



Rockhampton Co-Design Outcomes Report

Exploring the opportunity for community and three levels of government to work together for better outcomes for Rockhampton

26th June 2023

Prepared by Collaboration for Impact



**Collaboration
for Impact**

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Executive Summary

This report contains a summary of the co-design process conducted in Rockhampton between March and June 2023.

Following the consultations and sharing of the “Rockhampton Community Engagement” report in Rockhampton in December 2022 there was a desire from the community to understand opportunities to engage with three levels of government, and with the Stronger Places, Stronger People (SPSP) initiative in particular. The recommendation was this should be done through a process which was collaborative, community-led and co-designed with the community. The Department of Social Services (DSS) and the Queensland Government Department of Communities, Housing and Digital Economy (DCHDE) engaged Collaboration for Impact to support the co-design process. The process sought to understand how the three levels of government and the Rockhampton community might work together for better outcomes for individuals and families in Rockhampton, and the priorities for these better outcomes, as determined by the community.

A Core Group of self-identified committed community members and government representatives was established and took up a leadership role in driving the process resulting in clear requests and decisions moving forward.



Abbreviations

DSS	Department of Social Services
DCHDE	Department of Communities, Housing and Digital Economies
SPSP	Stronger Places, Stronger People
CFI	Collaboration for Impact
RRC	Rockhampton Regional Council
NIAA	National Indigenous Australians Agency
MA	Multicultural Australia
NDIS	National Disability Insurance Scheme
ToR	Terms of Reference
LGBTQI+	Lesbian, gay, bisexual, transgender, intersex, queer, asexual and other sexually or gender diverse
CBCAC	Community Based Crime Action Committee



Acknowledgement

Collaboration for Impact acknowledges the Darumbal people as the Traditional Owners on whose lands this work was conducted. We thank them for their support of ongoing collaboration for the betterment of lives for families and children in the Rockhampton community.

We also acknowledge all Aboriginal and Torres Strait Islander Elders, past, present and emerging, who call Rockhampton home and steward a vision of better lives for all Rockhampton families.

Preamble

This report has been prepared at the request of the Queensland Department of Communities, Housing and Digital Economy (DCHDE) to support the next phase of establishing a Stronger Places, Stronger People initiative in Rockhampton.

The information and examples in this report belong to the community that produced them. We recognise and acknowledge the continued generosity of community members and organisations who shared their time, experiences and insights that contributed to the conversation surmised in this report.

The author(s) assumes fault for any error made in the content of this report, interpretation of conversations or representation of the relevant parties. We ask the report reader to assume goodwill on the part of the author(s) and that any error made is unintentional.



Report

Purpose

In September 2022, the Department of Social Services (DSS), as part of the Stronger Places, Stronger People (SPSP) initiative, asked Collaboration for Impact (CFI) to facilitate a community engagement process in Rockhampton.

The purpose of the engagement was to determine community readiness to engage with the SPSP model or a broader government partnership to support community-led change efforts in Rockhampton.

An outcome of this report was a call for the next phases of the work to happen in partnership with the Rockhampton community through a process of co-design.

In March 2023, CFI invited all partners who had contributed to the December consultations to the next phase starting with a virtual forum.

The invitation to undertake a co-design process was framed around the following purpose:

For community and three levels of Government (local/state/Commonwealth) to gain a shared understanding of how to work together in Rockhampton.

The scope of the co-design process intended to understand:

1. What a partnership model between three levels of government and the Rockhampton community looks like?
2. What support would be required to further address disadvantage in Rockhampton?
3. What would be priority areas for focus?

This report summarises the activities from March until June 2023 and the outcomes of the co-design process.

The journey

The conversation within the Rockhampton community and between the community and government partners, regarding the SPSP partnership offer started in 2019. This report focuses on the process, discussions and outcomes since March 2023. For reference, a brief timeline of activities is given in this most recent phase of the SPSP conversation in Rockhampton:

- In September 2022, the Department of Social Services (DSS), as part of the Stronger Places, Stronger Places (SPSP) initiative, requested Collaboration for Impact (CFI) to facilitate a community engagement process in Rockhampton
- Between the 14th and 25th of November 2022, CFI facilitated community engagement activities.
- In December 2022, CFI circulated a draft version of the “Rockhampton Community Engagement” report for feedback and held a follow-up forum in Rockhampton.
- In December 2022, this report was finalised and submitted to DSS for consideration.
- In February 2023, DSS and DCHDE requested CFI to support a process of co-design to explore options for the Rockhampton community and government partners to work together.



- On March 22nd 2023, CFI hosted a Virtual Forum inviting those previously engaged in the 2022 consultations.
- Following this meeting a community-led, core group including representatives from three levels of government, was established and met virtually across April and May 2023.
- In May 2023, the core group, supported by CFI met in Rockhampton to plan for the next phase.
- During May 2023, the core group, supported by CFI prepared for the delivery of a Community Co-Design workshop including finalising invitations, agenda and logistics.
- On the 31st May, the core group hosted the Community Co-Design workshop in Rockhampton.
- On 1st June, the core group, and CFI met in Rockhampton to finalise outcomes of the Community Co-Design workshop and confirm actions. At this time the Co-Design Core Group which had included representatives from state and commonwealth governments evolved to become a core group of community members.
- In June 2023, CFI drafted this outcomes report for the core group for feedback and validation before submission.



Co-design process

The methodology described in this section focuses on the co-design process supported by CFI since the re-engagement in March 2023.

The work was conducted in the following phases:

1. Scoping and community reengagement
2. Co-design process
3. Draft report and community engagement feedback loop
4. Finalise co-design report

1. Scoping and community re-engagement

In February 2023 DSS and DCHDE commenced conversations with CFI regarding support on the next phase of the SPSP conversation in Rockhampton. This included clarifying roles and responsibilities of DSS, DCHDE and CFI throughout the reengagement and co-design process.

On the 22nd of March CFI hosted a Virtual Forum to re-engage with the Rockhampton community. CFI invited those who were engaged throughout the December 2022 consultations and encouraged those people to extend the invitation to their networks. The purpose of the forum was to:

- To provide an update to the Rockhampton community following engagements in December 2022.
- To outline an invitation to co-design a way for community and three levels of government to work together.
- To provide information so that community participants may extend their reach for others to be involved, know how to participate in the process and provide feedback on the co-design process.

2. Co-design invitation

The invitation and purpose of the co-design process was articulated as:

For community and three levels of Government (local/state/Commonwealth) to gain a shared understanding of how to work together in Rockhampton.

The scope of the co-design process sought to understand, although was not limited to: models of partnering, support required to further address disadvantage in Rockhampton and the communities view on priorities.

Early feedback around timing, outcomes and parameters for the co-design process was that more time and discussion would be required to ensure the right participation, and therefore outcomes, of the co-design process.

An invitation to self-nominate to be a part of a core group to drive the work was made.

a. Establish core group

The first step of the co-design phase of the work was to establish a core group who could take the conversation forward with strong community leadership. The core group would be responsible for joining with government partners to understand the partnership opportunities, determine the parameters for the community co-design process and conduct a community co-design workshop.

The core group consisted of Rockhampton community representatives and members employed by the Rockhampton Regional Council (RRC), National Indigenous Australians Agency (NIAA), the Department of Education, Multicultural Australia (MA), National Disability



Insurance Scheme (NDIS), the Murri Binda ACCO consortium, Queensland Police and community members with lived experience.

In line with the wishes of the Rockhampton community, government representatives from three levels agreed to be part of the co-design process, to continue building relationships and jointly consider options for future work together. Members were from DSS, DCHDE and RRC.

b. **Confirming scope for co-design**

On 13th of April the Core Group met and were presented with 2 possible options for scope of the co-design responding to the question; *how can three levels of government best support the Rockhampton community?*

The two pathways for co-design were:

1. Explore if the SPSP model is right for Rockhampton and consider how to demonstrate a commitment to the 6 conditions.
2. Explore what other government investments might be available (other than SPSP) that meet Rockhampton's priorities.

Following consideration and testing with their networks the core group unanimously agreed to proceed with pathway 1 and explore how the SPSP model might work in Rockhampton, and what would be required to demonstrate a commitment to the 6 conditions.

c. **Core group working meetings**

The core group met over April and May 2023 to determine timing, outcomes and parameters for the co-design process. This included seeking input from those with lived experience about the most appropriate way to ensure their insights were included in the co-design workshop.

Virtual meetings were held to inform what pre-work might be required as well as a core group in person meeting on the 11th May. Those members of the core group who were available also met on the 10th and 12th of May to progress the conversation and mapping of progress against the six SPSP conditions.

The core group worked asynchronously ahead of the community wide co-design workshop to distribute invitations, update the RSVP list, confirm agenda, roles and responsibilities and finalise other logistics.

The group produced a preliminary mapping of existing work the community is building upon (see *Annex Building on Previous Work*) as well as questions that would need to be considered in the community co-design workshop in relation to progressing work around the six principles (see *Annex Mapping Against the Six Conditions*).

d. **Community wide co-design workshop**

On 31st May the core group hosted a community-wide workshop with the purpose to:

- Share our commitment to collaborate to create positive change for the Rockhampton community
- Create a shared understanding of the Stronger Places, Stronger People model
- Hear from our community about their experiences and what changes they'd like to see
- Invite community members to continue to be part of our collective impact work.

During the workshop the group tested working principles, heard community voices, discussed the shared agenda and mapped those in the community who would need to be involved and represented on the governance group



going forward. Approximately 60 community members from diverse groups attended the workshop including representation from those with lived experience (financial hardship, domestic violence, LGBTQI+, multicultural), young people and Elders. Please see Annex *Stakeholder Matrix*.

e. **Core group follow-up meeting**

On the 1st June 2023 the Core Group came together to summarise the findings from the community workshop, refine the shared agenda and determine next steps.

This next phase of work included progressing discussions on the governance structures and the establishment of a leadership or governance table, what data would be helpful to share, and what further support the core group requires in the short term.

3. **Draft workshop summary and community engagement feedback loop**

A summary of the workshop was drafted by CFI, and distributed to the core group for feedback.

The core group shared the workshop summary with those who attended on 31 May by phone, email and in-person meetings to invite participant feedback and validation. The report was shared officially with members of the Murri Binda Consortium, Rockhampton Regional Council, the Community Based Crime Action Committee (CBCAC) and various community members attending the workshop. A meeting with the Australian South Sea Islander community, a culturally and linguistically diverse group, is planned but had not happened at the time this report was finalised.

The workshop summary was received with positive feedback, support and noted as an accurate summary of the workshop proceedings and outcomes.

4. **Finalise co-design report**

A draft co-design process report (this document) was shared with the co-design core group for input and feedback on content and recommendations. Minor amendments were suggested by the core group including review and agreement around the list of people who should be represented in the work taking a whole of community approach. Following endorsement from the core group at a meeting on 23 June, this document was finalised for submission.



Community workshop outcomes

The summary of the co-design discussions, is presented in three sections:

1. Principles (ways of working),
2. Emerging themes, and
3. The six conditions.

The first two of these sections are largely drawn from discussions at the community-wide workshop on 31 May. See Annex *Workshop Summary* for a summary of the workshop outputs. The section on the 6 Conditions is based on the work that the core group continued on 1 June.

Principles (ways of working)

In the initial core group meetings time was taken to establish founding principles and ways of working for the group.

These principles have been continued to be iterated to ensure that they are responding to the needs and context of the Rockhampton community. The principles which have underpinned the work to date and the co-design process are:

- **Listening.** Listen to learn and understand with tolerance and heart.
- **Mutual respect.** Be generous, open and inclusive in how we engage with each other.
- **Accountability.** Hold each other accountable for taking a rights based approach.
- **Looking forward.** Shared future focus, recognising the past and open to change and innovation.
- **Action oriented.** Commitment toward action - bring something new to the conversation.

- **Humour.** Build connection and humour.
- **Community-led.** Community at the centre, whole of community approach, with a focus on family wellbeing.
- **Equal representation.** Ensure all voices are heard.
- **Data informed.** Trust around information and data sovereignty.
- **Family values.** Work like a family.
- **Collaborative.** Work in a way that promotes collaboration, not competition.

It is important to note that these principles were tested and expanded upon in the community co-design workshop.

Emerging themes

The community co-design workshop sought to understand key questions and progress work against the six SPSP conditions (see Annex *Mapping Against the Six Conditions*).

During the community co-design workshop the group mapped the community response to key questions in order to understand responses to the questions above. Key questions that were tested with the community included:

1. What would we need to be focussing on to turn the curve in Rockhampton?
2. What opportunities would you like to see and for who?
3. Who would need to be working together to make that happen?
4. What should the boundaries be for our work?
5. How do you want to continue to be engaged with this work and conversation?
6. Who needs to be represented in this work going forward?



At a high-level there were a number of converging themes resulting from conversations during the workshop. They were:

By the families, for the families. It was acknowledged that if the outcomes of the SPSP initiative were to benefit family wellbeing then the process would need to be driven by the experience of families.

No wrong door approach. There was an acknowledgement that navigating services and support can be confusing and difficult for community members. The sentiment of a ‘no wrong door’ approach captured many of the high leverage and systems-wide activities suggested.

Community-led. The theme of community-led showed up in many aspects of conversation from the working principles to the shared agenda and high-leverage activities. This is captured in the principle of community-led.

Disrupting intergenerational cycles. It was noted that service support is often time-bound and limited by a programmatic focus limited by funding constraints. Community members noted that cycles of disadvantage are experienced intergenerationally and that any attempt at lasting change for families needed to have a long-term, intergenerational focus.

Early, wrap-around support. It was noted that service support often comes at a time of crisis, when intervention could have been made much earlier. Community noted the need to identify families in need much earlier than the typical point of service intervention and the need to provide wrap-around support.

Trust and relational approach. The importance of trust and relationship continued to be noted as a key element of any approach to improving family wellbeing. From communication loops, to information sharing, to service

coordination and local governance this continued to be a key consideration.

Closing-the-loop. Closing-the-loop continued to be a catch phrase mentioned by community members in relation to communication, services and wrap around support. It noted the need to have two-way communication regarding the process and progress of SPSP as well as the approach to providing support to Rockhampton families. It should also be noted that closing-the-loop also included considerations of how to keep the loop open for others to join.

Geographic focus. It was agreed that the geographic focus for SPSP in the Rockhampton Region should include RRC and Livingstone Shire Council to capture families serviced by Rockhampton in areas such as Mt Morgan and Gracemere. It was noted that while Woorabinda wouldn't be an explicit focus for SPSP Rockhampton, Woorabinda community members seeking to be involved or serviced by Rockhampton would not be excluded. Capricornia was suggested as a working title for the region but has not been agreed.

A detailed summary of the questions against the six conditions (see Annex *Mapping Against the Six Conditions*) is provided in the following section.



Core group - building on the workshop outcomes

Following the community workshop on 31 May, the core group met to consider the inputs and further develop the next steps.

At this point, as discussions started to focus on decisions about the future (beyond the community workshop), the core group organically became those members from the Rockhampton community. The government partners who had been part of the co-design group moved to roles of partner.

The six SPSP conditions

The shared agenda started to converge around an overarching theme of *holistic wellbeing for families* with six sub themes or focus areas:

- Listening to community,
- Data,
- Support agencies,
- Communication,
- Wrap around services,
- Prevention and proactivity.

These are outlined in detail against the six conditions below. It is recognised that developing these themes and the shared agenda with community input is an ongoing process.

Inclusive community engagement

An extensive list was developed to ensure community representation and a whole-of-system approach. Those named as needing to be involved in engagement activities included diverse groups of people as well as those with lived experience:

- Elders and seniors,
- Aboriginal and Torres Strait Islander peoples,
- Culturally and Linguistically Diverse (CALD) communities,

- including Australian South Sea Islander people,
- faith based groups,
- young people,
- LGBTQI+,
- disability,
- people experiencing financial hardship,
- services (food bank, Uniting),
- women, men and families (women's shelter),
- volunteers,
- service users,
- frontline workers,
- role models (sporting heroes, 'good' men),
- government agencies (child protection, youth justice),
- schools and university,
- Police,
- professional sector.

This list also informed consideration of who needs to be on the Local Leadership Group to ensure appropriate community representation.

Listening to the community. Putting community at the heart of the process was essential to ensuring community leadership. Accessibility considerations were discussed to ensure that more people would be able to be involved and participate in the process. For example, a creche would enable mothers and families to participate.

Communication. To ensure communication loops that has clear objectives and continues to continually build the shared agenda it was suggested to use a framework such as the socio-ecological model¹. It was suggested to identify key messages and appropriate mechanisms for communication at each layer.

¹ *Socio-ecological model* (2023). Wikipedia. Accessed 6 June 2023
https://en.wikipedia.org/wiki/Socio_ecological_model



Local leadership and governance

Continuing from an initial discussion at the community-wide workshop around local leadership, the core group further considered the characteristics, skills and representation, as well as the ideal size to enable efficient decision making and forward momentum. This resulted in a draft matrix (see *Annex Leadership Table Capability Matrix*) which will continue to be refined. The group considered key identified positions (youth, First Nations, LGBTQI+, disability) as well as other experience/representation that should be considered.

It was noted that the number of people on the leadership group would need to be considered to enable efficient decision making and forward momentum. It was agreed approximately ten people would make up the preliminary number of representatives on the leadership table.

While it was an aspiration that at some point all three levels of government would be included on the leadership table, consideration was given as to when these positions should become live. This was to ensure that the initiative is initially owned and driven by community.

Key next steps regarding local governance include:

- Governance working group to progress formation of the leadership table,
- Developing a Terms of Reference (ToR) and expression of interest for the leadership table,
- Recruitment and induction of leadership table,
- Recruitment and resourcing of administrative support to help the core group continue to drive the work forward (in particular attending to communication loops),
- Continued capability support as the group explores options for an

auspice arrangement for a future backbone.

The requests to government to enable the above are outlined in section *Decisions and Requests*.

High leverage activities

A number of early-win, high-leverage activities were identified by community as well as articulated in the two shared agenda sub-themes *support agencies* and *wrap around services*.

Support agencies. Support agencies were identified as a key leverage point in the system to enable greater wellbeing for families. Preliminary work could include building on pre-existing work (youth pathways support), creating a list of service providers, exploring options for establishing check-ins via a roundtable.

Wrap-around services. This identified the need to develop a wrap-around approach to service delivery including the need to build awareness, coordinate service, case management, take a whole family approach, data informed and follow-up.

Potential activities the group identified as worth further exploration included:

- *Co-located services.* A ‘one-stop-shop’ where people could access and navigate multiple services with a concierge service.
- *Service coordination.* Aligning services to ensure an easy-to-navigate and integrated experience for the end-user.
- *Case management approach.* Each family/individual has a trusted person that can support them over time throughout different services.



- *First 1000 days*. From the data we know that the first 1000 days are critical in establishing life-long wellbeing². A focus on the first 1000 days could be an early-win for the activities listed above.

Shared agenda

A key question posed by the core group entering into the community co-design workshop was: is putting *families at the centre the right starting point?* This question was tested with the broader group and a refined focus area was articulated to work toward **holistic wellbeing for families**.

This theme identified the need for a support system that worked for families 24/7 as well as working together to break down the barriers in creating change.

Systems approach

Prevention and proactivity. Rather than wait until a community-member is in need, the group discussed the importance of prevention and proactivity as part of the shared agenda and SPSP activities.

This included working with groups beyond the service sector and the need to bring everyone in the community (from services to business etc) along on the journey.

Strategic learning, data and evidence

Conversations around **data** included the importance of incorporating the following into strategic learning activities:

- Monitoring and research activities,
- Consideration of qualitative and quantitative data,
- Stories to interpret data.

Data that was important included sources that were publicly available, from government agencies and service providers and community owned.

Principles of safety, privacy and trust were discussed in relation to data and the need to work to a principle of data sovereignty.

² *The First 1000 Days* (2019). Department of Social Services. Accessed 6 June 2023 <https://www.dss.gov.au/families-and-children-programs-services-children-protecting-australia-s-children/the-first-1000-days>



Core group decisions and requests

Request for data

Following on from the principle of being data-driven the core group made requests of DSS and DCHDE for data, information and transparency related to the following:

- Confirmation of SPSP funding availability,
- Confirmation of allowable categories for budget expenditure,
- Accessing de-identified data from government agencies.

There was an additional request to explore strategic opportunities for alignment with the proposed neighbourhood centre supported by DCHDE.

Working groups

The core group formed working groups to progress work in two key areas:

1. Governance,
2. Communications.

The *Governance* working group is working toward the establishment of the leadership table by developing a terms of reference (ToR) and process for recruitment to be considered by the core group. As well as developing terms of reference for the existing core group and a job description for administrative support.

The *Communications* working group is responsible for ensuring timely, and appropriate, communications loop with the community. This is to ensure that communications continue to strengthen the shared agenda and to expand participation.

Resourcing the core group

The core group recognised the importance of building on the momentum generated to date and resourcing the work adequately.

As such they request resourcing for a local administrative support role to enable the core group to continue to drive the work on engaging broadly with the community, develop the governance structures and gather and understand data.

The core group requested that CFI host this position. The role would report to the core group. CFI would support the recruitment, employment and induction of this role.

Continued capability support

The core group also requested ongoing capability support from CFI for a period of 9 months to:

- Establish a leadership table including support to recruit and induct,
- Build collaborative governance and working across difference capabilities,
- Work toward transferring governance structures to the community through an auspice arrangement.



Conclusion

From an initial re-engagement in March 2023 until June 2023 there has been significant progress in understanding how the community and government can work in partnership through the SPSP model with a collective impact approach.

The co-design process has contributed to significant readiness and foundations being built, as well as early alignment around an emergent shared agenda including:

- Community-leadership and ownership as evidenced by hosting and leading community co-design workshop,
- A broad set of community members are a part of the conversation and calling for a need to change,
- The core group making shared decisions on way forward,
- Engagement by the core group and community with principles around inclusion,
- Collective recognition of a systemic challenge and a call to work differently to address it,
- Early alignment around a shared agenda and a focus on families and children holistic wellbeing,

- The voice and lived experience of the community is starting to shape the understanding of the challenge and how to address it,
- Data is being requested to understand the baseline and make sense of what is happening.

The priorities for the next phase of work include refining the shared agenda, establishment of a local leadership table and governance structure.

To support this work the core group have requested DCHDE and DSS to consider supporting the following:

- **Sharing data.** To share and make available deidentified data as well as confirm funding availability,
- **Core group resourcing.** Resourcing of the core group in the form of a funded administrative support role, and
- **Funded capability support.** Continued capability support for 9 months to establish a local leadership table and transition to a community-led, governance arrangement.



Annex

1. Core Group Members

The following is the list of core group members active at the time of the 1 June meeting.

Name	
Delilah MacGillivray	NIAA
Allison Shoesmith	Carers Queensland
Lee-Anne Simpson	Carers Queensland
Brendon Shannon	Principal, Glenmore High School
Elizabeth Jacobson	Principal, Depot Hill State School
Ben Carroll	Queensland Police
Alicia Cutler	General Manager, Rockhampton Regional Council
Ann Davie	Rockhampton Regional Council
Maxine Brushe	Every Child Central Queensland
Thalep Ahmat	CEO, Bidgerdii Community Health
Jill Armstrong	Multicultural Australia
Justina O'Connor	Multicultural Australia
Gloria Malone	Traditional Owner
Sanalia Bolaqace	Community member (CALD, Methodist Church)
Rochelle Jones	NIAA
Dallas Fewqandie	Community member (South Sea Community)
Jess	Community member

2. Stakeholder matrix

The following is a list of organisations involved throughout the engagement process in 2023 and at the community co-design workshop. The organisations listed here largely represent the members' primary organisational affiliation.

Organisation / Initiative	Website
Advance Rockhampton – Rockhampton Regional Council	https://www.advancerockhampton.com.au/Home
Bidgerdii Community Health Services	https://www.bidgerdii.com.au/
Carers Queensland	https://carersqld.com.au/
CQ Hospital and Health Service	https://www.health.qld.gov.au/cq
CQ Hospital Foundation (CQShines)	https://www.cqshines.org.au/
CQ Indigenous Development (CQID)	https://cqjd.com.au/
CQ Youth Connect	https://www.health.qld.gov.au/cq/cq-youth-connect
Community Based Crime Action Committee (CBCAC)	https://cqtoday.com.au/news/2022/04/11/community-collective-action/
CQ Youth Connect	https://www.health.qld.gov.au/cq/cq-youth-connect
Department of Children, Youth Justice and Multicultural Affairs (DCYJMA)	https://www.cyjma.qld.gov.au/contact-us/department-contacts/youth-justice-contacts
Depot State Hill School	https://depothillss.eq.edu.au/
Education Queensland (EQ)	https://education.qld.gov.au/
Every Child Central Queensland (ECCQ)	https://www.everychildcq.org/
Glenmore State High School	https://glenmoreshs.eq.edu.au/
Gumbi Gumbi Drug and Alcohol Awareness Centre	https://www.gumbigumbirockhampton.com/
Headspace Consortium	https://headspace.org.au/headspace-centres/rockhampton/
Helem Yumba CQ Healing Place	https://www.cqhealing.com.au/
Livingstone Shire Services - Youth Services	https://www.livingstone.qld.gov.au/living-here/my-community/youth-services
Multicultural Australia - Central Queensland (MA)	https://www.multiculturalaustralia.org.au/
Murri Binda Consortium	https://yulang.com.au/indigenous-evaluation-project/s/murri-binda-governance-and-evaluation/
National Indigenous Australians Agency (NIAA)	https://www.niaa.gov.au/
Performance People	https://performancepeople.com.au/



Organisation / Initiative	Website
Queensland Police, Youth Mentoring Program (Project Booyah)	https://projectbooyah.com.au/
Rockhampton Regional Council - Community Services and Mayor's Office	https://www.rockhamptonregion.qld.gov.au/Home
The Shelter Collective	https://www.abc.net.au/news/2022-11-01/shelter-coll-ective-rockhampton-solution-to-housing-crisis/101571148
The Smith Family - Communities for Children (Cfc)	https://www.thesmithfamily.com.au/programs/comm-unity/communities-for-children/capricorn



3. Workshop Summary Slides



The Rockhampton Core Group hosted the **Community Co-Design Workshop** on **31 May 2023**, at Customs House in Rockhampton. It was attended by approximately 60 people from the community, service sectors, local, state and federal government. Collaboration for Impact supported the Core Group in facilitating the workshop.

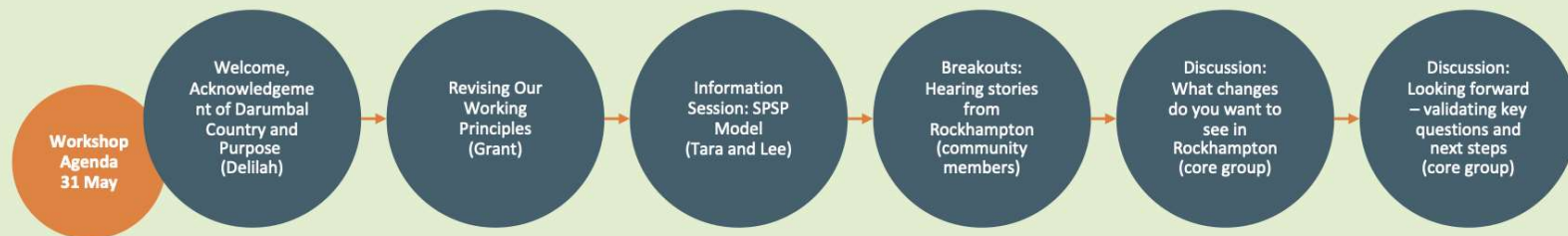
How did we get here?

- In March 2023, Collaboration for Impact (CF) hosted an online forum where community members engaged in the December 2022 consultations were invited to attend.
- Following this meeting, a community-led, core group including representatives from three levels of government, was established and met virtually across April and May 2023.
- In May 2023, the core group, supported by CFI met in Rockhampton to plan for the next phase, including hosting a community co-design workshop.

- In designing the workshop, the Core Group had preliminary conversations with a diversity of community members and developed a set of questions and assumptions to test through the community co-design workshop. Preparations included finalising the invitation list, prioritising the agenda and organising logistics.

The workshop aimed to achieve the following **objectives**:

1. Share our commitment to collaborate to create positive change for the Rockhampton community
2. Create a shared understanding of the Stronger Places, Stronger People model
3. Hear from our community about their experiences and what changes they'd like to see
4. Invite community members to continue to be part of our collective impact work





After acknowledging Darumbal Country and hearing from **Delilah MacGillivray** setting our purpose for the day as *working together toward a better Rockhampton*, the group revised the principles that should drive the work going forward. We expanded on a list of principles already developed by the core group, and tested our assumptions of what each of these meant for people.

The result was a robust set of principles to guide future collaboration.

We discussed the collaboration spectrum as a way to understand how this way of working is different from service delivery. The group included a principle around 'collaboration' to make sure this becomes an intentional part of the way we work.

Trust						
Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal interaction, on discreet activities or projects.	Organisations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.
Turf						
Loose			Tight			



Information Session: SPSP Model

“What can you do by participating with an open and free mind?”

“We don’t want a talk fest, we want action and we want to close the loop”

In the information session around the six conditions of the SPSP model we heard from core group members who spoke to each. The session was informative and interactive and the panel responded to questions from the workshop attendees.

1. *Local governance group and backbone team* – **Allison Shoemith**, Area Manager for Carers Queensland, the NDIS Local Area Coordinator Partner in the Community program, talking about the role of an independent backbone team that is working in service of a community-led change initiative and is accountable to a local leadership group. The key is that this is driven by community voice.
2. *Inclusive community engagement* – **Delilah MacGillivray**, Engagement Director from the National Indigenous Australians Agency (NIAA) talking about how it’s important to include and support community members in the room, to be part of the current and ongoing work. The importance of context and including marginalised voices like youth and families because they have the answers to the challenges affecting them. She also spoke about the importance of closing-the-loop, not living things unfinished
3. *Shared agenda (strategy) for change* – **Thalep Ahmat**, CEO from ACCO Bidgerdii Community Health Service and representative from Murri Binda Consortium talking about the importance of a shared agenda to drive change, rather than coming just from one organisation’s strategy. How can we be brave, what is possible when we come together and building on a strengths-based model from our Elders.
4. *Data, measurement, evaluation and learning* – **Ann Davie**, from Rockhampton Regional Council talking about the importance of data and how we can make more impactful and informed decisions.
5. *A systems approach* – **Brendon Shannon**, Principal at Glenmore State High School talking about how this is different from just the delivery of programs and services and the opportunity for whole of community change.
6. *Innovation and high-leverage activities* – **Elizabeth Jacobson**, Principal at Depot Hill State School talking about innovation and how to ensure that families are connected to all the support they need. Everyone of us has a role to play in sharing the information to best support families.



Hearing stories from Rockhampton



Plenary stories from **Delilah and Darren.**

Themes: Family-led support and responses in navigating service system gaps, youth disengagement, mental health, youth justice, corrections, mental health, education and the impact of inter-generational trauma through a family lens.

Then we moved into breakouts to hear additional stories from:



Group 1 - hosted by Brendon Shannon

Hearing from community members **Angel, Justine and Zen.**

Themes: LGBTQI+ experiences, migrant and multicultural families, intergenerational cycles, poverty and financial hardship, resilience, youth leadership, support networks.



Group 2 - hosted by Elizabeth Jacobson

Hearing from community members **Jess and Hannah.**

Themes: isolation, teen pregnancy, alcoholism, disability, support networks, domestic violence, unsupportive health system and education system.

We had the opportunity to hear stories from community members who represented a diversity of experiences and had lived experience of what does and does not work.

What works:

- Informal support networks
- Knowing your rights
- Early support and trusted people
- People to help navigate the system
- Services like Headspace and government support to bring these services into schools
- Educating and raising awareness amongst the community
- Having access to the right information
- Girls Time Out was mentioned as being effective for a teen mum
- Family involvement - takes a village to raise a child

What doesn't work:

- Navigating service systems
- Accessing support when you really need it
- Getting support over a long-period of time
- Accessing support when your needs don't fit into existing service funding criteria
- Only supporting women in Domestic Violence situations - Men need support to work through their issues
- A child safety system where there is no tenure so Child Safety officers change every three months
- When family is fractured and mothers don't have family support
- Not getting support over a long time



**Discussion:
What changes
do you want to
see in
Rockhampton**

We then had conversations in three rotating groups discussing what changes we wanted to see in Rockhampton:

- ✓ **What would we need to be focussing on to turn the curve in Rockhampton?**
- ✓ What opportunities would you like to see and for who?
- ✓ Who would need to be working together to make change happen?

Themes - what would we need to be focussing on to turn the curve?

By the families, for the families. It was acknowledged that if the outcomes of the SPSP initiative were to benefit family wellbeing then the process would need to be driven by the experience of families.

No wrong door approach. There was an acknowledgement that navigating services and support can be confusing and difficult for community members. The sentiment of a 'no wrong door' approach captured many of the high leverage and systems-wide activities suggested.

Community-led. The theme of community-led showed up in many aspects of conversation from the working principles to the shared agenda and high-leverage activities. This is captured in the principle of community-led.

Disrupting intergenerational cycles. It was noted that service support is often time-bound and limited by a programmatic focus limited by funding constraints. Community members noted that cycles of disadvantage are experienced intergenerationally and that any attempt at lasting change for families needed to have a long-term, intergenerational focus.

Early, wrap-around support. It was noted that service support often comes at a time of crisis, when intervention could have been made much earlier. Community noted the need to identify families in need much earlier than the typical point of service intervention and the need to provide wrap-around support.

Trust and relational approach. The importance of trust and relationship continued to be noted as a key element of any approach to improving family wellbeing. From communication loops, to information sharing, to service coordination and local governance this continued to be a key consideration.

Closing-the-loop. Closing-the-loop continued to be a catch phrase mentioned by community members in relation to communication, services and wrap around support. It noted the need to have two-way communication regarding the process and progress of SPSP as well as the approach to providing support to Rockhampton families. It should also be noted that closing-the-loop also included considerations of how to keep the loop open for others to join and to ensure others know the loop is there in the first place.



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Opportunities – which ones, for who, and how would we make this happen

What?	How?	Who?
<ul style="list-style-type: none"> • OOH services • Home visits (youth) • Crisis accommodation • Flexible funding • Programs for youth • Government support for business to train for jobs • Mentoring • Cultural camps • Referrals – no wrong door • Working with police • Skills and pay – for community sector • Trauma informed care • Support in schools (eg chaplains) 	<ul style="list-style-type: none"> • Empowered to lead this discussion and initiatives • Education and awareness • Safe spaces • Trusted relationships – especially police • Consistency in relationships/staffing (support services) • Behaviours – social skills • Listening • Lifecycle of support – intergenerational healing, roles and responsibilities • Changing narratives • Inclusion and employment 	<ul style="list-style-type: none"> • Youth – especially out of school and disengaged (at risk of disengagement) • Early childhood • Kids in out of home care • Parents – especially young and single parents • Mental health • Men – DV • Elderly • Disabilities

Who would need to be working together to make change happen?



- Elders and seniors
- Aboriginal and Torres Strait Islander peoples
- Culturally and Linguistically Diverse (CALD) communities, including Australian South Sea Islanders
- People with disabilities
- LGBTQI+
- People experiencing financial hardship
- Faith based groups
- Young people

- Services (food bank, Uniting)
- Women, men and families (women's shelter)
- Volunteers
- Service users
- Frontline workers
- Role models (sporting heroes, 'good' men)
- Government agencies (child protection, youth justice)
- Schools and university
- Police and professional sector.



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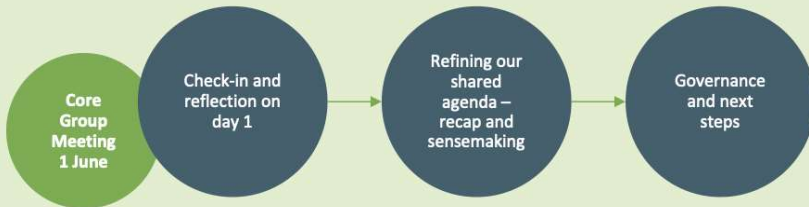


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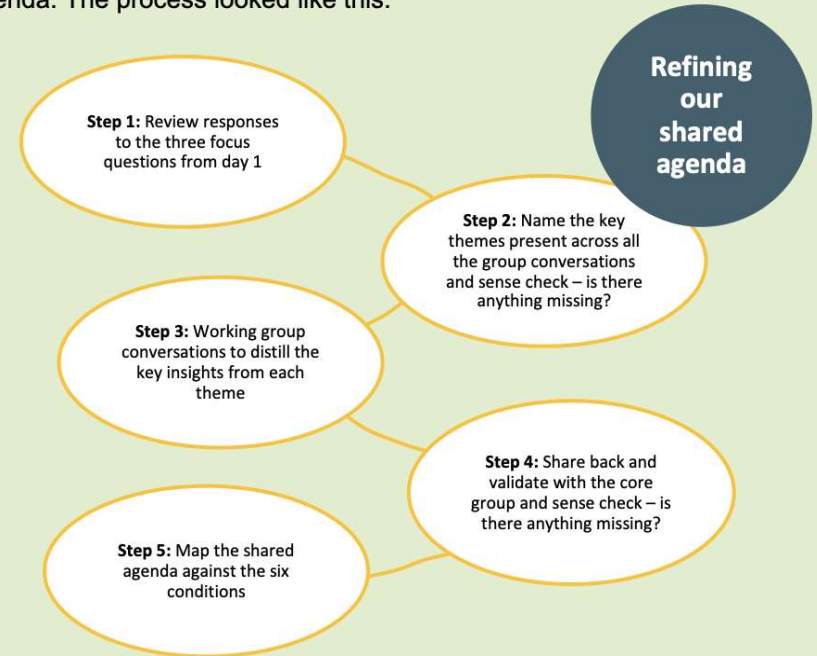
On **1 June 2023**, the Core Group reconvened to discuss next steps.

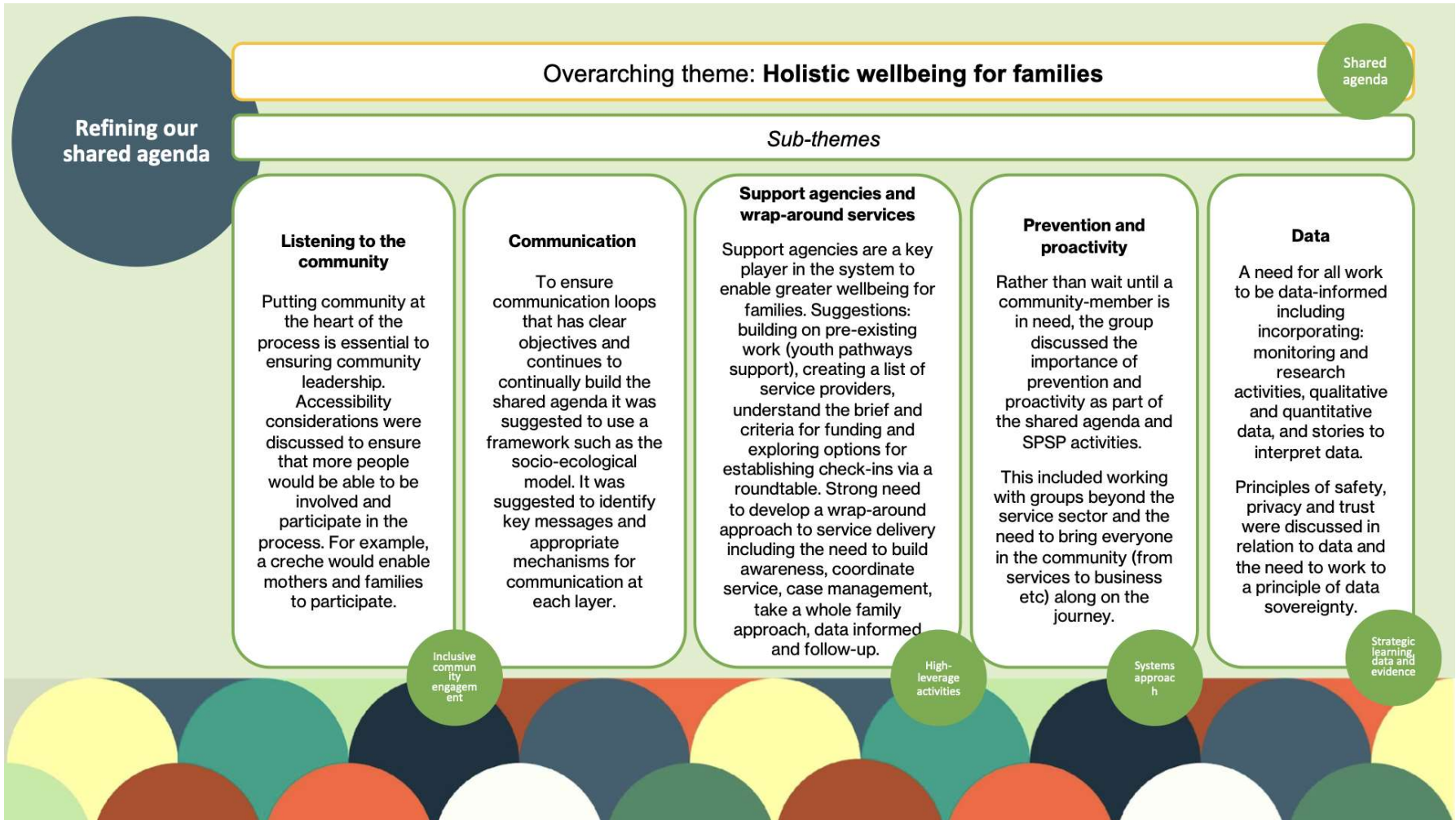


The day started with a reflection on the community co-design workshop:

- Good representations from different levels of community
- Would like to hear both sides of the stories
- Need for early and appropriate support
- Patterns emerging across conversations
- Bringing community voices into the work - grass roots, young people, mothers and families.
- It's everyone – “big ask, big task”
- Easy alignment around the geographic focus
- A sense of urgency!
- These are systemic issues need addressing
- We need something before things break
- People don't know where to look or who to ask
- Systems/services are difficult to navigate
- We're not alone in this – need to take back control
- Youth was a hot topic – to break the cycle is that where we start?
- Core group and community taking up leadership
- Families is in the brief

The core group engaged in a process of sensemaking to refine the shared agenda. The process looked like this:





Next steps

This is a summary of the next steps of the work going forward. The core group responded to three key questions:

1. How do we move to establishing our leadership group?
2. What does an independent Backbone supporting this work over the long term need to look like?
3. How is this work appropriately resourced over the short term?

The *Governance* working group will build on this early mapping.

Skills and attributes

The leadership group should include people who are:

- Passionate
- Motivated
- Voice of their community
- Committed
- Clear on shared agenda
- Ability to think and act strategically
- Good communicators
- Lived experience
- Involvement in community
- Ability to listen and contribute
- Someone who has a network (two-way communication)

Who should be on the local leadership group?

- LGBTQI+ community
- Disability
- Police, education, youth Justice
- Youth (up to 25 years)
- Aboriginal, Torres Strait Islander
- Australian South Sea Islander
- Elders and seniors
- Family support services
- Professionals (business, legal, health)
- CQU
- Financial hardship
- Culturally and linguistically diverse (CALD) communities, including Australian South Sea Islanders
- Faith communities
- Government x 3 (consider right timing to bring onto the table to ensure continued community leadership)
- Babies/future Elders

Local leadership and governance

At the end of day 2 the core group:

1. **Asked DSS and DCHDE for more information** about the available SPSP funding and data sharing arrangements.

Formed 2 working groups:

A **Governance** working group is working toward the establishment of the leadership table by developing a ToR and process for recruitment to be considered by the group is responsible for ensuring timely, and appropriate, communications loop with the community. This is to ensure that communications continue to strengthen the shared agenda and to expand participation.

A **Communications** working group is responsible for ensuring timely, and appropriate, communications loop with the community. This is to ensure that communications continue to strengthen the shared agenda and to expand participation.

2. **Asked for funded administrative support** to continue to drive forward the work to engage broadly and regularly on community priorities, develop a local governance structure and gather and understand data. The group also asked for support from CFI to support establishment of, and transition to, local governance structures and build collaborative governance and working across different capabilities.



4. Building on previous work

Below is a preliminary mapping of previous work conducted relating to the SPSP six conditions.

Years	Leads/ authors	Initiative - What does it tell us?
	The Big group	https://www.rockycommunitymeetings.org.au/working-groups-meetings/ Thematic focus of Education, Justice, Youth
2017	Family Matters Qld & Qld Government	Our Way: An intergenerational strategy for Aboriginal & Torres Strait Islander children and families Priorities include - health, mental health and disability • housing • early childhood and education • employment and training • domestic and family violence and violence against women • financial resilience.
2019	Darumbal Community Youth Services	Rockhampton Aboriginal & Torres Strait Islander Youth Forum Report Priorities include – Culture, Family, Education, Doing what you love, Jobs, Health & wellbeing. Also identified systemic threats and barriers. 12 Recommendations made.
2022	The Shelter Collective	Prospectus Collective focused on attracting investment for projects and solutions to affordable housing and homelessness services.
	CBCAC - Mindhive	Uniting Effort Project Mindhive Report Initiative to generate insights into how to address a range of youth engagement issues. Priorities included Redefine education, local decision making, collaboration, backbone coordination
2019	Every Child Central Queensland	Connecting the Dots Report Sets out vision for using Collective Impact approach to addressing inequity in children’s development. Touches on the 6 conditions
2021	Geoff Higgins Performance People	Youth Pathways Wallchart Provides contact details for service providers and community organisations for young people in Rockhampton.
2022	Collaboration for Impact and Rockhampton Community	SPSP Rockhampton Community Engagement Report Summarises community engagement process and findings. In particular there is interest to engage with a collective impact approach and the Stronger Places, Stronger People Initiative.



5. Mapping against the SPSP six conditions

The Core Group developed the below table which sets out their initial thinking on a 12 month work plan. The intention is to share this with, and gather inputs from, community members on these questions over the coming period to inform a shared approach to the work.

No	Conditions	How will we know we are meeting the condition?
1	Local governance group and backbone team	<p>Leadership group representative of Rockhampton’s diversity is established with space for current and emerging leaders. This is a local decision making group.</p> <ul style="list-style-type: none"> ○ Who needs to be represented on this group? ○ How should this group be structured (ie ToR)? <p>The work to achieve better outcomes for families is appropriately resourced over the short term (now – 3 months) and the longer term.</p> <ul style="list-style-type: none"> ○ What working groups might be needed? ○ What resources (roles) might be appropriate? What support might they need? ○ What steps are required to move us from now to a leadership group? ○ How can we support capacity of young people and others to strengthen leadership skills?
2	Inclusive community engagement	<p>We understand our community and the individual, family and community needs</p> <ul style="list-style-type: none"> ○ How do we best know, and build on what is already happening to engage with families? ○ How do we coordinate and share information across the service sector, government and others? ○ What are the best ways to seek input from the community on their needs? When? How often? Who? ○ How are Aboriginal and Torres Strait Islander voices heard and ongoing work connected?
3	Shared agenda (strategy) for change	<p>There is trust amongst the community to collaborate and develop a shared agenda (vision) that meets the needs of our diverse community.</p> <ul style="list-style-type: none"> ○ How can we continue to develop and refine the agenda together? ○ What ways of providing input, sharing stories and mapping data is most appropriate? ○ Is putting families at the centre the right starting point? ○ How do we define family? ○ How do we define our community? (geographical boundary)



4	Data, measurement, evaluation and learning	<p>We understand what data is available and can be legally shared that helps us achieve better outcomes for families</p> <ul style="list-style-type: none"> ○ What publicly available data is useful? ○ What are other sources of information that can be shared (eg. community service sector)? ○ What are other communities doing? <p>We have established ways to share data safely, appropriately and in a way that the community understands and trusts</p> <ul style="list-style-type: none"> ○ What safety, privacy and trust considerations do our community members have? ○ Who is best placed to share and coordinate data?
5	A systems approach	<p>As a community we are talking to a broad range of people on what part we each can play to make change</p> <ul style="list-style-type: none"> ○ What industry and community groups need to be involved in local decisions? ○ Where is there reticence to change and why? How do we bring them along? ○ How do we make changes so we support families in a way that works for them?
6	Innovation and high leverage activities	<p>We have a “no wrong door” approach to supporting families. We each see our connection to this common purpose</p> <ul style="list-style-type: none"> ○ What activities might help us (eg community service sector, employment, industry) to understand and support our families?



6. Local Leadership Group - Terms of Reference

A draft Terms of Reference for the Leadership Group has been developed which outlines the abilities and attributes of Leadership Group members. A working group is also developing an Expression of Interest inviting community members to be a part of the Leadership Group. Following is the Leadership Group draft Terms of Reference current as the time of this submission.

ABOUT SPSP

Rockhampton Stronger Places, Stronger People is a collective group of voices from community, government, service providers and businesses, working together to create a thriving future for our community.

OUR VISION is opportunity, equity and quality of life for everyone in our community.

We will achieve this by listening to the voices of our community, and ensuring all voices are heard.

As a community we will map our own path to change that builds on our community's strengths and acknowledges the needs of our diverse community.

We use data and stories to understand our priority areas, work collectively on agreed actions, and measure our progress to journey together to sustainable community wellbeing.

We all share the same goal and through community-led action and genuine collaboration we can create a brighter, positive & thriving future for our region's community together!

BACKGROUND - STRONGER PLACES, STRONGER PEOPLE

Stronger Places, Stronger People (SPSP) is a national initiative of the Australian Government's Department of Social Services (DSS) in partnership with the Queensland Government.

SPSP enables all stakeholders including community members, local organisations, business, industry and government to collaboratively design and lead a place-based strategy and action plan to disrupt disadvantage and create better futures for children and their families.

SPSP is based on a collective Impact and community development model.

VALUES AND PRINCIPLES

Our key values include dignity, fairness, equity, respect and independence. Values are demonstrated in meetings and in all interactions by:

- Undertaking open and honest discussion and listening for deep understanding
- Ensuring that transparency and trust underpin the work
- Upholding confidentiality and not talk for others
- Valuing community voice, individual stories, opinions and lived-experience



THE LEADERSHIP GROUP

PURPOSE

- To set and demonstrate the culture underpinned by the values and principles of SPSP
- To provide leadership and strategic guidance to drive the work
- To support the planning, prioritisation, and implementation of a co-designed community-led strategy and action plan
- To enable the Backbone, working groups, representatives and partners and support the development of partnerships, collaborations and relationships
- To provide the space and platform for community voice to be heard safely and enable lived experience to inform the work
- To help navigate and align diverse activities of funders and local organisations to ensure evidence-informed local decisions reflect community voice
- To address social barriers and improve effectiveness of interventions and service systems
- To influence policy and funding decisions so grants are directed to initiatives prioritised in line with the community strategy and plan of action
- To monitor and measure progress and outcomes and enable scaling up of effective efforts and course adjustment of less effective efforts
- To support a collective impact and strengths-based, community development approach and apply learnings from local and wider SPSP implementation
- To measure and monitor fidelity to the SPSP model and manage expectations for community-led change
- To measure progress informed by the local U-MEL strategy
- To openly communicate and provide information about the work and progress to all stakeholders
- To seek out and actively provide capacity building opportunities as a result of the work
- To develop and maintain governance and administrative capacity to support the work



MEMBER RESPONSIBILITIES

- To uphold the values and principles of SPSP
- To contribute positively to the Leadership Group purpose, goals and activity
- To demonstrate and inspire collaboration, accountability, inclusivity, creativity, energy, and collective momentum
- To grow relationships and trust and build collective momentum towards solutions and broaden the impact of SPSP
- To build capacity within the Leadership Group by mentoring Emerging Leaders on the Leadership Group
- To understand and undertake training and professional development in Collective Impact and Community Development principles
- To attend regular meetings and participate in accordance with the Terms of Reference
- To complete agreed actions and pre-reading within reasonable timeframes
- To obtain information and views from various sectors of the community for the purposes of information exchange, not advocacy, and share these during meetings as appropriate
- To champion the work, inform community and encourage participation in SPSP activities

CONFIDENTIALITY

- Members may identify themselves as Members of the LG
- Members must not discuss the personal views of another individual member or any individual related to the activities of SPSP
- Information discussed at meetings may be confidential in nature. Prior to disclosing confidential information, Members should be made aware



MEMBERS ABILITIES AND ATTRIBUTES

- Be motivated and passionate about creating change to improve outcomes for our children, their families and individuals
- Ability to develop trust and work as a team to support one another in the journey
- Ability to reflect on personal or professional bias and be open to other perspectives
- Ability to sit in ambiguity and discomfort and trust that it that can lead to clarity
- Ability to embrace and create change through innovation
- Commitment to hear and value the voice of community including past and present experiences
- Commitment to collaborate with other stakeholders in a spirit of trust and generosity
- Ability to foster communication between stakeholders including Government, local organisations and communities

MEMBERSHIP

- Membership is voluntary and for a maximum term of 3 years with opportunity to continue involvement in SPSP via working groups or other aligned activity
- Membership is capped at a maximum of 12 Members with a minimum of 8 Members
- Membership may be fluid depending on the requirements of the group and the needs of the community
- Appointment of new members is at the discretion of current members
- Proxys are not permitted to attend a meeting on a member's behalf
- Guests may only be invited to present or observe with prior agreement of the group and must only attend in an observer capacity without contribution to decision making
- Advise the Backbone ahead of meetings if unable to attend or if any information has come to light that may impact on agenda items
- Attendance of less than 75% of meetings in any 6-month period may prompt requirement to relinquish membership following group discussion
- Resignations from the group are to be made in writing via the Backbone
- Member unable to uphold the values and principles of SPSP including confidentiality may be removed following group discussion



MEMBERSHIP REPRESENTATION

- Membership is representative of the demographic diversity with the Rockhampton and Livingstone Region Local Government Area including: Aboriginal and Torres Strait Islander (2 seats in recognition of higher representation in wellbeing improvement statistics); LGBTIQA+; Multicultural, CALD or representative of a multicultural network; Age; Gender; Length of residence; and Place of residence within LGA
- Members are appointed as individuals who can represent the views and interests of a broad cross-section of the Rockhampton and Livingstone LGA areas, not a particular organisation
 - A core membership of 10 will include:
 - 8 community representatives (inclusive of 3 community members, 3 sector representatives and up to 2 Emerging Leaders)
 - 1 auspice representative
 - 1 Local Government representative
 - Members residing outside of the Rockhampton and Livingstone LGA areas may be appointed to membership roles at the discretion of the LG where their representation of a community or topic is deemed valuable. All membership requirements apply including attendance.
 - Additionally, seats for non-resident government partners are reserved for attendance with frequency agreed between LG and partners. Appointment to these seats is at the discretion of the relevant government partner Department.
 - 1 seat allocated to State Government representative
 - 1 seat allocated to Federal Government representative

MEETING ROLES & RESPONSIBILITIES

- Backbone will facilitate LG Meetings and record minutes
- No Chair or formal roles within members are appointed (pending further review)
- Members participate and opt to take on a champions role card (rotationally at each meeting) to keep the values and principles of SPSP, as specified within this Terms of Reference, at the forefront of discussion, considerations and decision making



MEETING STRUCTURE

- Minimum of 10 meetings per year.
- Regular meetings will be scheduled for two hours with variation at the discretion of the Leadership Group
- Special meetings may be held outside of the normal meeting schedule
- Meetings outside of the meeting schedule will explicitly state if attendance is optional or required
- The meeting schedule will be set annually at the last meeting of each year
- A minimum attendance of 50% of the active core membership (excluding Australian and Queensland Government Partners)
- Backbone staff are not Leadership Group members and are not counted in quorum, voting or decisions
- Members may submit items for the agenda to the Backbone two weeks prior to a committee meeting date
- Where members are an apology for a meeting, they may submit comments on specified agenda items to the Backbone for inclusion in the meeting, or information items to inform discussions but may not submit new agenda items for discussion in their absence
- All items for discussion will be scheduled and the meeting agenda finalised by the Backbone
- Meeting agendas will be circulated by Backbone one week prior to meeting dates
- Where members are absent from meetings, their voting rights on agenda items are relinquished (trusting that members in the room are the right members to make the decision)
- Where a meeting quorum is not met, minutes may be taken as a record of the meeting but no decisions may be recorded
- Where decisions are required within unavoidable short timeframes, a flying minute, between meetings seeking and recording a decision from members is acceptable on the condition that reasonable efforts are made to reach every member
- Any new business items raised at the meeting (not included in the agenda) require a flying minute for a decision, to ensure opportunity of all members to respond to the new item
- Members will receive a meeting reminder, meeting agenda, previous meeting minutes and any associated meeting material one week prior to the meeting date
- Meeting minutes will include any actions or decisions of the Leadership Group
- Information deemed as confidential will not be included in the meeting minutes and a confidential briefing note may be provided



MEETING BEHAVIOURS

All persons attending meetings (physically or virtually) to uphold the values and principles of SPSP and observe the following meeting behaviours:

- Respect ideas and beliefs of all attendees providing an atmosphere where everyone feels comfortable to participate
- Be present and contribute positively with solution-focussed input to issues or concerns
- Be concise and stay on topic
- Exercise self-awareness in contributions seeking to listen first, providing permission for pause and creating opportunity for others to participate with equal air-time
- Enable the speaker, avoiding interruption, distraction, side-conversations or comments
- Be creative and exploratory, ask clarifying questions, seeking to define issues, source evidence and reduce ambiguity
- Be courageous, challenge assumptions, and voice disagreement respectfully, challenging ideas not the person
- Participate in open and honest 'in room' discussions, avoiding 'post-meeting' meetings
- Have a start-somewhere and anything can be achieved attitude
- Be open to new ideas and generous in sharing differing views while valuing diverse input
- Have fun, use humour
- Endorse that those present are the right voices on the day while considering absent voices
- Arrive prior to meeting start time to enable meetings to start and finish on time
- Attendees arriving late, leaving early or leaving for periods, to be discrete without requirement of acknowledgement
- Share relevant information
- Actions and decisions to be recorded and read out for endorsement
- Close out agenda items fully, recording actions, before proceeding to other items
- Regularly review performance with a spirit of continuous improvement



BACKBONE ROLE

The Role of the Backbone in Supporting Leadership Group Meetings:

- Schedule meetings with reasonable notice
- Perform secretariat duties of the Leadership Group including:
 - distribute meeting agendas and materials with reasonable lead time
 - minute taking - using plain English and explaining acronyms and abbreviations and provide links to sources where possible
- record actions and report back to the Leadership Group on their status and resolution
- receive and distribute information related to the workings of the Leadership Group
- schedule meetings including venue and catering requirements
- Provide minutes and responses within a reasonable timeframe
- Oversee the appointment and retirement of committee Members
- Draft key messages and publications as requested by the Leadership Group for use in community conversation

MEDIA

Members are not to speak to the media as a representative of the Leadership Group or SPSP or make comment on behalf of the Leadership Group or SPSP without written approval

Representation of SPSP

Members wishing to contact a stakeholder directly in relation to SPSP business, should first seek prior agreement from Leadership Group members and advise the Backbone.

CONFLICTS OF INTEREST

If a member has at any time an actual or potential conflict of interest in relation to a particular issue, they must immediately inform the Members of the Leadership Group about this conflict of interest. The Leadership Group will determine if the individual member participates in discussion of the particular matter.



DISPUTES AND DISSATISFACTION

- For the wellbeing of all Members and the positive progress of the work, any matters of dispute should be resolved as soon as possible, discretely, and professionally.
- Where disputes between Members cannot be immediately or independently resolved, the Backbone should be informed.
- Where dispute, dissatisfaction or concerns of misconduct arise in relation to Backbone employees, Members, individually or collectively, should inform the Executive Director.
- Where dispute, dissatisfaction or concerns of misconduct arise in relation to the Executive Director, individual members should first raise the issue with the Leadership Group
- membership and on decision of the Group, jointly, or by representative delegated by members, seek a meeting with the Auspice Sponsor representative.
- Where a group member holds concerns related to a legal, ethical or safety issue (contractual liability) and is not comfortable sharing the concern with LG members, the member may independently contact the Auspice Sponsor representative.

