

Collective Impact: Cairns South

hummerli20 | pixabay.com/photo-1515986/

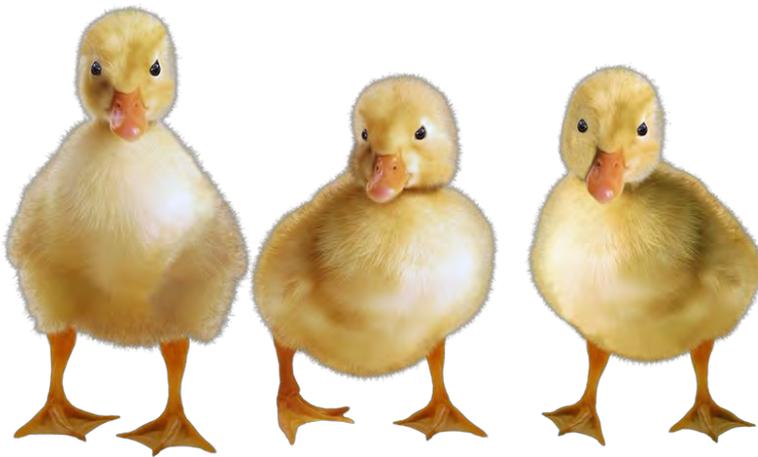
Welcome

It has been a busy start for many in 2018. We are pleased with the progress so far and are looking forward to getting together to look at the next key stages. On the 20 March 2018 we are hoping people involved or interested in the project can join us in the afternoon for a information and workshop session. Our focus will be on progressing the 5 major Strategic Change projects that have been prioritised by the Cairns South community and agencies. We would also like to round off the day with a chance to relax and share drinks and nibbles. Please see details below. Also on the 20 March, Mission Australia and CfC will be hosting a Collective Impact Master Class with Dr Brian Bumbarger, more detail on the final page of this newsletter.

Allan Dale (Project Lead)

Upcoming event

Collective Impact Update Strategic Change Projects & More



In progressing the Cairns South Collective Impact Project into the next stage, it is important for the community and stakeholders to come together for an update on progress and to plan the details for the major Strategic Change Projects identified in 2017.

Tuesday 20 March 2018 | Cairns Council Chambers | 12:30 – 5:00pm

RSVP: collective.impact@jcu.edu.au

Light refreshments provided

Agenda	
Allan Dale: Collective Impact Project Update	1.00 – 1.40 pm
Brief Discussion with Brian Bumbarger	1.40 – 2.00 pm
Designing the Big Babies Discussion Groups: (i) Integrated Child and Family Needs Analysis and Response; and (ii) Schools as the Centre of Network Building Around Children	2.00 – 2.40 pm
Short Break	2.40 – 3.00 pm
Designing the Big Babies Discussion Groups: (i) Building Long Term Systems in Addressing Disadvantage; (ii) Place Based Leadership and Workforce Development; and (iii) Cairns South Integrated Health and Services Precinct	3.00 – 4.00 pm
Drinks and Nibbles	4.00 – 5.00 pm

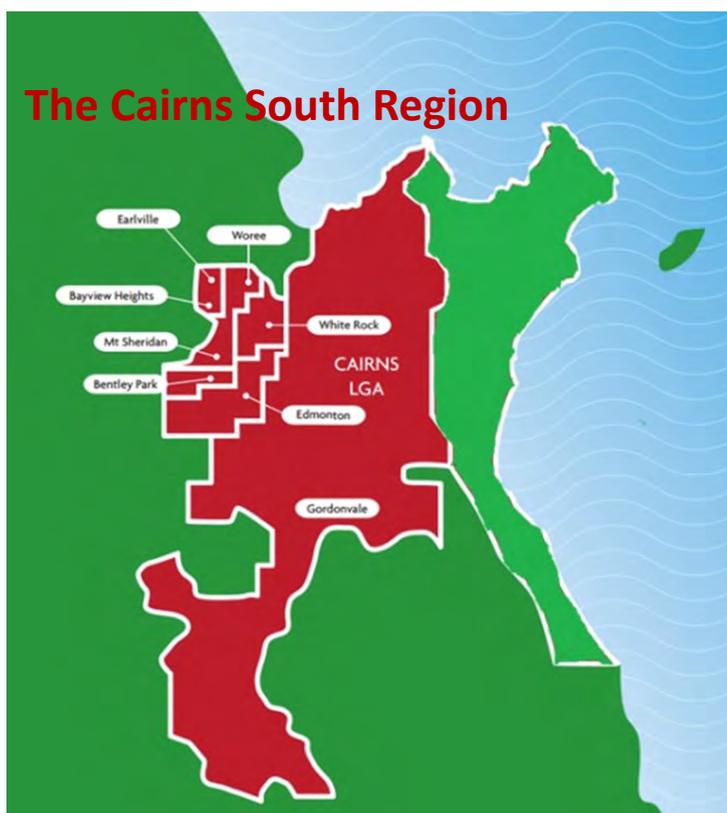
Strategic Change Projects (Big Babies) and Emerging Budget Priorities (Budget Omnibus)

The Cairns South Collective Impact (CI) Project has been engaging deeply in the Cairns South community and services sectors to determine priorities for strengthening the overall system of governance affecting outcomes for children aged between 0 and 12 years. Many of these outcomes have been well benchmarked through the 2016 [State of the Children Report](#).

The process of prioritisation has been based on a structured and detailed approach to governance system analysis, deep conversations with over 60 stakeholders and three workshops of key leaders and service delivery agents within Cairns South and the wider region. This process clearly identified those governance areas that present the greatest risks to outcomes. The Project was then able to work with the community to identify “whole of system” problems and solutions.

The Project presents a significant new opportunity to drive strategic actions for change through the following key mechanisms, supported by JCU as Backbone Organisation:

- **Strategic Change Projects (Big Babies):** Coordinated and collaborative projects to help design and effect change in major systems affecting Early Years outcomes
- **Strategic Budget Initiatives (Budget Omnibus):** Annual consideration of high priority federal, state and local budget initiatives to target defined priorities
- **Program Nudging:** A targeted approach to lifting the capacity of community service organisations to access and secure existing funding programs for priority needs
- **Research Brokering and Partnerships:** Increasing partnerships between the community and service sectors with researchers to help identify and resolve priority problems
- **Policy Responses:** Coordinated support for the community and service sectors to respond to major and emerging federal and state policy issues affecting Early Years outcomes
- **Strengthening Collective Impact:** Strengthening capacity of the CI process to facilitate reforms and measure ongoing progress towards outcomes.



Note: As a discrete community, Yarrabah is working towards its own community-led planning approach, but there are strong linkages between the Yarrabah, Cairns South, and Cairns West communities.

Strategic Change Projects (Big Babies)

The CI Project has now identified five key areas for system-wide change and improvement (the **Big Babies**). These represent bold attempts to facilitate systemic change, and as such, will require a strategic, long-term approach. The CI Project's five Big Baby reforms are as follows.

Stakeholders consistently identified that there are currently multiple (and at times) conflicting systems of identification, analysis and response to child and family based needs (or 'risk'): for instance, across health, education and youth justice systems. Inconsistencies and lack of coordination across these systems around need/risk identification and responses to it contributes to negative outcomes for the Early Years cohort. This key area of reform will focus on improving our current approach to **Integrated Child and Family Needs Analysis**. By building a collaborative approach, reform in this area could deliver a stronger, evidence-based system of analysis of needs (including through shared definitions of risk), more coordinated responses and robust outcomes monitoring.

The second reform area will work towards better supporting **Schools as the Centre of Network Building Around the Child**; growing the capacity of the school-based education system to serve as an integrative community network around the needs of children. As the one institution most children engage with, school has real potential to contribute to their wellbeing. As one example of this, schools can provide a focal point for identification of and responses to child and family-based needs. Current issues impacting on capacity in this regard include an isolated focus on academic performance, weak systems of parental engagement and under-utilisation of available facilities (to reach out and engage with community, for example). There is no clear system or space to support schools to become the integrated whole, and there are disparities in levels of, responses to and outcomes related to needs of children across public and private school systems.

Disadvantage, and Indigenous disadvantage in particular, appears to be serviced through shorter term and less durable policies and programs. Exploring the potential to **Develop an Aboriginal and Torres Strait Islander Services Alliance** will seek to strengthen, support and integrate Indigenous-led community development and service delivery in Cairns South. It will focus on building a stronger alliance across Indigenous-led services, increasing cultural competency in mainstream services, and peer-led strengthening of

Indigenous governance; within the context of connections existing between Cairns South, Cairns West and Yarrabah. Given the disproportionately negative outcomes for Aboriginal and Torres Strait Islander children amongst the Early Years cohort, any emerging Indigenous-led alliance could take a targeted focus on tackling disadvantage underpinning these outcomes over the longer term.

Place-based Leadership and Workforce Development is needed to help build governance, leadership and a skilled human services workforce *and* civic (community) capacity for Cairns South. Firstly, more place-driven approaches to workforce development will respond, for instance, to: (a) the potential crisis (rising unemployment) arising from the likely future reduction in routine and non-cognitive workforce roles; and (b) provide new local workforce development opportunities in the human services field in particular (e.g., allied health workers, youth workers and NDIS). These reforms are important to addressing economic disadvantage and unemployment, as well as gaps in services/programs (due to workforce gaps) that directly impact on Early Years outcomes. Secondly, reform is also required to build the capacity of the community to drive change likely to improve outcomes. Reform in this area could include, for example, ensuring effective integration of first responder and community responses to the needs of the Early Years cohort (with 'community' in this context encompassing individuals, families, community groups), as well as improved governance of community-based organisations and increased community mentoring.

A final priority area for reform focuses on ensuring that the development of a **Cairns South Health Facility and Mental Health Services** in the southern corridor delivers the best results for the area, particularly by meeting needs of the local community. Given that mental health has been identified through the project as a very high-risk area (in terms of both likelihood of failure of existing governance in this area and consequences of this failure) these two major developments present a once in a lifetime opportunity for integrated facility and service design and development. Other priority areas might be a focus of this development—and more broadly, there is opportunity for it serve as a major new node of coordinated assessment/response of local child and family-based needs and of economic growth.

Emerging Budget Priorities (Budget Omnibus)

The CI Project has also identified priority budget issues that need attention within federal, state and local governments to meet important and urgent service gaps. The following areas, numbered 1-7, from highest to lowest order of priority (based on JCU's governance analysis) are identified as likely to have an important impact on outcomes of the Early Years cohort. Current under-resourcing in these areas is considered to be contributing to negative outcomes for this cohort. Conversely, with additional, coordinated resourcing, outcomes will be improved.

1. Early Development Health: Early developmental health carries with it both great potential and vulnerability, given its crucial influence on short and longer-term educational, relational, health and other outcomes. More work is required to identify priority local needs and the extent to which they are presently being met, building on program or service gaps already identified. Additional resourcing in this area might be used, for instance, to build engagement with and capacity of more vulnerable families to meet early development goals, or to address gaps in relevant health services (for instance, in occupational and speech pathology, mental health services for the Early Years cohort).

3a. Supply/Capacity of Carers: Currently, community members providing informal care deliver enormous socio-economic benefit, but with insufficient formal or inadequate resourcing. Increased resources in this area would ensure carer contributions can either be sustained at present levels or (ideally) enhanced to better meet existing demands. One priority is the need to build more awareness of social security benefits available to carers across the existing carer community. The more formal systems of foster and kinship care for children removed from families also require attention.

3c. Drug & Alcohol Service Gaps: Drug and alcohol misuse of both adults and older children/young people is a further issue which substantially and negatively impacts on the Early Years cohort. Key service/program gaps identified to date include a lack of effective early prevention programs in Cairns South, including in schools, and local drug rehabilitation programs.

2. Police Response and Perpetrator Behavior Change: Family violence has very significant impacts on the focus cohort. It can lead to trauma and other mental health issues for children, and increases the likelihood that they will become perpetrators of family violence in adulthood. Improvements and changes in police responses to family violence and in our approaches to perpetrator behaviour have been identified as having potential to reduce family violence. Relevant strategies might include improved education/prevention programs for children/young people and for perpetrators and training/resources for police.

3b. DV Response in Hospital Emergency Wards: Improved responses to family violence in emergency wards has been identified as being critical in helping to reduce its incidence. Possible strategies in this context include the placement of a social workers in emergency wards to assist victims with more immediate and longer-term needs (housing, finances, safety of children etc.).

3d. Young People at Risk of Reoffending: Strategies required to reduce repeat offending of young people may be best driven by the community, given the relatively limited capacity of the formal justice system to address underlying drivers of offending. Additional resources could be used to extend and better fund existing, and to develop and implement new community-based programs and initiatives. Focus areas might cover re-engagement with education, training and employment, or supporting families of young offenders.

4. Family Planning and Maternal Health Services: Addressing gaps in maternal health and family planning must be a budget priority, given that these gaps increase poor outcomes for the Early Years cohort. Increased resourcing for relevant initiatives situated in health or other settings is required, including those that aim to reduce or to support teenage pregnancies and/or that bolster the financial, emotional, physical and mental health of mothers at and after birth, particularly those that may be struggling but are hardest to engage.

Emerging Budget Priorities (Budget Omnibus) continued

5. Student Wellbeing in School: Schools have the potential to serve as a central point of connection with/for children, but opportunity in this regard remains largely untapped, limiting capacity to make positive contributions to student wellbeing. Strategies to address existing barriers to achieving connection and improved wellbeing might focus on increasing parental/community engagement or meeting student needs by developing more collaborative networks with and linking students to external support services.

7a. Early Years Considered in Cairns Regional Council (CRC) Plan Reviews: CRC planning does not always take adequate account of the needs of the Early Years cohort, or of social and other impacts of planning decisions on this group. Key Council-oriented planning areas likely to have impact include housing, the allocation of space for and design of parks and other public spaces, and associated community development. With additional resourcing, strategies in this area might lead (for example) to stronger CRC community consultation processes, greater community cohesion and community capacity to support the early years cohort, and increased recreational and other 'active living' opportunities.

7c. Affordable Child Care Services: Inclusive and equitable access to child care services influences outcomes for the Early Years cohort, providing opportunity for children to socialise, for relevant developmental issues to be identified and for parents to earn a wage to support their families. Whilst government subsidisation of fees go some way towards increasing access to child care, additional resources and efforts may be required to localise the benefits.

7e. Hospital/School Link Returns: Stakeholders perceive that links between hospital services and schools have in the past delivered positive outcomes for the Early Years cohort, but that these links have been reduced in scope in recent years. As noted above, schools have potential to integrate service responses to the needs of children. Hospital/school links provide one example of this integration. For instance, health checks (weight, hearing, sight, etc.) conducted by hospital staff with children at school connect them with health services they might not otherwise access.

6. Sub-Regional Economic and Employment Strategy: There is not a clear economic strategy driving the future of Cairns South, though master planning has recently been completed. As is generally the case in the region, this economic planning occurs at the "whole of Cairns" level or above. With a significant new infrastructure agenda likely to arise in the coming years in Cairns South (e.g., Bruce Highway upgrades, new housing and commercial development and new hospital facilities), brokered effort is needed to increase investment in and maximise benefit for disadvantaged families.

7b. Transition to School Support: Effective transition for younger and older children into school (early schooling and high school) requires a focus on both the child (addressing developmental and other issues, for example) and the parent/family (encouraging positive parental engagement with the child's learning, for example). Though further investigation into local needs is needed, additional resourcing might be used, in general terms, to further develop informal or formal programs and other initiatives that increase child, parent and school capacity to transition.

7d. Allied Health and Mapping: Health care provision and the way it is funded preferences tertiary rather than primary responses to health problems, with negative consequences. Working more preventatively to address health needs requires an increase in (or shift in allocation of existing) funding. Resourcing might be used to fill specific gaps in allied health services (for e.g., occupational and speech therapists) or to work to increase engagement with the hardest to reach children and families (through outreach services, for instance).

Progressing Big Babies and the Budget Omnibus

As the Backbone Organisation to the CI Project, the JCU team, in partnership with Mission Australia (as the Communities for Children host), will coordinate and facilitate the progression of the *Big Baby* and *Budget Omnibus* agenda.

In relation to the Big Babies, the JCU team will:

1. Ensure strong support from relevant Federal and State lead agencies with primary responsibility for these areas of reform;
2. Revitalise and re-check community appetite and commitment to these change areas;
3. In partnership with the community and agencies, facilitate and support the development of clear Project teams for each change area, tasked with problem scoping, solutions mapping, policy/resources negotiation, implementation and impact measurement; and
4. Consistently draw together the impacts of these projects to overall outcomes for the Early Years.

In relation to the Budget Omnibus approach, the JCU team will:

1. Again ensure strong support from the relevant federal, state and local lead agencies with primary responsibility for these areas of reform;
2. Work with an identified agency lead to take responsibility to crafting a genuinely integrated budget initiative in partnership with (at least) the key service agencies, the most relevant clients or consumers of services and young people associated with the key service areas;
3. Seek a strong and continuous focus on service and budget integration and with federal and state local members, explore the potential for an area based budget bid; and
4. Consistently draw together impacts of these projects to overall outcomes for the Early Years.

Useful Links

Child Family Community Australia (CFCA) info hub:

<https://aifs.gov.au/cfca/>

Communities for Children Cairns South and Yarrabah:

<http://www.cfcsouthcairns.com.au/>

Collective Impact Forum:

<http://www.collectiveimpactforum.org/>

CONTACT US:

collective.impact@jcu.edu.au



When: Tuesday 20 March 2018

Time: 8.30am registrations for a 9.00am start – concluding at 12 noon

Where: Civic Reception Rooms 119-145 Spence Street, Cairns

RSVP: Margaret Osmond : osmondm@missionaustralia.com.au



Brian K. Bumbarger is Adjunct Research Fellow at the Griffith University Institute of Criminology (Queensland) and Adjunct Research Associate at the Prevention Research Center at Penn State University. He is Founding Director of the Evidence-based Prevention and Intervention Support Center, a state-level intermediary. The EPISCenter supports the largest-ever dissemination of evidence-based programs and community collective impact coalitions, with over 300 sites, and has been cited nationally and internationally as an exemplar for bridging research, policy and practice. Brian earned his Ph.D. in Criminology from Griffith University, M.Ed. in Youth and Family Extension Education and B.S. degree in Administration of Justice, both from Penn State University, and a graduate certificate in School Violence Prevention from the Harvard School of Public Health.

For over two decades Brian has conducted research and advised policymakers on dissemination, implementation, and sustainment of evidence-based programs and practices to strengthen families and communities. Dr. Bumbarger has served on federal Expert Panels for the U.S Department of Education, National Institute on Drug Abuse, Centers for Disease Control, and Administration for Children and Families, and has provided consultation to governments of Science Coalition and the Coalition for the Promotion of Behavioral Health, and is a founding member of the Society for Implementation Research.