



Stronger Places, Stronger People
Foundational Support and Local Resourcing
– Rockhampton Queensland

End of Grant Report

29 July 2024

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Executive Summary

This report contains a summary of the '*Foundational Support Services*' provided to the Stronger Places, Stronger People (SPSP) Rockhampton Livingstone region from the 3rd October 2023 until the 30th June 2024.

The Australian Government Department of Social Services (DSS) engaged Collaboration for Impact (CFI) to provide support with:

- establishment of a Leadership Group (LG) including support to recruit and induct;
- build collaborative governance and working across difference capabilities; and
- work toward establishing governance structures for the community through an auspice arrangement.

The grant funding and approach was envisaged as providing a range of support to community leaders and Government Partners in their endeavours to achieve better outcomes for individuals and families in accordance with the aspirations of the SPSP initiative.



Abbreviations

ASSI	Australian South Sea Islander
CFI	Collaboration for Impact
CQU	Central Queensland University
DSS	Department of Social Services
DTATSIPCA	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
ECCQ	Every Child Central Queensland
GP	Government Partners (i.e. DSS and DTATSIPCA)
IGA	Individualised Grant Agreement
LG	Leadership Group
LGM	Leadership Group Meeting/s
LGBTQI+	Lesbian, gay, bisexual, transgender, intersex, queer, asexual and other sexually or gender diverse
SPSP	Stronger Places, Stronger People
ToR	Terms of Reference



Acknowledgements

Collaboration for Impact (CFI) acknowledges the Darumbal and Woppaburra Peoples as the Traditional Owners of the lands where this community-led collective impact work was undertaken. We extend our deepest gratitude for their ongoing support and willingness to collaborate with a range of stakeholders to better the lives of children, families and communities throughout the Rockhampton and Livingstone region.

In doing so, we acknowledge all Aboriginal and Torres Strait Islander Elders, past, present and future, those who call the Rockhampton and Livingstone region home and who steward a vision of better lives for all.

We equally wish to acknowledge the Australian South Sea Islander (ASSI) community and their unique place, sense of belonging to, and contributions towards, the Rockhampton and Livingstone region alongside of an increasingly diverse range of people, families and communities.

Preamble

This report has been prepared at the request of the Australian Government Department of Social Services (DSS) and in accordance with CFI's negotiated and agreed role to provide foundational support to the Stronger Places, Stronger People (SPSP) initiative in the Rockhampton and Livingstone region.

We recognise the continued generosity of community members who have voluntarily shared so much of their time, experience and insights that directly shaped and contributed towards the achievements detailed in this report. Accordingly, CFI considers that all the information and examples detailed in this report belong to the SPSP Rockhampton Leadership Group, Government Partners and ongoing initiative.

Collaboration for Impact (CFI) assumes fault for any error in the content of this report, interpretation of conversations or representations of relevant parties. We ask the reader to assume goodwill on the part of the author(s) and that any error/s made are unintentional.



Report

Background Context

In 2019, the Australian and Queensland Governments approached the Rockhampton community regarding the Stronger Places, Stronger People (SPSP) initiative.

A Partnership Exploration Process (PEP) identified two organisations who received SPSP funds to support further development through Every Child Central Queensland (ECCQ) and Darumbal Community Youth Services (DCYSI).

As part of CFI's ongoing engagement with stakeholders in Rockhampton in 2021, CFI learned that the process of initial engagement had inadvertently exacerbated tensions within the community and contributed towards a withdrawal of participation and support for the SPSP initiative in its original form.

In September 2022, DSS asked CFI to facilitate a *'Community Engagement'* process in Rockhampton with the purpose of determining community readiness to re-engage with the SPSP initiative and/or broader government partnerships to support community-led change in Rockhampton.

From the 14-25th of November 2022, CFI conducted a two-week *'Community Engagement'* initiative in Rockhampton with various community members and stakeholders to understand the levels of interest in community-led systems change and collective impact practice.

By December 2022, CFI hosted a *'Community Feedback Loop'* that subsequently identified the need for

further foundational support to achieve community-led collective impact.

Over time, CFI learned that a process of healing had started to occur throughout the community and a sense of urgency had arisen to address levels of social disadvantage and conflict throughout the community.

On the 22nd March 2023, CFI hosted a Virtual Forum inviting all those previously engaged in community consultation rounds with a *'Core Group'* of community representatives being established.

On the 31st May 2023, the *'Core Group'* hosted a *'Community Co-Design Process'* workshop with support from CFI and culminating in a *'Rockhampton Co-Design Outcomes Report'* to which all parties contributed by the 26th of June 2023.

Following this workshop, the Rockhampton community members of the co-design group asked government partners to fund CFI to continue support to the community to take forward the SPSP partnership offer. In July 2023, CFI was invited by DSS to provide a proposal for *'Foundational Support Services'*.

July – October 2023

In the period between the community co-design workshop (May to June 2023) and the grant being executed with CFI (October 2023), the Rockhampton community members of the core group continued to pursue establishment of a Leadership Group for the initiative. In particular, a working group developed a role description for a Leadership Group and sought expressions of interest for



members of this group. The role description and invitation were shared through the co-design members personal and professional networks and with the contact list from the community workshop. At the 26 September, 2023 core group meeting the working group announced the Leadership Group membership. All expressions of interest received were accepted.

During this period, CFI provided light touch pro bono support to

- The working group mentioned above to recruit and plan for the induction of the Leadership Group. This included advice on the LG role description and outreach process, development of a ToR for the LG and sharing examples from other SPSP communities.
- A second working group to develop a position description for a Project Officer for the community-led initiative.
- Facilitation of core group meetings (virtual).

In accordance with the Individualised Grant Agreement (IGA), the Department of Social Services (DSS) funded Collaboration for Impact (CFI) to provide 'Foundational Support Services' to the SPSP initiative in the Rockhampton and Livingstone region, in response to the community's request for continued capability support.

This report summarises the deliverables achieved and offers a qualitative narrative on the 'Lessons Learnt' and 'Next Steps' that emerged through the work facilitated for and undertaken with the Leadership Group and Government

Partners from the 3rd of October 2023 until the 30th June 2024.

Objectives

The objectives of the grant were for CFI to provide 'Foundational Support Services' to support the recruitment and employment of local positions and build capability in the Rockhampton and Livingstone region to continue the establishment of a community-led collective impact initiative through SPSP.

Deliverables

In undertaking the activity, all parties agreed to the following deliverables (wording from grant agreement):

- 1. Establish a leadership group as a key part of local governance arrangements, including support to recruit and induct leadership group members;**
- 2. Build collaborative governance practices and working to build collective impact capabilities; and**
- 3. Support community decisions on future structures, the foundations and planning for a collective impact initiative, including an auspice arrangement for a local Backbone team.**

Phases

A three-phased approach was co-designed with DSS as the preferred way to achieve the deliverables. The phases comprised of:

- **Phase One:** *supporting employment of a coordination*



role, governance, recruitment and on-boarding of the leadership group and support for auspice negotiations.

- **Phase Two:** *supporting recruitment of a Backbone Lead, progress mapping, learning circle and ongoing capability support.*
- **Phase Three (optional):** *supporting the leadership group to plan for recruitment of a Backbone team.*

Achievements

The achievements outlined here belong to the Rockhampton community and their partners. Key to the achievements is the generosity, ongoing commitment and dedication of the Rockhampton community members participating in the core group, working groups and the Leadership Group (LG).

Over a total of nine months, CFI worked in direct partnership, consultation and collaboration with the 'Core Group', subsequent 'Working Groups' and ultimately, the 'Leadership Group' and Government Partners to:

1. Establish a leadership group as a key part of local governance arrangements, including support to recruit and induct leadership group members

From late October, CFI worked with the core group to plan for an induction (and handover) to the nominated Leadership Group members.

Given the limited engagement of government partners in the recruitment

of the Leadership Group and historical tensions around the SPSP initiative in Rockhampton, the government partners had an interest in ensuring members recognised the potential for conflicts of interest and a process for managing these.

The Leadership Group was established and formally inducted into their roles through delivery of an in-person 'Induction and Orientation Workshop' facilitated by CFI and held over two days from the 11-12th December 2023.

The workshop provided an opportunity for members to learn more about one another and be introduced to government partners and also introduced new members to the SPSP model and highlighted some of the key concepts that the model is based on.

Members spent time gaining an understanding of the background to the formation of the Leadership Group through the development of a timeline of previous community work exploring collaboration, including since the announcement of SPSP funding in 2019.

The workshop reviewed a draft Terms of Reference for the group and a draft Conflict of Interest policy. The Leadership Group also developed an Action Plan to guide the initial period of its establishment.

It is worthwhile noting that at the time of producing this report, the total number of actively engaged LG members stands at eight (i.e. community representatives) and a total of four Government Partners (i.e. three representing DSS and one representing DTATSIPCA).

The Leadership Group is currently seeking to recruit new members including from the Livingstone Shire. CFI



has provided support to this process by advising on structure and ensuring a robust selection process and providing sample documents to support recruitment.

2. Build collaborative governance practices and working to build collective impact capabilities

- Conceptualise, Develop and Implement Collaborative Governance Frameworks, Documents and Practices.

Including but not limited to the SPSP Rockhampton:

- Values and Principles (Ways of Working); and
- Terms of Reference
- Establishment and maintenance of regular meeting rhythms including fortnightly Leadership Group meetings, weekly Working Group meetings and monthly Government Partners meetings.

CFI played a role facilitating, convening and providing secretariat support to the Leadership Group until the Project Officer commenced.

Support also included a three day visit to Rockhampton in February, to support individual members of the Leadership Group and assist the recruitment and auspice MoU working groups.

CFI's support enabled the Leadership Group to become well established, and to take carriage of further work beyond 30 June 2024, including recruitment of new Leadership Group members, final

negotiations with CQUniversity and the recruitment of a Backbone Team.

A further role CFI played was supporting DSS and DTATSIPCA representatives to engage with the Leadership Group as partners through fortnightly updates and guidance.

3. Support community decisions on future structures, the foundations and planning for a collective impact initiative, including an auspice arrangement in support of a locally-led initiative.

CFI facilitated a 'Progress Mapping Workshop' on the 8th April 2024 and a subsequent 'Early Stage Progress Mapping Report' was finalised and endorsed by the Leadership Group in July 2024.

More specifically the 'Early Stage Progress Mapping Report' details critical learnings and strategic questions including

- Who are the **key collaborators** for learning, action and change in the next 12 months?
- What does **community-led** change look like in SPSP Rockhampton 5 years from now?
- What do we need to learn about the different **types of power and authority** we each have and hold in the community?
- What do we need from each other in the next 12 months to be able to use the **influence we have** to achieve the SPSP Rockhampton priorities?



- How can we build momentum for **reassessment, rationalisation and realignment** of available resources, funding and decisions in the Rockhampton-Livingstone community and region?

As well as facilitating the Progress Mapping workshop, CFI assisted in preparing the Leadership Group by providing an introduction to the process, including hearing from another SPSP community on the process.

CFI supported the Leadership Group in drafting a Memorandum of Understanding with CQUniversity. This included guiding several conversations with the Leadership Group in establishing principles, structures and practices for auspicing of funding and hosting of backbone staff by the university.

CFI's support also included supporting Leadership Group members in their discussions and negotiations with CQUniversity.

Based on CFI's experience with other auspicing arrangements, the MoU is quite detailed in terms of expectations of the auspicer and host. It meets the needs of the Leadership Group under a community-led model while providing clarity around governance and operational arrangements between the Leadership Group and CQUniversity.



Reflections

This section of the report offers insights into CFI's key '*Reflections*' throughout the delivery and provision of '*Foundational Support Services*' for the SPSP initiative and community members of the Rockhampton and Livingstone region.

In doing so, it is important to firstly acknowledge CFI's long-standing relationships with Rockhampton and DSS that have been established over an extended period of time (i.e. more than four years) and as such, these '*Reflections*' capture CFI's experiences and observations over that time.

It is important to note that the dynamics articulated as part of our '*Reflections*' are not unique to the Rockhampton and Livingstone region or community. They have been observed and experienced by CFI across a diverse range of communities throughout Australia undertaking community-led and collective impact initiatives.

Our '*Reflections*' include, but are not limited to:

- **Intergenerational Distrust and Mistrust of Government**

Throughout the course of our engagement with the Rockhampton and Livingstone community and region, CFI learned of a deeply embedded intergenerational **distrust** (i.e. feeling that someone or something cannot be trusted) and **mistrust** (i.e. lack of and/or absence of trust – typically, as a result of trust being breached/broken through lived experience) of government (i.e. locally, state-wide and federally) and of CFI (as an external facilitator/adviser).

More specifically, the Ministerial introduction and establishment of SPSP in the Rockhampton region proved particularly problematic and contributed to the depth, breadth and complexity of the work required of all partners, and CFI, to build sufficient trust in both individuals and community-led collective practice.

A notable legacy of the intergenerational distrust and mistrust of government is that it requires a significant investment by all parties to undertake the 'relational work' that is required to redress the past and rebuild trust between community and government. Most importantly, the notion of 'trust' is central to the success of the SPSP initiative, its priorities and its actions and its endeavours to be community owned, led and driven.

'Throughout the Rockhampton Livingstone region, there was a pattern of local, state and federal government service providers and funders regularly undertaking community consultations about how best to work with and/or engage with the community (i.e. to redress community needs, crises or disadvantage). Despite this, there was a general perception in the community that there was no "*real or noticeable change/s*" in funding, resources, activities or outcomes. In turn, at times there was also a lack of trust by government partners in community interests, motives and actions. That is, all partners experienced both distrust/mistrust of "others" and that "others" were not trusting them. We acknowledge that CFI is included as one of these partners present in these dynamics.

The history of these complex dynamics between individuals and groupings across and between all parts of the



partnership had two key consequences for the work of CFI in providing foundational support.

First, significant time was required to support the process of building trust, communicating across and among partners and understanding and engaging with the different perspectives and interests. Perhaps, given the complexity and history of dynamics between community members and organisations, local, state and federal governments and others, the aim of delivering on the capability building and relational aspects of the foundational support services, alongside the foundational infrastructure (governance arrangements) within the timeframes and resources available was ambitious.

Ultimately, more resources were allocated to this trust building work than anticipated and it impacted the pace of progress in establishing the foundational infrastructure (ie governance mechanisms).

Second, CFI encountered noticeable '*consultation fatigue*', a '*general malaise*' and on occasion, reluctance to engage with the theory and practice of community-led collective impact.

This overall context influenced and is inherently connected to the other reflections set out here.

- **Focus on 'Action Orientation'**

The Leadership Group and Government Partners consistently voiced and demonstrated a need to focus on 'action oriented' tasks, outputs and activities.

The focus on 'action oriented' work appeared to offer:

- A heightened sense of value and worth to the group;

- A direct return on investment for time, energy and efforts expended;
- An enhanced sense of accountability, probity and transparency, both internal and external to the Leadership Group and Government Partners (i.e. to key individuals, the broader community and stakeholders – locally and nationally); and
- A perception that things were "*getting done*" and something "*had actually been done*" in the region and community (i.e. with the SPSP initiative and funding).

Whilst a focus on action is warranted and needed at key points and/or cycles of SPSP initiatives, and is understandable given the history, it is CFI's experience that a dominant focus on 'action orientation' typically comes at the cost of the 'relational work' that is needed to build trust between individuals, communities governments and the broader community.

In this instance, the 'action orientation' meant there was a trade off with the critical 'relational work' that was designed to build an understanding, awareness and application of individual and collective power, diversity, role, rank and authority.

The 'relational work' is central to the strength, integrity and veracity of the:

- Leadership Group – i.e. their ability to: build relations; effectively engage with each



other and the broader community (i.e. the embodiment of community-led collective impact); attract and retain community representation and membership on the Leadership Group; build partnership approach with governments and funders; and attract and sustain broader stakeholder interest and engagement in SPSP initiatives (i.e. individually and collectively).

- Government Partners - by means of owning government power, role, rank and authority – individually and collectively as partners in the work.
- Broader Community – by ensuring that there is a demonstrative and proactive outreach, engagement and representation of individuals, agencies and communities engaged in the SPSP initiative (e.g. who are the "voices not in the room" and/or the "discerning voices" that will ensure the SPSP initiative is truly representative of all individuals, communities and stakeholders in the Rockhampton and Livingstone region and community).

- **Aversion to 'Hot Spots'**

A consistent theme of the work undertaken throughout the Rockhampton and Livingstone region and community and with government partners demonstrated an aversion to delving into more complex or sensitive matters including, but not limited to:

- Power, its different forms and where it resides in the partnership, and how it was perceived, used and navigated by

all partners. For example, how the underlying distrust and mistrust outlined above informed views of what was 'really' required or expected of each other, in distinction to what was being said;

- lack of probity and transparency of local service providers and more specifically, the ability to have access to and visibility of: local decision makers/making; available funds, funding and resources; and data (i.e. quantitative and qualitative data used to inform local decision-makers/making and subsequent investments, rationalisation of resources, policy and program priorities; and
- rise and fall of race, racism and race-related conflict in the Rockhampton and Livingstone region and community (e.g. youth crime and the subsequent rise of extremist groups and vigilantism).

An aversion to 'Hot Spots' is not unique to the Rockhampton and Livingstone region or community however, it does require a considerable investment of time, skills and expertise to build the trust and provide the support that individuals, communities and partners require to be able to delve into and redress such complex and sensitive matters in a safe way. In addition, it requires partners to be physically together for periods of time to build necessary relationships of trust.



- **Significance of ‘Role/s’ and ‘Role Clarity’**

Throughout CFI’s support of the SPSP initiative in the Rockhampton and Livingstone region and community, the need to have well established, transparent and articulated ‘role/s’ and ‘role clarity’ for all partners was an increasingly important aspect of our work. This had two practical applications– how we supported the LG and government partners to understand and take up their roles as the partnership evolved, and how we communicated the role of CFI.

Government and LG partners have been both responsive to and engaged in understanding and shaping their roles as the context and partnership evolves. This curiosity and continual learning and growth mindset sets the partnership in a good place for the next phase of work.

Community also appeared to appreciate where government provided clear guidance on the parameters of the SPSP model and roles. That is, what aspects of the initiative are for community to decide, what areas are joint decisions and what aspects are not-negotiable.

As an intermediary and facilitator of the SPSP initiative and approach, we were required to hold a variety of ‘role/s’ - many at the same time/s - to achieve both the deliverables for which we were contracted and the overall purpose of supporting establishment of a community-led collective impact as a trusted, respected and valued partner. For example, at times we played subject matter adviser (auspice), facilitator and convenor (LG workshops and partner), capability and learning partner (on collaborative governance approaches, progress mapping), secretariat (to the

LG), broker and connector (to other SPSP communities), host and logistics support (Project Officer employer, ChangeFest participation) and partner to the funder (partnership meetings on the grant).

CFI has learnt from our work nationally that the different roles we play as we progress these aims, are not always visible to partners. We attempted to rectify this during the foundational support period by regularly re-assessing our ‘role/s’ and articulating ‘role clarity’ with all parties (e.g. with individual community members, with the Leadership Group as a whole, with discrete government representatives and with Government Partners as a whole).

The approach aimed to demonstrate CFI’s commitment to be clear on our purpose and act with transparency, to support individuals, the community and government. And to inform the partnership as to how and where CFI’s time (resources) was being prioritised.

- **Grant agreements and accountability**

Contracts (or grant agreements) capture and guide the relationships and responsibility between the parties. We highlight here two insights from our contract, which we see as a pattern in our broader work in support of community-led systems change.

CFI was engaged by DSS to deliver the ‘Foundational Support Services’, in response to a request by the Rockhampton core group for this support. Government, community and CFI had a shared purpose.

Government partners flexibly managed the grant to enable CFI to deliver on its



purpose. While CFI shared with the LG key aspects of the grant, and at regular points sought our partners' agreement on how to provide support (ie how resources are allocated).

Notwithstanding this genuine commitment to purpose by both government and service provider, CFI is contractually accountable to DSS for the deliverables and resources. There is limited formal accountability of DSS and CFI to the community. On reflection, this grant agreement was an opportunity to apply good practice and innovations in embedding accountability of service providers to communities, in their funding agreements with governments.



Next Steps

CFI's own experience over the past ten years and our understanding and awareness of collaborative systems change and Collective Impact evidence (i.e. from literature in Australia and internationally) has identified eight key characteristics of successful collective impact initiatives as being:

- **Prioritise readiness for learning and change** - between community, government, funder and other relationships;
- **Take time to build trust and relationships** - across ecosystems;
- **Prioritise equity** - acknowledge structural barriers presented by social, political, and economic issues;
- **Value and create systems for constructive communication**;
- **Invest in processes/structures** - for meaningful, inclusive community engagement, participation, and leadership;
- **Develop adaptive leadership capacity** - across the collaboration;
- **Use asset/strength-based approaches**; and
- **Combine data, evidence, and community knowledge.**

Whilst significant progress has been made in the Rockhampton and Livingstone region and community across a range of the above measures, continued strengthening of these areas will sustain and underpin existing progress and momentum towards SPSP.

There are five key areas for the Rockhampton and Livingstone LG and its partners to prioritise in the coming period.

1. Continued Capability Support

As previously highlighted and discussed, CFI recommends an investment in the 'relational work' that is required to build trust and achieve an authentically community-led collective impact approach across what is expected to be, an increasingly diverse and complex ecosystem/s throughout the Rockhampton and Livingstone region.

The 'relational work' will enable and empower individual and collective community members to establish and navigate these ecosystems that will need to co-exist for the SPSP initiative to be authentically community-led and driven. The eight characteristics mentioned are a sound guide to the areas in which the Rockhampton and Livingstone SPSP partnership can continue to invest effort.

2. Governance and Roles

CFI recommends that the Leadership Group and Government Partners delve into their respective 'role/s' and 'role clarity' to effectively navigate and agree the preferred 'ways of working' and partnership that best fit the needs of the Rockhampton and Livingstone regions and community through the SPSP initiative.

The 'role/s' and 'role clarity' need to be carefully considered and held sensitively by all parties (e.g. individual community members, the Leadership Group, individual government representatives and Government Partners) to ensure



that the SPSP priorities, approaches and practices are clearly defined and that these measures are authentically community-led and driven.

3. Recruitment and Establishment of the Backbone Lead/Team

There is now a sense of urgency amongst all partners to recruit and establish a Backbone Lead/Team that will assume the role of providing support to sustain and maintain all progress to date for the SPSP initiative in the Rockhampton and Livingstone region.

CFI considers that the support of a Backbone Lead and or Team is critical to the success of the SPSP initiative in the Rockhampton and Livingstone region and as such, it needs to be carefully established, managed and administered in direct partnership with the Leadership Group, Government Partners and Auspice agency (i.e. Central Queensland University (CQU)).

The recruitment and establishment of the Backbone Lead/Team is central to the internal governance and administration of annual SPSP cycles (e.g. Progress Mapping, Learning Circles, Shared Agendas), periodic reviews (e.g. Terms of Reference (TORs)) and ongoing learning, and to ensure community engagement mechanisms are established in partnership with the Leadership Group and Government Partners.

4. Learning Circle

The Learning Circle process is an important step in progressing the SPSP work, as it provides the Leadership Group, Backbone Lead/Team, community members, stakeholders and partners with a focus on their “ways of working” and the conditions for community-led systems change rather than only specific activities and projects.

The Learning Circle leads to an Action and Support Plan, providing clarity around the next steps for the SPSP initiative, as well as the support required from government and other partners to build their capabilities to work in partnership for systemic change.

CFI considers the Learning Process should be completed soon after the Backbone Lead/Team is recruited and the auspice/host arrangement with CQUniversity is embedded.

5. Community Outreach and Engagement

CFI considers that time, energy and effort needs to be invested in strengthening approaches to broader community outreach and engagement throughout the Rockhampton and Livingstone region and more specifically, to ensure that:

- all positions of the Leadership Group are fully occupied so that membership is truly representative of the Rockhampton and Livingstone community and region (i.e. in accordance with the TORs aspirations, measures and targets);
- a pathway and pipeline is established to attract and recruit



future Leadership Group Members;

- there is a viable approach to establishing, maintaining and sustaining ongoing, open and transparent outreach and engagement with the Rockhampton and Livingstone region and community; and
- the partnership starts to look beyond the governance infrastructure, to the purpose and vision of the Rockhampton and Livingstone SPSP initiative – which is *to create a thriving future for our community* through stewarding the community to map their own path to change.
- the SPSP initiative is authentically community-led with the stewardship and support of the Leadership Group and Backbone Team/Lead.

Conclusion

Significant progress to establish a community-led SPSP initiative in the Rockhampton and Livingstone region has been made by partners, with the support of CFI under this grant agreement.

The journey has also highlighted several learnings for CFI and partners (as outlined above) - some of which have been applied along the way, and some that may provide guidance for partners in the next phase of the work together.

An important indicator of the collective efforts to build the foundations for this community-led partnership, will be the ability for the Leadership Group and its partners to take up and engage with the resources and approaches shared over the last nine months (also see the Annexes) to drive the next phase.



Annexes

Leadership Group Members

The following is the list of all Leadership Group members and Government Partners engaged throughout CFI's provision of 'Foundational Support Services':

Name	Community Members (Status)
April Ibbotson	Community Representative (Active)
Aunty Annie Gela	Community Representative and Elder (Active)
Bryce Younger	Community Representative (Active)
Carmen Gray	Community Representative (Active)
Dallas Fewquandie	Community Representative (Active)
Delilah MacGillivray	Community Representative (Active)
Elizabeth Jacobson	Community Representative (Active)
Geoff Higgins	Community Representative (Inactive – Resigned)
Ken Davies	Community Representative (Inactive – Resigned)
Peta Steedman	Community Representative (Active)
Anne Davies	Community Representative (Inactive - Resigned)
Leanne Simpson	Community Representative (Inactive - Resigned)

Name	Government Partners (Status)
Jen Andersson	DSS Representative (Active)
Jenny Joyce	DSS Representative (Active)
Chris Feillafe	DSS Representative (Active)
David Porter	DTATSIPCA Representative (Active)

1. Workshop Summary Slides

2. Terms of Reference

3. Progress Mapping Report

