Group (CLG). The Management Group delegates some operational, financial and administrative decision-making responsibility to the Coordinator to ensure day to day operations are effective. Regular operational reporting by the Coordinator is directly to the Management Group with Quarterly Progress Reporting to the CLG.

Community Leadership Group (CLG) members are expected to convene and lead the Community Leadership Table which will draw together a broad range of community members and leaders, relevant stakeholders and partners to consider specific issues, identify opportunities, plan and develop actions. Actions will be allocated to various Community Round Tables who will focus on bringing the communities voice to the table to develop the strategies required to move the actions forward. We would like to invite Aboriginal and Torres Strait Islander CLG members to lead or co-lead the Community Leadership Table (CBT) and all Community Round Tables.

The Community Leadership Group (CLG) Chair convenes CLT meetings on a quarterly basis to:

- receive progress reports from members, the Management Group and Coordinator,
- consider issues emerging from tables, forums etc and strategise around them effectively,
- check alignment of purpose and set future direction adjustments as required.

One of the quarterly meetings will form the Annual General Meeting (AGM) of Every Child CQ Inc. to ensure probity and compliance with association rules.
OUR GOVERNANCE APPROACH

The Management Group is responsible for providing organisational governance, financial accountability, strategic guidance, leading broader engagement and sourcing opportunities for improved partnering, investment and influence.

Every Child CQ is committed to sound governance, including transparency, adaptive leadership, engagement and innovation. Our strategic direction recognises that creating the conditions necessary to change complex, complicate and entrenched social systems requires considerable innovation and changing people’s minds, assumptions and habits.

To achieve this Every Child CQ’s governance arrangements are based on a leadership approach that embraces the community, truly walks among and alongside community and constantly works on strengthening collaboration and coordination with and between existing service delivery organisations. This prioritises building an engaged and responsive community that is supported by a trans-disciplinary approach to service delivery.

COMMUNITY

The community enircle every aspect of our work, their capacity to inform and drive change is crucial to our success as a backbone and for our communities across CQ to thrive.

CHILDREN AND FAMILIES

Children and families are at the centre of all that we do, every aspect of our work in partnership with our community and all the services that support community is focussed on creating an environment where every child has every chance to reach their full potential. Our children are the parents of our future and with our community we can make Central Queensland a great place to live, work and play.

OUR MANAGEMENT GROUP

The Management Group live, work and volunteer in CQ. Every member is passionate about this region and wants to watch their children, their grandchildren, their families, their friends and their community thrive both now and for many generations to come. All members of the management group have a thorough understanding of the importance of ‘place-based’ work and the use of a ‘collective impact approach’. This allows the decisions to be informed by the community and focused on helping to shape existing service provision within this construct.

THE TEAM

Backbone organisational teams, as lead facilitators, are typically relatively small but well connected and inclusive in their approach. This underpins the ‘collective’ approach where the use of existing resources is a priority. Our team works with and is supported by several organisations that are considered experts in ‘place-based’ and ‘collective impact’ work at both national and international levels. This supports our professional development; increasing skills and knowledge. We undertake the day to day connection to community, the networking, the administrative responsibilities and communication across the community and its service delivery functions in ways that promote a different way of working.

Our team is responsible for ensuring the community is well informed about Backbone activity, aspirations and processes. This is in line with the collective impact philosophy of collective impact. The primary role of our team is to ensure that it listens, interprets and amplifies a broadly-based community voice.

COMMUNITY TABLES

Community tables are a vital part of all that we do as a backbone. They include a Community Leadership Table, Community Round Tables, and are responsible for amplifying what the community has to say, ensuring that we hear and listen to the community’s voice in all our planning, implementation and most importantly, evaluation of our work. They are the key and a constant link/barometer into the community. They will work with us to establish a common agenda and design a community owned roadmap that will lead to every child in CQ having every chance to reach their full potential.

COMMUNITY VOLUNTEER COLLECTIVE

Most regions have an abundance of unused capacity available and ready to be harnessed in order to develop more resilient communities. Successful communities have structures in place to allow community members in the workforce, in community bodies, and in retirement, to contribute their skills and time in proactive and flexible ways. Building such an architecture is a very exciting part of our role as a backbone and it is a significant part of developing collective impact.

We understand that this will take time because it will take time for us to build the necessary trust within community. To develop a shared understanding and recognition of the value of time given, and skills shared. That the architecture underpinning the community volunteer collective is professional, well considered and has adaptability and flexibility.

We are about doing things differently; we are about developing places where people are more than their “job titles”; where people can find the opportunity to contribute to developing their community without membership requirements, knowing that their skills and knowledge will be valued.

Our Volunteer Coordinator will be working in partnership with community, with organisations that already utilises volunteers and/or anyone that sees the true value volunteers bring to our community.

PROJECT WORK GROUPS

When the key issues have been distilled from our Community Tables process, we will facilitate the establishment of Project Work Groups which will have community and service provider representation. These groups will have a primary objective of working across existing service delivery boundaries. They will use a trans-disciplinary methodology to develop the recipes to unblock barriers to delivering impact on the collective goals of community, government, business and civil society in child development.

Every Child CQ’s backbone role will be to coordinate and facilitate the process, support the necessary communication with and between existing service delivery agencies, evaluation and resource processes and assist advocacy in determining policy implications and development.

KEY PARTNERS

As a backbone organisation our partners are our strength. We simply do not function without them. Beginning with our First Nations People, the community as a whole, community groups, community based organisations, large government and non-government organisations, and learning institutions right through to experts in the children and family sector at a state, national and international level, we are the backbone that works at bringing it all together.

By providing the independent, local, community-based architecture to open doors, to learn from one another, strengthen connections, support communication, facilitate coordination, identify and reduce duplication, we “connect the dots”.

International and national experience shows that ‘community ownership’ is the driver of sustainable and impact driven change.
MAXINE BRUSHE
PRESIDENT
“By engaging whole of community to be true partners in improving the wellbeing of CQ children, now and into the future, we can bring about positive systemic change, where children are able to achieve, thrive and lead happy and fulfilling lives in the CQ region.”

With a strong interest in community well-being for over 50 years, Maxine Brushe has concentrated her efforts on improving the communities of Central Queensland, where she has worked, reared and, most importantly, raised a family. She has extensive experience in governance and community leadership, serving as a Councillor with the Calliope Shire Council for 13 years, five years as Deputy Mayor, eight years as a Councillor with Gladstone Regional Council. Also, initiated and chaired group that built Bindaree Lodge Aged Care facility.

It is impossible to list all the activities that Maxine is involved in but her connection and passion for community is extremely evident:

- Every Child CQ Inc – President and member of organisation for 5 years
- Chair of the Gladstone Water Board
- Rotary Paul Harris Fellow – awarded for exceptional service to community
- Foundation President & current Vice-President – Boyne Tannum Arts Business & Community Assoc Inc. Community development organisation delivering monthly family friendly Beach Arts Music event, annual Music & Arts Festival, BT Youth initiative, Turtley Artscape public art project and improving the facilities and services for the community of Boyne Tannum.
- Rio Tinto Community Fund Board Member for 6 years – by invitation appointment as community representative
- The Gladstone Foundation Board of Advice Member – State Govt appointment as community representative
- Gladstone Area Promotion & Development Ltd (Gladstone Region Regional Tourism Organisation) – Chair for 6 years, Board Member for 20 years. Life Member and inducted to Roll of Honour
- Gladstone Communities for Children – Chair for 6 years
- Tannum Sands State High School P&C – Foundation President and Life Member
- 2017 Gladstone Region Citizen of the Year
- CQU Regional Engagement Committee – Member for 6 years as community representative
- Gladstone Region Community Development Committee – chair for 8 years as representative for Council. This group undertook significant work within community to deal with major impacts on community from $808 million investment within the Gladstone Region, dealing with major housing shortages, displaced families, long shifts, FIFO workforces, and mental health issues.
- Community representative on Gladstone Integrated Community Precinct project steering committee.
- Chaired Gladstone Region Visioning Committee to develop Vision 2028 for newly amalgamated regional community.

WALLACE TAYLOR
TREASURER
Dr. Wallace Taylor OAM has a 45-year career which demonstrates a well-developed base of leadership skills in regional/rural socio-economic development with collaborative initiatives, policy development, monitoring and evaluation. His PhD is in the social appropriation of ICT for socio-economic development and he has published widely in this field as well as in rural and regional development. His professional experience is diverse and spans Education (universities), Government, Business and Civil Society resulting in improved socio-economic outcomes and sustainable impact across communities, locations, institutions & industries in both developed and developing economies. His efforts in these fields have been recognised by being awarded an Order of Australia Medal, a University of Queensland Gatton Gold Medal and Rockhampton Citizen of the Year.

Currently Dr. Taylor is s the Founding Director & Chairman of The Information Society Institute (TISI; a not-for profit – registered in South Africa that consults internationally in policy development, the establishment of service delivery functions and praxis). He is an Emeritus Governor on the Board of the Informing Science Institute (ISI; a global academic body that publishes 14 academic journals & academic books and conduct conferences on transdisciplinary approaches for harnessing modern ICT to improve education, research and policy to address inequity). He has been appointed an Adjunct Professor, CQUniversity, and an Honorary Professor at the University of the West Indies. Dr Taylor is also a long-term Rotarian with a particular interest in multi-agency approaches for youth development and he serves on the Rockhampton Community Police Board.

JOSH ARIENS
SECRETARY
Josh currently works within the Research Division at CQUniversity where his chief responsibility is to develop and broker research partnerships with industry, supporting the strategic goals of the University by developing university-business collaboration to increase research engagement and impact. His role brings him into contact with a wide range of government and non-government organisations as well as social change agents and entrepreneurs in communities across CQU’s national footprint.

Josh brings a breadth of local and international experience to the Management Group of Every Child CQ, specifically in the areas of education and training, community development, program management and cross-sector partnering. Previously, as Program Manager for a federally-funded local program, Gladstone Communities for Children, Josh was instrumental in facilitating a more joined-up approach to addressing challenges for service providers and brokered commitment to a charter to improve outcomes for local children and their families by strengthening collaboration between a range of NFP, community, government and corporate stakeholders. He has worked in PNG, Japan and Spain.
Josh Donovan has worked in various roles in the state government for 18 years, in roles including Residential Care Officer, Direct Service Team Leader and Service Advisor. He is currently the Transition Officer – Disability out-posted consultant for Rockhampton Child Safety. He is also a Public Sector LGBTIQ Steering Committee member.

Bronwyn Fenech is the Managing and Artistic Director of FMSTUDIOS, Rockhampton. She is a founding member of several business networking groups including the Regional Women’s Network CQ, the Museum of Central Qld Inc. and the Capricorn Launch Pad Young Professionals. She has been a finalist in the TELSTRA Business Awards, mentors new business owners and entrepreneurs and regularly speaks to businesses and community groups about challenges and opportunities.

Karen Abrahams is the Regional Director Youth Justice Services for Central Queensland. She has a background of working in child protection and has championed the opportunity for Youth Justice to undertake ground-breaking initiatives supporting Justice Reinvestment. Karen is a member of the Rockhampton Community Policing board and has recently been involved in developing a concept and framework collective impact approach within the Youth Justice Service.

Mick is the Regional Executive Director of Central Queensland, Department of Child Safety, Youth and Women. He has worked in the social services sector for 30 years delivering direct child protection and juvenile justice services, managing multi-disciplinary teams and working with Aboriginal and Torres Strait Islander peoples. Mick’s experience will provide the CLG with government perspectives but more importantly Mick is a father of two and is extremely passionate about the community of Central Queensland particularly our children and youth.

Bronwyn is a member of Rockhampton Art Gallery Philanthropy Board and a mother of two.

Jenny Archer is a retired principal who has held leadership positions, advisory roles and teaching positions over her forty-year career in education. She worked in the primary school sector in both regional and rural areas, and predominately in schools in low socio-economic communities with diverse needs and strengths and complex demographics.

Within these roles, Jenny created opportunities to engage the local and wider community in developing strategic direction for schools and their communities. This collective approach created space, opportunity and capacity for parents, students and staff to actively engage in school life and learning for their mutual wellbeing and success.

Jenny now volunteers her time to Every Child CQ Inc., as Volunteer Coordinator and Vice President of the Management Group. She also volunteers at a local health facility and is a member of their Consumer Partnership Committee.

Our Volunteers

We also have an evolving team of volunteers ably managed by our Volunteer Coordinator, Jenny Archer. The purpose of our Community Volunteer Collective is to actively seek volunteers who will engage in work in the community that is fulfilling, safe, purposeful, significant and appreciated, to support the community and enhance Every Child CQ’s vision that every child in CQ has every chance to reach their full potential.

An action plan and all appropriate policy and procedures have been developed to support building our Community Volunteer Collective.
OUR TEAM

SUSIE CAMERON
COORDINATOR

“My passion for the work that we at Every Child CQ are undertaking is enormous, my skills and knowledge with the guidance and support of the Management Group and Community Tables, I believe, stand Every Child CQ and the communities of CQ in a great position to give every child in CQ the chance to reach their full potential.”

Susie began her career with Queensland Health 19 years ago, straight out of Sunshine Coast University where she completed her Bachelor of Science (Public Health). Working initially as the Public Health Physician’s assistant at the Public Health Office, Susie went on to the Northern Peninsula Area as the Community Health Services Manager, where she worked for the following four years. This work in Susie words “gives you an understanding of the importance of being connected to community”. Since moving to Rockhampton fourteen years ago Susie has worked for the Central Queensland Hospital and Health Service initially as a Risk Management and Quality Coordinator, and for the past eight years as the Service Integration Coordinator for Mental Health Alcohol and Other Drugs. Susie is also an Accredited Partnership Broker and respected for the work that she undertakes utilising these skills.

The greatest asset that Susie brings to Every Child CQ is her relationships across CQ and the respect and trust that she has gained living and working in CQ over the past 14 years.

Susie is a stepmother to five, in her words, amazing children and step grandma to one wonderful 16-month-old little man.

ELISHA HABERMANN
COMMUNICATION OFFICER

An emerging artist and mother to three daughters, Elisha has lived, worked, studied, and raised her family in the Central Queensland region for last 20 years. Elisha joined Every Child CQ in 2018 as a final year Bachelor of Digital Media student at CQUniversity with minors in graphic design and journalism. She has since graduated with distinction, earning a School Medal from the School of Education and The Arts for outstanding academic achievement, and the Rockhampton Community Service Club Multimedia Studies Prize.

When Elisha is not working for Every Child CQ, she is busy building her arts practice and working towards her next degree a Bachelor of Creative Arts.

OUR NETWORK

Central Queensland has a rich diversity of organisations doing great work and making a positive difference for children and families in our communities, however, at times there are barriers that inhibit organisations operating in a cohesive and coordinated way. A significant part of Every Child CQ’s role is to create an environment in which these organisations can establish genuine trusting relationships with community and the other organisations, leading to opportunities to work from a collective impact approach and an openness for social innovation.

The diagram below illustrates the depth and breadth of our extensive local, regional and national network of partners. This diagram is indicative rather than exhaustive, as we continue to expand our network, finding organisations eager to join in and collaborate almost daily. At present we have more than a hundred active members on our email network and the number of our Facebook and Twitter friends is rising rapidly.
KEY PARTNERS

FIRST NATIONS PEOPLE
As we continue to develop as an organisation so do our relationships with our First Nations People. We understand that integral to our success in achieving our goals is to work in collaboration with, and embrace the knowledge, strength and wisdom that our First Nations People hold. We acknowledge that a place-based, collective impact approach toward supporting community mirrors how our First Nations People have functioned for thousands of years. We have begun the process of developing our Reconciliation Action Plan, which will be developed with our First Nations People, we will utilise this document to guide and inform us as we work with community to achieve our vision.

COMMUNITY
Community involvement in all that we do is key. When we gather with community, we are there as a part of our community. No one person is more important than any other person, every voice is as important as any other and we will work together to create change where change is required, as equal partners.

OUR LOCAL NON-GOVERNMENT AND NOT-FOR-PROFIT PARTNERS
We have many wonderful working relationships and partners in this sector, who are doing great work. We work alongside them as we all build our capacity to undertake a place-based and collective impact approach to achieving our vision of every child in CQ having every chance to reach their full potential.

Many of our partners from across the sector are involved in the Our Place Stockland initiative. Our emerging and established partners include: Anglicare, Uniting Care, Smith Family, Community Solutions, Artius, Darumbal Youth Service, Central Queensland Indigenous Development Association (CQID), Helum Yumba CQ Healing, Roseberry, Multicultural Development Association, Bidgeridi, Centacare, Act for Kids, Carers Queensland, PlayGroup QLD, Goodstart, Relationships Australia, Red Cross, Headspace.

EDUCATION QUEENSLAND
Our work with Education Queensland around Connect 4 Children Strategy has just commenced and we are extremely excited to be involved in this work. Education Queensland has been working with us to analyse AEDC data to focus our attention where our attention is required.

DEPARTMENT OF HOUSING AND PUBLIC WORKS
We have worked closely with this department around the Common Client Cohort initiative and as we both utilise a place-based approach toward improving outcomes for children and families we see many opportunities for collaboration in the future.

QUEENSLAND POLICE SERVICE
Our work with QPS currently has been around the Common Client Cohort project and is now focussed on the Our Place initiative in partnership with Stockland and several other organisations.

QUEENSLAND COUNCIL OF SOCIAL SERVICES (QCROSS)
A peak-body member organisation for the social service sector, QCROSS is engaged with Every Child CQ through education sessions to explore the theory and practical application of place-based approaches, the facilitation of workshops such as Changing Lives, Changing Communities in Central Queensland; and by providing Local Champions training to support the skills of those who want to host and contribute to meaningful community conversations.

COMMONWEALTH GOVERNMENT, DEPARTMENT OF SOCIAL SERVICES
Working with and collaborating on opportunities to invest in place-based collective impact in Central Queensland.

CQU NIVERSITY AUSTRALIA
A founding partner, directly involved in governance. Working together to explore research council and philanthropic funding for research and on-ground programs. Also, a significant commitment to social impact through research activity and place-based on-ground support for social impact in communities within their footprint.

DEPARTMENT OF CHILD SAFETY YOUTH AND WOMEN (CSYW)
CSYW is actively involved in Our Place initiative and we sit on several networks with this department and see many opportunities to utilise a place-based, collective impact approach toward strengthening relationships between CSYW and the community.

CENTRAL QUEENSLAND HOSPITAL AND HEALTH SERVICE
Working with us to pay attention, and to share concern and responsibility for addressing the community health implications of social disadvantage. Also, key partner in the Suburb-based Place-based Initiative, the Hear and Say CQ Initiative and other emerging initiatives.

DEPARTMENT OF ABORIGINAL AND TORRES STRAIT ISLANDER PARTNERSHIPS
A key part of the broader network, and a key collaborator in the Suburb-based Place-based Initiative. Our Coordinator has worked alongside the Department for more than 10 years in a range of activities and looks forward to future initiatives highlighted through community connection.

ONEGOV CENTRAL QUEENSLAND
This partnership provides a forum for senior government employees to interact and grow collaboration across agencies. Every Child CQ works closely with OneGovCQ to involve senior personnel in on-ground projects. They are a foundation partner in the Suburb-based Place-based Initiative now being orchestrated via our partnership with Education Queensland and their Connect 4 Children Strategy.

LIVEWELL CQ
A formal partnership of committed primary health, human services and community care organisations. Every Child CQ was born from the efforts of liveWELL CQ to establish a backbone organisation to address disadvantaged for children, youth and families in our communities. They were the lead agency for the Common Client Cohort.

OPPORTUNITY CHILD
Every Child CQ relies on Opportunity Child for tools, support and best practice advice on advancing the health of children and young people through place-based work.

SEER DATA AND ANALYTICS
We have just started working with this new and exciting organisation, Seer can support us to truly understand our local data, to tell a story with our data, a story that we can take to community to get their side of the story.
AUSTRALIAN RESEARCH ALLIANCE FOR CHILDREN AND YOUTH
As an agency supporting research-driven collective action, ARACY is a guiding light for Every Child CQ. We are active members of ARACY. Marie Stuart, Board Member of ARACY, is a key collaborator in establishing the CQ Playgroup Initiative.

COLLABORATION FOR IMPACT
are supporting our work with their team including evaluators, facilitators, trainers, communicators, policy advisers and people deeply seeped in the practice of collaborating for impact.

THE CAPRICORN COMMUNITY DEVELOPMENT ASSOCIATION INC.
is an unfunded volunteer, community development organisation. Its purpose is to support the community in solving its own problems. CCDA acts as a mini-peak body for the region and inputs a Central Queensland perspective to state and national forums. Every Child CQ has worked with CCDA on several initiatives including supporting and co-facilitation of CQOSS events in Rockhampton.

CENTRAL QUEENSLAND, WIDE BAY, SUNSHINE COAST PHN
is an independent not-for-profit commissioning organisation funded by the Commonwealth Department of Health to improve the health outcomes of the region. We have worked alongside the PHN for many years, we share information and support each other wherever possible.

OUR REGION’S COUNCILS
Our Councils play a significant role in improving outcomes for children and families across CQ and as we grow as an organisation, we will continue to build our relationships and collaborative practice with our Councils in all that we do.
COMMUNITY ROUND TABLES

The development of the Community Round Tables to inform and support our work will be undertaken in consultation with the community and all stakeholders from across the sector. Invitations to become involved will be sent out early in 2020.

“OUR PLACE” – STOCKLAND: FROM LITTLE THINGS BIG THINGS GROW!

This initiative initially grew out of a discussion at the Community Policing Board regarding some issues with youth at the Stockland Shopping Centre. A partnership was developed between Stockland, Darumbal Youth Services, Youth Justice and the Queensland Police Service, the collaboration proved to be very successful. This success and then a phone call from Child Safety letting us know about a great program call Books4Kids being run in Gympie, Queensland began the beginning of conversations across the whole sector and the idea that if we truly work together to connect to community, great outcomes are attainable. Stockland have made what is now a very exciting initiative possible by providing a semi-permanent shop front that is available for the community and Human Services Sector to utilise to increase access to services, support and information. It also provides a soft referral point and creates the ability to truly connect to and learn from our community. All organisations and community groups utilising the space are focused on improving the health and well-being of our children, youth and families.

The sector is very excited to have a shop front in our largest shopping centre because over many years we have frequently heard from our community there is a need for services to be more accessible. We also hear from service providers that they need a way to connect with hard to reach families. The shop front places us in a perfect situation to connect to our community, with vast amounts of research supporting that shopping centres have become the day to day touch points with communities across Australia.

The first sessions run out of the space, were Aboriginal Story Telling and were delivered by members of the Darumbal Youth Services team, they started in mid-October 2019. Ideas for the centre include, interactive storytelling, drop-in baby clinic, kids’ yoga, learning different languages including Aboriginal and Torres Strait Islander, fun art, theme weeks e.g. NAIDOC, Mental Health Week, information sessions, drop in for yarn – an informal space to ask questions on particular topics, a chilli out zone on a Thursday night and the list goes on.

Every Child CQ has taking on the development and coordination of the work at present, however, like all good backbone organisations, once a firm working group and roster is established this role will be discussed and negotiated with the group. The present Management Group are hopeful of securing some funding for a Project Officer to get Our Place well established with good governance, meaningful evaluation strategies and effective community engagement and involvement.

The Management Group plan to run a competition for the youth of our community to name the centre and create a logo!

MAPPING AND CONNECTING THE NETWORK

We are working in partnership with Uniting Care, the Smith Family, CQHHS and the Primary Health Network to map the networks across community and the sector at all levels including community groups, communities of practice, operational and strategic groups within government and non-government. We are undertaking this process to ultimately develop a communication strategy that will keep the community and service providers informed and connected.

This work is being undertaken to reduce the disconnect between community and service providers, to strengthen relationships and to establish a solid communication platform to operate within a place-based and collective impact framework.

RECONCILIATION ACTION PLAN

A part of our work with our First Nations People is the development and ongoing implementation of our Reconciliation Action Plan. At this point in time we have just started the conversations that are required to develop our plan in collaboration with our First Nations People. Every Child CQ has taken on its inception, endeavoured to operate in a culturally appropriate and inclusive way, this plan will assist to further embrace and embed this in all that we do.

DATA DAY

The importance of being able to evidence the success of what we do as a backbone with our community cannot be underestimated. We plan to hold data days from the beginning of 2020 to ensure that as a sector we have a true understanding of our data, but more importantly our community has the opportunity to share with us their side of the data story. The aim is that together we develop a shared understanding, a clear picture, of where the priorities lay and over time by truly working with the community as drivers of change, we can evidence our success as a community.

SUBURR-BASED, PLACE-BASED INITIATIVE

This initiative morphed out of a proposal put together in partnership with OneGovCQ, under the banner of Giving Children in Rockhampton a Great Start.

After intensive review of the AEDC data and several whole of sector conversations involving both government and non-government agencies, we are now working side by side with Education Queensland under their Connect 4 Children Strategy to progress the Suburb-Based Place-based Initiative. It has been agreed by all parties involved that the objectives of both initiatives relate to school readiness and that to combine them, gives them far greater strength.

By progressing the work at a suburb level, with the aim of expanding across Central Queensland, we can learn as we grow. Utilising a true place-based and collective impact framework is a relatively new way of working in our district and we believe that by starting small we have a far greater chance of truly engaging community, identifying community champions and ultimately building capacity suburb by suburb toward community driven change.

Education Queensland have undertaken further review of the AEDC data, what Seer would call a deep dive and our work with them will progress early in 2020.

We will utilise a place-based, collective impact approach to hear the community’s story and begin our journey of developing a shared agenda, a roadmap forward and eventually the working groups required to make it happen.

HEAR & SAY CQ

Through evaluation of data and feedback gained from community forums in 2017, Every Child CQ Inc. has identified five key areas of opportunity and priority for improving outcomes for Central Queensland children. One of these areas is School Readiness, which includes health checks for children.

The community let us know that one assessment that children can miss out on in Central Queensland is their hearing screening and so began our partnership with Hear & Say. To date we have run one small screening pilot with Hear & Say in partnership with the Central Queensland Hospital and Health Service and Bundara Kindergarten, sponsored by the Capricornia Community Bank. The screening was a great success with the manager of Bundara Kindergarten stating “it is so wonderful to be able to send these children off to school with their report including the results of their hearing assessment, the teachers will know if they have any issues with their hearing or not”.

A proposal is in draft form to secure further funding to bring Hear & Say to Rockhampton on a more permanent basis in the future.
EMERGING INITIATIVES

A number of projects have started to emerge as key elements in the place-based support of health outcomes for children and young people. These are in collaboration with CQHHS and CQUniversity. Our role in these projects is to bring together community and key stakeholders within a collective action framework, including the University to establish the evidence-base, evaluation and research methodology.

Examples include:

**KINDERGARTEN CHILD HEALTH NURSE PROJECT (PILOT STUDY)**
4-5-year-old health checks to support preparation for school readiness and moving towards Popup Child Health Clinics for early access and early intervention for school readiness. This will become part of our suburb base initiative and the multipurpose centre at Stockland Shopping Centre.

**TARGETED PATHWAY OF CARE FOR FAMILIES**
this is a home-based integrated service model for working with complex needs families, developing their capacity to parent through Pathways of Care and other models of care, utilising a multi-disciplinary, multi-agency approach. The core roles are nursing and home support staff, with care planning extending into other government and non-government services. Every Child CQ will play a vital role in the relationship building and coordination of diverse service providers involved in this process and integrating these services into the Suburb-based Place-based Initiative.

NURSE BASED IN DISTANCE EDUCATION & ASSISTED LEARNING CENTRES
A unique nursing role has been established by the CQHHS Child and Family Service. The nurse engages with students in distance education and assisted learning centres in Central Queensland and beyond. A service for prep to year 12, including Aboriginal and Torres Strait Islander students, who access the centres and learning through teaching over the air and block education sessions. The nurse works from a holistic approach and assist students and family to navigate the health care system if required. Every Child CQ is discussing linking this initiative to the Integrating Disengaged Youth back into Mainstream Education Project with Darumbal Youth Services by building partnerships between the students, volunteers and nursing staff.

INVESTMENT IN EVERY CHILD CQ

Every Child CQ is genuinely excited to be on a journey of discovery in the place-based collective impact world. A world that is proving in many parts of Australia and International to be the way forward to a brighter future for disadvantaged children and families, in fact a brighter future for all.

The approach is based in community recognition that if we are going to turn things around it is the responsibility of the whole community, that we as a community need to take charge of our future and that includes working together towards financial and resource sustainability. We need to attain this via a combination of direct investment from government, industry, business, community and innovation.

Every Child CQ is encouraged by recent announcements by the Federal Government, of funding being allocated to both Rockhampton and Gladstone to deliver the Stronger Places, Stronger People initiative. The principles of this program mirror the principles of Every Child CQ, particularly genuine engagement with community in both understanding concerns and working towards solutions. Every Child CQ believe they are well placed to successfully deliver Stronger Places, Stronger People initiative in CQ, in partnership with community, government, non-government and private sector service providers. Everyone is invited to invest in Every Child CQ. We view investors as stakeholders who are standing in partnership with us to improve the chances of children in CQ reaching their full potential.

Your investment will assist local vulnerable kids to have a greater chance to thrive and will leave a lasting legacy for future CQ generations.

“Every Child CQ is a backbone organisation with the connections, credibility and capability to work towards addressing social disadvantage for children and families through collective impact and social innovation in Central Queensland applying a community-driven, place-based approach.

We recognise the amazing work in our region of the networks described above and are committed to continuing to bring them together to improve the lives of our community members now and into the future.”

Maxine Brushe, President Every Child CQ Inc.