



THRIVING QUEENSLAND KIDS PARTNERSHIP

2025-2030 IMPACT STRATEGY

Changing systems so all young
Queenslanders can thrive.



Thriving Queensland
Kids Partnership
connect • catalyse • learn



every child thriving
aracy

Acknowledgements

Thriving Queensland Kids Partnership (TQKP) acknowledges the traditional owners of the lands across Queensland and beyond, upon which we live and work, and their continuing connection to land and sea, and to kin, culture and community. We pay respect to Elders past and present, and to First Nations colleagues.

We are thankful to grow our children and support our families in these places.

TQKP also acknowledge the First Nations leaders, caregivers and organisations that have advocated for children and their families and communities.

We acknowledge the consequences of adversity and trauma experienced at the hands of systems over generations. We acknowledge the resilience, determination, leadership, generosity and innovation they have long demonstrated.

We commit to...

- Value the **significant knowledge and experience of First Nations leaders and communities** in changing systems.
- **Acknowledge** the adversity and trauma experienced at the hands of systems, and the resilience demonstrated over generations.
- **Back the self-determination and leadership** of First Nations leaders, organisations, communities and people.
- **Listen** deeply and **support healing and reconciliation**.

OUR PARTNERSHIP

We are a growing partnership of people and organisations committed to every young Queensland thriving

TQKP is a Queensland-based systems change collaborative initiated and hosted by ARACY – Australian Research Alliance for Children and Youth.

Since 2020, over 1000 people and organisations have partnered and collaborated with TQKP, and many more have engaged in the growing TQKP community.

Through this strategy, we will build on this engagement and enable a movement of ‘childhood builders’ working together to **enable every young Queensland to thrive**.

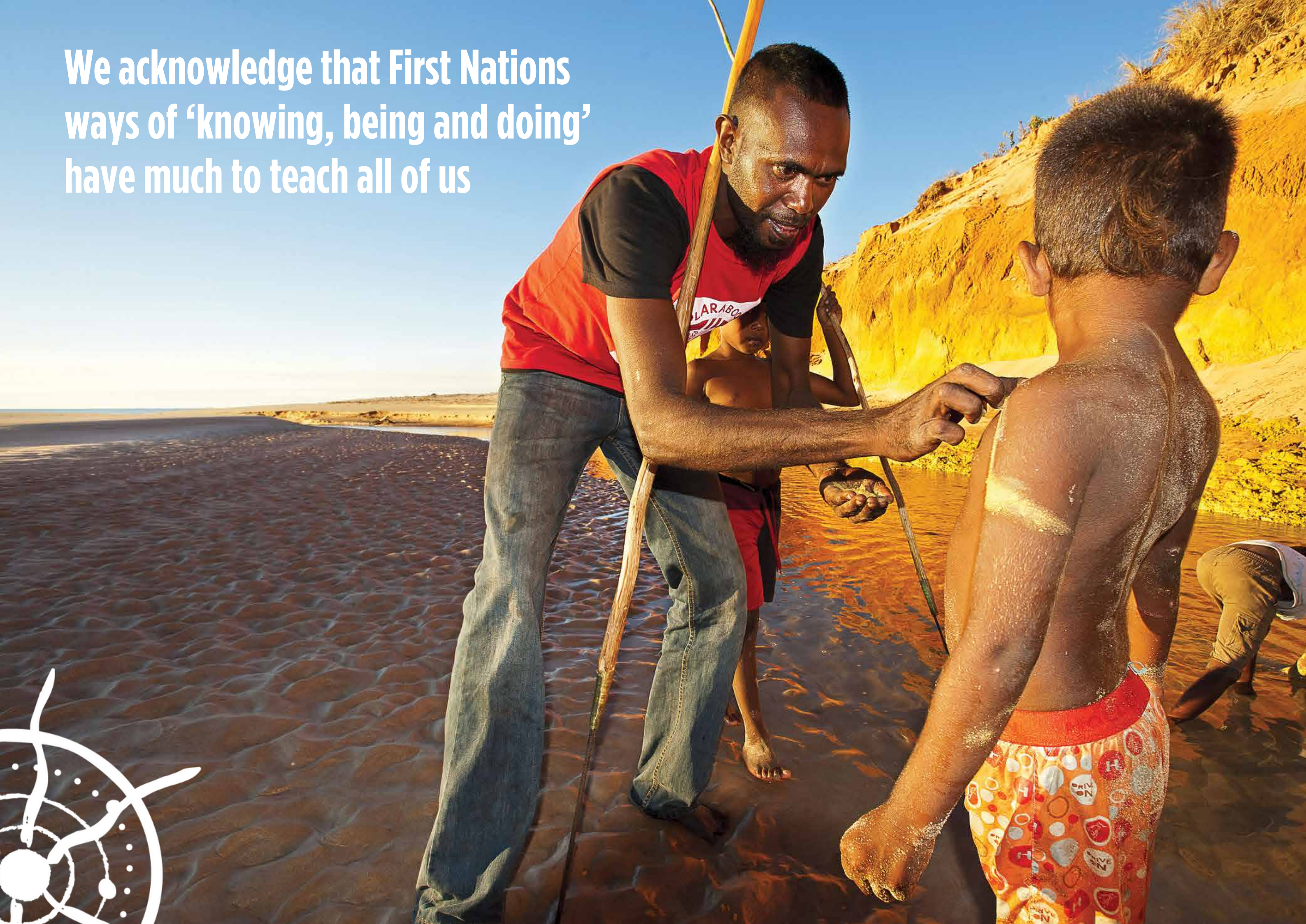


Interested in our partnership?

Find out more about Thriving Queensland Kids Partnership



We acknowledge that First Nations
ways of 'knowing, being and doing'
have much to teach all of us

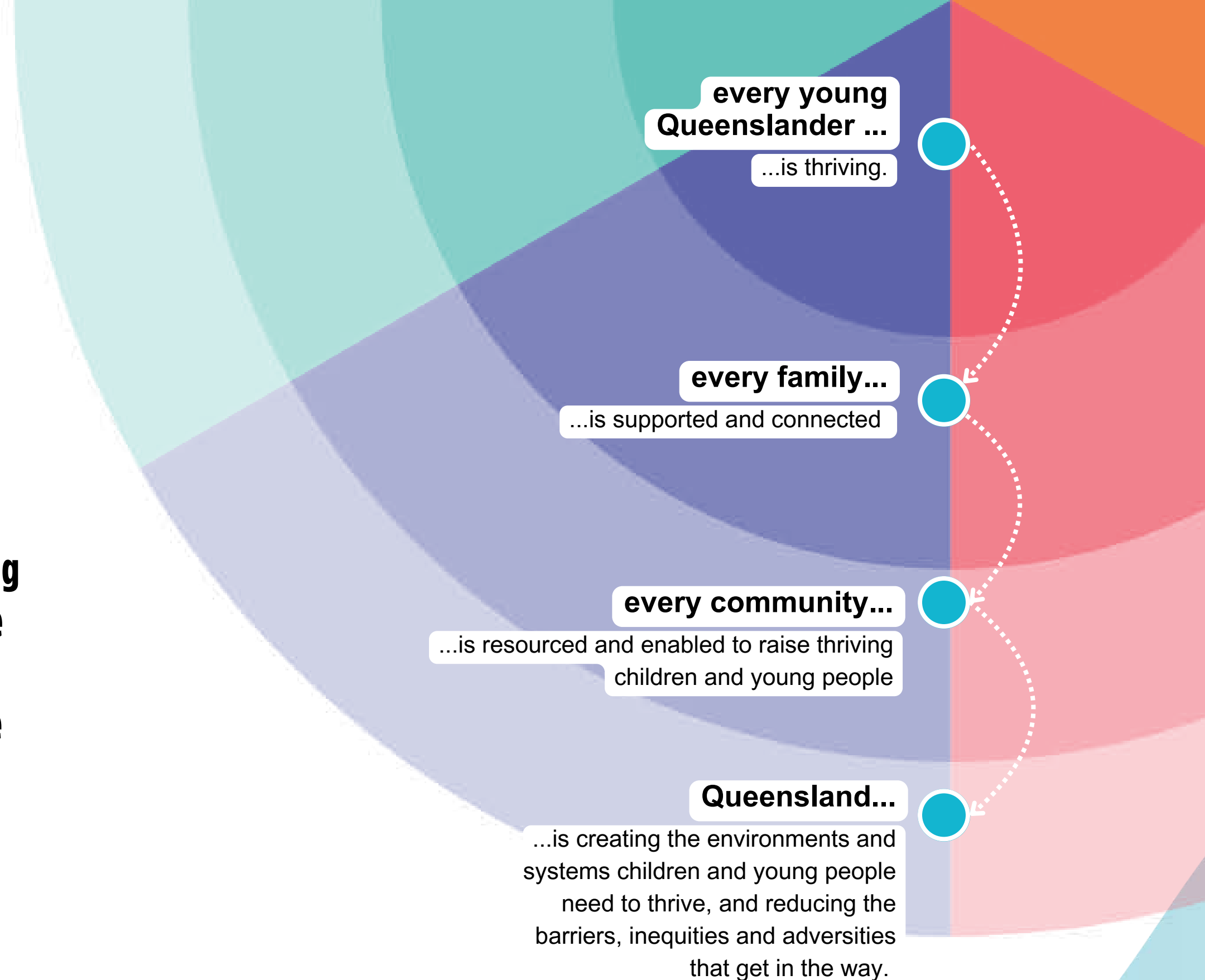




OUR INTERGENERATIONAL VISION

**Within one generation,
every young
Queenslander is thriving**

**Our shared vision is important
because too many children and young
people are not getting a fair go – we
can do better for them and for
Queensland, now and into the future**



Note: When we say ‘**young Queenslanders**’ we are referring to the age range from conception, through infancy, childhood and adolescence to young adulthood, and we include ALL babies, infants, children and young people, irrespective of gender, ability, race, ethnic background, or sexual identity.



**Learn more
about The Nest**

The Nest is Australia's shared vision for the health and development of all children. The Nest was developed by ARACY and underpins TQKP. [Click here to learn more about The Nest and ARACY.](#)

OUR INTERGENERATIONAL VISION

The path to get there over 25 years

We are on a path to transform systems over one generation.
We see the path ahead of us and it looks like:



ONE WAY

2020

We are here

Establishing the partnership

2020 - 2022 (2 years)

- Co-creating the idea & early path
- Building a coalition of the willing
- Mobilising people and resources
- Building start-up infrastructure and team

Activating the partnership

2022 - 2025 (3 years)

- Enabling early wins through profuctive collaborations
- Strengthening and growing the Partnership
- Mobilising more people and resources
- Strengthening the infrastructure and team

Enabling a movement

2025 - 2030 (5 years)

- Enabling a movement of people and organisations engaged in systems change
- Enabling stewardship and positive shifts in the systems and environments that shape the lives of children and younbg people
- Mobilising more people, resources and collaborations
- Strengthening the infrastructure and team

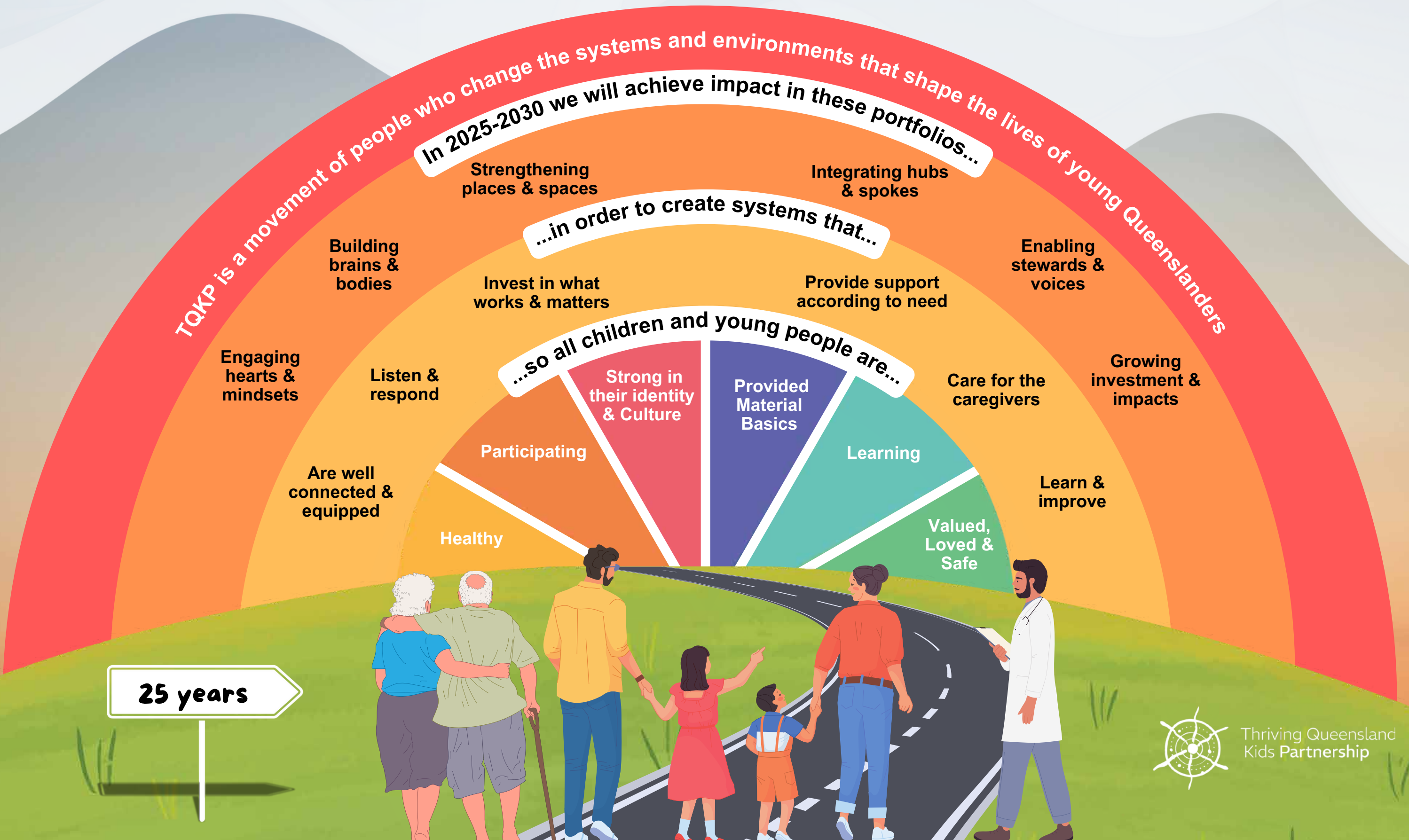
Changing at scale

2030 - 2045 (15 years)

- Scaling a successful and sustainable partnership of people and organisations across systems, sectors and levels who are:
- skilfully stewarding systems
 - working as 'childhood builders'
 - embedding improved systems settings within and across many systems
 - listening to what children and young people, their families and communities, say about what 'good' looks like, and
 - becoming accountable for achieving that
- Evolving TQKP as the intended system changes become the status quo

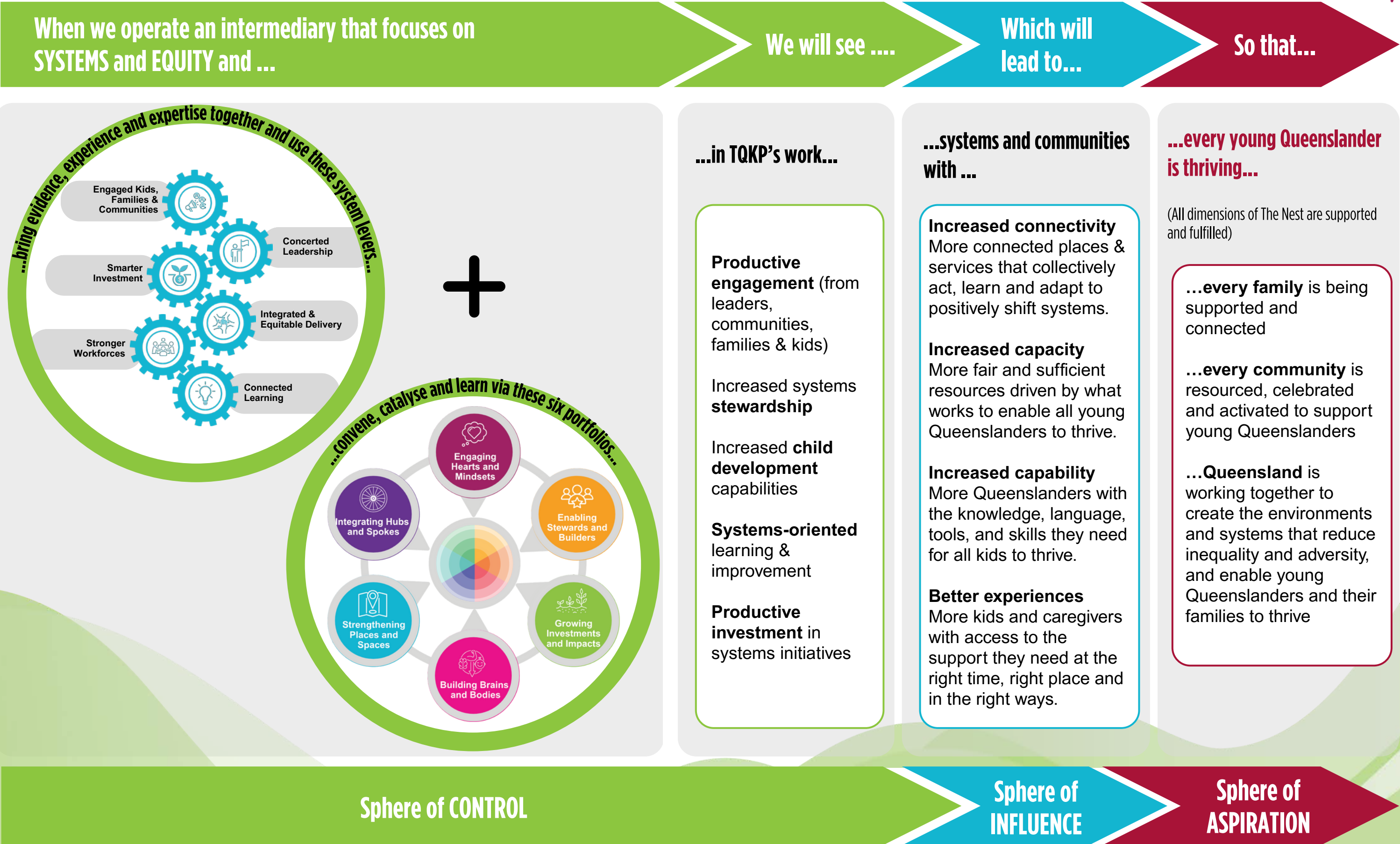
OUR FIVE-YEAR IMPACT STRATEGY

The path across 2025-2030 toward our vision of every young Queenslander thriving



OUR THEORY OF CHANGE

Measuring progress and impact



Implementing our 2025-2030 Impact Strategy

Our strategy has 6 portfolios of work that together will help change systems so every young Queenslander can thrive. This builds on our work and learning since 2020. These inter-connected portfolios are:

Supporting kids and caregivers to get the services they need.

Enabling the adoption, innovation and scaling of more integrated and equitable services so that children and young people, their families and communities can better access holistic, multi-generational and locally relevant support.

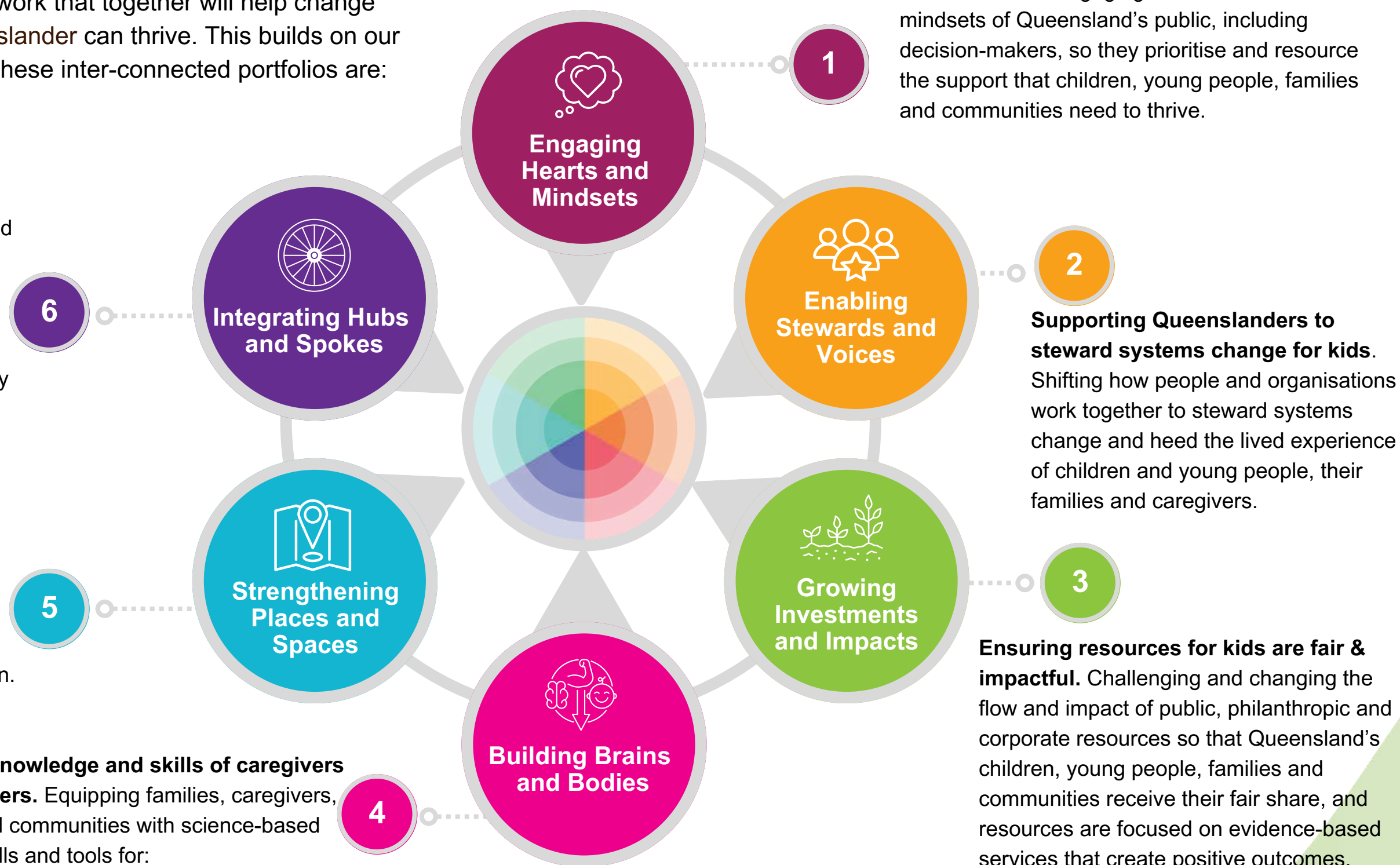
Supporting communities to create places where kids can thrive.

Enabling place-based systems work across Queensland so that children and young people have the best possible social, economic, physical and digital environments to grow up in.

Building the knowledge and skills of caregivers and practitioners. Equipping families, caregivers, workforces and communities with science-based knowledge, skills and tools for:

- building healthy brains and bodies, and
- tackling the products and conditions that harm the development and wellbeing of children and young people.

Communicating effectively about what kids need to thrive. Engaging the hearts and mindsets of Queensland's public, including decision-makers, so they prioritise and resource the support that children, young people, families and communities need to thrive.



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Want to play?

**There are 6 portfolios you
can get involved with ...**





Our 2030 outcomes

Positive shifts in how Queensland's public, decision-makers, practitioners, parents and other caregivers - think, feel, speak and act about what is needed for children, young people, their families and communities to thrive.

What success looks like

- Widespread use and advocacy of evidence-based messaging, stories and resources when promoting what children, young people, their families and communities need to thrive.
- Evidence of shifts in how people think, feel, speak and act towards supportive change for children, young people and their families.



Applying framing principles help us to purposively select words that will engage, connect and amplify our intended messages. More productive conversations and communications help us to shift mindsets to focus on the issues that matter for children and their families in more helpful ways.



Jeanine Young, Professor, UniSC



TQKP will convene & enable

Convening the **Thriving Kids Hearts and Mindsets Collaborative** to:

- use language and communication that engages the public's productive mindsets
- collate and promote existing evidence-based framing and communications resources, and create targeted resources where needed
- collectively align and improve the way they communicate about children, young people, parenting and caregiving.



TQKP will amplify the work of others

Generating and using evidence-based framing and communications to:

- build caregivers' and practitioners' understanding and approaches
- drive public support for changes that enable Queensland children, young people, their families and communities to have what they need to thrive.



TQKP will facilitate investment & engagement

Partnering with the **Queensland Family & Child Commission**, the **FrameWorks Institute** and others, to

- continue to embed framing into the work of the **Thriving Queensland Kids Partnership Champions Group** and **Framing for Change Community of Practice** in order to strengthen their public messaging and influence
- engage new stakeholders from both likely and unlikely sources, such as journalists, creatives, local government, and communities.

Brokering a range of existing and new **communications initiatives** about nurturing children that are:

- partner-led, co-developed and multi-sectoral
- using evidence-based messaging, multiple channels and existing resources.





Our 2030 outcomes

Families, caregivers, workforces and communities are applying science-based knowledge, skills and tools for building healthy brains and bodies so that children, young people, their families and communities thrive.

What success looks like

- An increase in leaders, practitioners, caregivers and organisations that are engaging in building thriving childhoods.
- An increase in strategies, policies, programs, investments and practices that are explicit about developing the capabilities and relationships children, young people, families and communities need to be connected, resilient and thriving.



TQKP will convene & enable

Convening the **Thriving Kids Brains and Bodies Collaborative** to

- translate insights from science, evidence and experience about the social, economic, environmental and systems conditions and relationships that build or harm healthy brains and bodies.
- advance initiatives that enable children, young people, families and communities to have enough resources for life's necessities, and that address the factors and conditions that shape child and youth development, wellbeing and resilience.



TQKP will facilitate investment & engagement

Supporting the next stage of the **Thriving Kids Brain Builders Initiative** to build and deepen neuro-informed capabilities and connections across caregivers, communities, organisations and workforces.

Providing curated learning and development through **Childhood Builders Capability Initiatives** to strengthen core, common and contemporary knowledge, skills and tools across Queensland workforces and organisations.

Supporting collaborative initiatives that provide the building blocks for healthy brains and bodies by supporting play, early language and literacy development, good sleep and nutrition.

Supporting **First Nations Growing Deadly Brains** and other wellbeing and healing initiatives, led by First Nations community organisations and enterprises, so they can:

- engage with Aboriginal and Torres Strait Islander children, young people, families and communities
- support capability and wellbeing in First Nations organisations, workforces and communities.



TQKP will amplify the work of others

Generating and translating knowledge and enabling systems change that is informed by science, evidence and experience.

Growing collaborative networks and capacities for research, development and translation.



Building a sturdy foundation in the earliest years provides a good base for a lifetime of good mental function and better overall health.

How Brains are Built: The Core Story of Brain Development video, Alberta Family Wellbeing Initiative





Our 2030 outcomes

Queensland places are more child friendly, with the right supports and services, and the social, economic, physical and digital environments so that children, young people, their families and communities thrive.

What success looks like

- An increase in the number of communities enabled as agents of change to be child and youth friendly communities
- Policy, practice and investment are better geared to support place-based and country-focused environments and infrastructure
- Communities have better data visibility, enabling them to understand and design solutions
- Local Governments recognise child, youth and family wellbeing as a priority
- The Queensland place and country ecosystem is better connected and able to solve systemic challenges



A community is like a puzzle, you need to have all the bits to make it work.

M, aged 9

From Putting the pieces in place: children, communities and social capital in Australia, Sharon Bessell, The Australian National University 2014



TQKP will convene & enable

Convening the **Place and Country Collaborative** to:

- enact the agreed collective actions
- create the conditions for the growth of place and country focused systems change
- amplify the wisdom of people in place
- enable place-based data generation, access and sense-making
- influence systems to achieve equity across the places where children and young people live
- transform investment in place to create communities, environments and infrastructure that best support children's development, wellbeing and resilience.



TQKP will amplify the work of others

Driving and supporting initiatives that focus on place and environments. For example, through PLACE - the national organisation established to support community-led, place-based approaches.



TQKP will facilitate investment & engagement

Implementing the **Queensland Place-based Network model**, with a focus on growing and sustaining place-based approaches, stewarding investment, sharing resources, and creating the space to collectively learn and drive system innovation.

Partnering with **Developmental Environments initiatives** to design, demonstrate and make accessible environments (natural, built and digital) and infrastructure that fosters the development, wellbeing and resilience of children and young people.

Supporting the **Thriving Kids in Disasters** collective actions so that the systems in place for disaster prevention, preparedness, response and recovery are equipped to meet the needs of children and young people.



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Integrating Hubs and Spokes: Ensuring kids get the services they need, when they need them.

Portfolio 4

Our 2030 outcomes

Service and system experiences are high-quality, integrated and equitable so that children, young people, their families and communities thrive.

What success looks like

- An increase in high-quality, equitable and integrated service delivery in Queensland, especially in communities where children, young people and their families disproportionately experience significant adversity and inequity.



Putting children and young people, and their families and communities, at the centre of strategy and delivery drives breakthrough outcomes.



From Joint Project on Systems Leadership for Child and Youth Wellbeing: Stage 1 Synthesis Report. Every Child and ANZSOG – 2021



TQKP will convene & enable

Convening the **Thriving Kids Hubs and Spokes Collaborative** to:

- create and enact an agreed agenda for the adoption, scaling and embedding of integrated and equitable service arrangements
- support innovation and additional investment in the capacity and capability for hubs and spokes initiatives
- steward research and development to facilitate integrated and equitable service delivery across Queensland
- broker knowledge and support learning and peer-to-peer exchange for existing and new initiatives.



TQKP will amplify the work of others

Better resourcing the connectivity, capability and capacity of high-quality integrated and equitable service delivery. For example, through the **National Child and Family Hubs Network**.



TQKP will facilitate investment & engagement

Trialing, scaling, embedding and supporting continuous improvement of **integrated and equitable service arrangements**, including the use of digital tools and platforms.

Supporting **capacity and capability building initiatives** for existing and new integrated services, including the use of contemporary evidence-based frames, tools and skills.



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Our 2030 outcomes

Leaders and change makers work together to:

- steward systems change,
- heed the lived experience of children, young people, their families and communities, and
- become more accountable to them.

What success looks like

- More leaders and change makers are engaged in stewardship initiatives.
- More systems and services are designed and delivered heeding lived experience of and becoming accountable to children and young people for their impact.
- More leaders and change makers commit to partner and collaborate to change systems for children, young people, families and communities.



TQKP will convene & enable

Convening the **Thriving Queensland Kids Partnership Leadership Table / Stewardship Table** to steward collective systems change work. This includes:

- learning from and supporting First Nations approaches to changing systems
- modelling and supporting accountability to Queensland's children and young people
- learning through multi-sectoral partnerships and practical initiatives
- influencing key strategies and
- enabling systems stewardship.

Developing and implementing **Thriving Kids charters and roadmaps** for systems change at local and state levels.



TQKP will facilitate investment & engagement

Partnering with the **First Nations-led Aboriginal and Torres Strait Islander Children's Initiative** to support First Nations approaches to systems change that contribute to all Queensland's Aboriginal and Torres Strait Islander children and young people, families and communities thriving.

Providing curated learning through the **Childhood Stewardship Initiative** to strengthen the networks, tools and skills of established and emerging leaders at local, regional and state levels across Queensland.

Amplifying the voices and lived experiences of young Queenslanders, their families and communities about what they need to thrive.



TQKP will amplify the work of others

Working through ARACY at a national level and linking with other systems brokers and change initiatives in Queensland and in other States and Territories to **grow and use knowledge, skills and tools** that support leaders to stewards systems that enable young Queenslanders to thrive.



We start from the idea that we do better together, that we can take programs and people that are making in-roads, and connect them, learn from them, boost them.

Michael Hogan, Convenor, TQKP





Our 2030 outcomes

The scale, flow, equity and impact of public, philanthropic and corporate resources is expanded so that children, young people, their families and communities thrive, with a focus on fairness according to need.

What success looks like

- Growth and shifts in public and philanthropic investment into what works and what matters.
- Changed investment and commissioning processes that are better informed, planned and governed by science, evidence, experience and data, and serving First Nations self-determination.
- More collaborative research and knowledge translation focused on improving the development, wellbeing and resilience of Queensland's children and young people.



We all contribute differently to Thriving Queensland Kids Partnership and are all equally benefiting from it.



Philanthropic Funder



TQKP will convene & enable

Convening the **Thriving Kids Investment Reform Collaborative** to:

- develop and support implementation of an Investment Reform Roadmap
- identify inequities in the size and distribution of resources
- encourage efforts to increase Queensland's share of child, youth and family-related investments
- encourage co-investment of public, philanthropic and corporate resources
- outline how investment and commissioning processes and program arrangements can be reformed
- support trials of integrated regional investment planning, pooled-funding and outcomes-based commissioning.



TQKP will facilitate investment & engagement

Supporting **investment and impact reform initiatives**, including:

- initiatives to trial regional commissioning
- innovative co-funding arrangements between the Queensland Kids Funders Alliance, the Investment Dialogue for Australia's Children and other philanthropies, with local, state and national governments
- exploration of opportunities to influence corporate investment (e.g. by superannuation funds) in products that harm child and youth development, wellbeing and resilience.



TQKP will amplify the work of others

Growing and shifting investment and driving impact-related reforms to:

- better regulate and shift investments away from products that harm children and young people
- address the social, economic and environmental determinants of child and youth development
- grow Queensland's share of philanthropic and public investment
- grow Queensland's share of national investment for research, development and translation.



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Imagine if we all worked this way

**Imagine how different the systems
that shape the lives of young
Queenslanders would be**





The infrastructure & team we need

To enact our ambitious 2025-2030 strategy we need our infrastructure and team to be fit-for-purpose. This means strengthening and growing what we have been building since 2020 with investments in:

1 Stewarding

- Transition the TQKP Leadership Table to the TQKP Stewardship Table.
- Enable the Stewardship Table as overseers of strategy and stewards of the partnership.
- Ensure the Stewardship Table has the breadth and depth of inter-generational experience, expertise and relationships needed.
- Explore, exemplify and promote accountability to children and young people.

2 Governing

- Enable the independently-chaired TQKP Management Board to exercise the governance responsibilities delegated by the ARACY Board.
- Position the TQKP Management Board in relation to the broader TQKP Stewardship Table.

3 Core and portfolio resourcing

- Extend and diversify funding from existing and prospective philanthropies.
- Facilitate co-investments through the Queensland Kids Funders Alliance and the Investment Dialogue for Australia's Children.
- Broker portfolio and initiative contributions by Government agencies and authorities.
- Recognise the in-kind contributions of time and expertise from partners and collaborators across universities, not-for-profits, and Government agencies and authorities.

4 Portfolio partnering and learning

- Distribute leadership through partners that hold responsibility for key portfolio initiatives.
- Invest in knowledge and learning partnerships to build a connected learning framework within and across the portfolios.
- Enable rapid synthesis and translation of science, evidence, experience and data to inform systems change.

5 Strategic engagement and communications

- Facilitate strategic communications with and through partners and collaborators.
- Continue to improve digital channels for engagement and communication.
- Equip partners, collaborators and others to share stories of their engagement in the Partnership, and the influence, value and impact they have.
- Work through ARACY and with other national bodies and inter-state systems change brokers to ensure a national impact.

6 Core backbone

Equip and enable the TQKP backbone team with the skills, tools and expert support required to:

- support collective stewardship, action and learning about systems change and childhood building
- make the case for reform and mobilise resources and partnerships to support its implementation
- engage all levels of government and across disciplines, sectors and systems
- lead, facilitate and account for the impact of each portfolio of work.

7 Evaluating and reporting

- Evolve TQKP's evaluation and learning framework and the key measures
- Explore innovative ways to collect data and insights.
- Streamline regular data collection and reporting.

We developed this strategy by following the story of our logo

TQKP's logo was designed by Iscaiot Media, a Queensland-based and Indigenous owned communications enterprise. Our logo weaves together the story of TQKP as a systems change intermediary and speaks to the significance of First Nations connections to kin, country and culture, and what these offer to all Queenslanders.

The story of our logo

The **orange circle** places children and young people firmly into the centre, just as they are in everything we do.

The **radiating circles** remind us that children are part of a bigger ecosystem of families, communities and the systems that shape their lives.

The **connected dots** represent the places, organisations, partnerships and people in our eco-system – the caregivers, practitioners, and leaders – working together to enable children, young people, families and communities to thrive.

The **strands** reflect the six change levers we use to shift systems and weave them together.

White space reminds us to take time to think about what matters, what works and how we can continually improve. It also represents the six domains of child wellbeing from The Nest.

How this story guided the development of our strategy

We worked together and centred young Queenslanders (**the orange circle**). We heeded lived experience, evidence and expertise about the systems and environments that shape the lives of young Queenslanders, and their families and communities (**the radiating circles**).

We brought together leaders of the Partnership (**the connected dots**) – our Leadership Table, Management Board, investing and delivery partners, and backbone team. We spent time on country, honouring what First Nations culture has to offer us all. We were welcomed by Elders and held in learning through ceremony.

We listened to:

- each other's deep knowledge about how systems do and don't work for young Queenslanders and their families and communities
- data and stories about the conditions in which young Queenslanders are growing up
- evaluation data about TQKP's progress, engagement and impact so far
- politicians who are shaping policy and investment for children, young people, families and communities
- wisdom and guidance from First Nations leaders who are working to change systems for kids and communities
- guidance of Youth Ambassadors from the Queensland Family & Child Commission (QFCC).



Join us in being a 'Childhood Builder' for all young Queenslanders

We took time to develop and consult on this Impact Strategy. After nine months of collective learning, sense-making and decision-making, we are eager for you to join in turning the words into change.



Thriving Queensland
Kids Partnership

Thank You

We are deeply grateful to all of our partners, collaborators and networkers who have engaged in the TQKP journey so far. Every one of them shares and aligns to the following values and operating principles:



Equity



Inclusion



Integrity



Respect



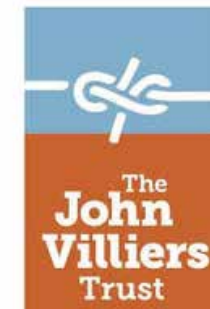
Generosity

We have **shared principles** that determine the way we collectively make change. We are:

- People-centred
- Integrative & holistic
- Humbly audacious
- Developmental & enabling
- Rigorous & evidence-based
- Co-creative
- Innovative
- Sharing resources & power
- Inquisitive & appreciative
- Always learning & accountable

We are also deeply grateful to our investing philanthropic partners, agencies providing grants, other donors and our host, ARACY, who are making our collective work possible.

Our philanthropic partners - participants in the Queensland Kids Funders Alliance and the Investment Dialogue for Australia's Children - include:



Philanthropic partners of



Thriving Queensland Kids Partnership

We are growing a partnership to transform systems over one generation so all young Queenslanders thrive.


**We want to enable a movement.
We want you to join us.**

Let's bring this to life!

We launched this strategy in June 2025. This strategy will continue to evolve as we listen and learn together. We hope it resonates with your vision and priorities for young Queenslanders. We invite you to join us in bringing this strategy to life.

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