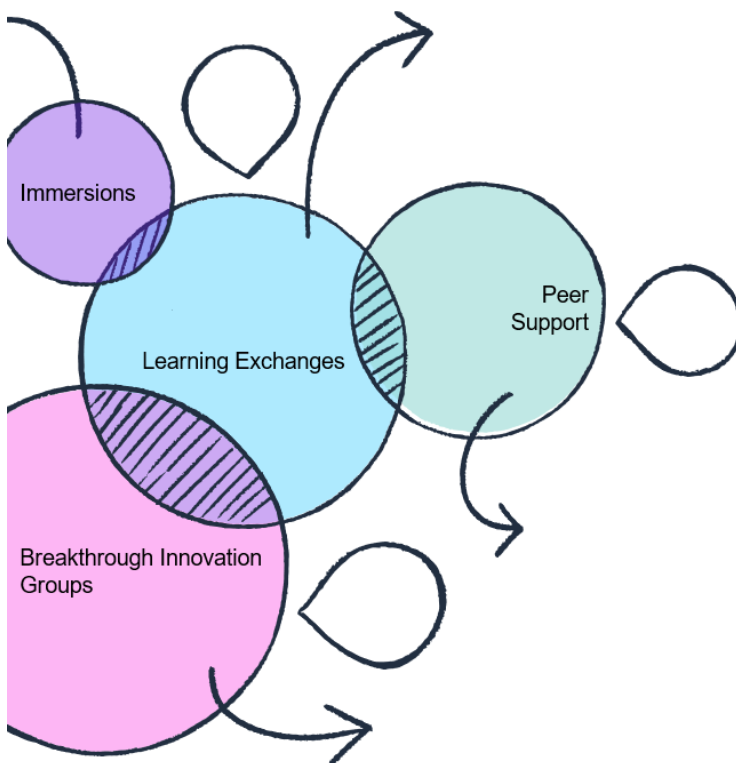


Queensland Place Network

September 2025 Meeting Report

Over a 10-year horizon, place-based approaches will become embedded and sustainable through systems change — enabled by strong networks, shared learning, community-led action, and coordinated investment.

Queensland will have a thriving place-based ecosystem capable of tackling complex challenges collectively and innovatively



1. The QLD Place Network Establishment and Objectives

The Network sets out to increase efficiencies, drive innovation and future proof our Queensland place based eco-system that;

- 1 Establishes the collaborative networked governance for stewarding investment and systems change**
- 2 Invests in shared infrastructure to support coordination, learning and capability -Place by Place, leveraging existing capabilities**
- 3 Facilitates rich learning environments to catalyse system innovation**

Establishment and Purpose of the Queensland Place Network Learning Exchange: Katie Norman and Rowena Cann introduced the Queensland Place Network Learning Exchange, outlining its purpose to foster systems change through collaborative learning, supported by multiple philanthropic funders and involving key stakeholders such as Logan Together, Cape York Partnership, and Gladstone Region Engaging in Action Together.

- **Network Purpose and Objectives:** Katie Norman explained that the Learning Exchange aims to embed and sustain systems change by leveraging relationships across Queensland, with objectives including collaborative governance, investment in shared infrastructure, and facilitating rich learning environments to catalyse innovation.
- **Funding and Node Structure:** Katie Norman detailed that the network currently has \$1.5 million in funding, directed towards three initial nodes—Logan Together, Cape York Partnership, and Gladstone Region Engaging in Action Together—tasked with fostering a culture of continuous learning and supporting other places.
- **Role of Philanthropic Partners:** Katie Norman acknowledged the significant contributions of philanthropic partners such as the Tim Fairfax Family Foundation, Bryan Foundation, John Villiers Trust, Dusseldorp, Cages, Equity, Hand Heart Pocket and others, emphasizing their flexible approach to funding and support for the network’s collaborative model.

2. Who joined us today

We had over 40 people joining the network for this gathering from various communities and organisations.

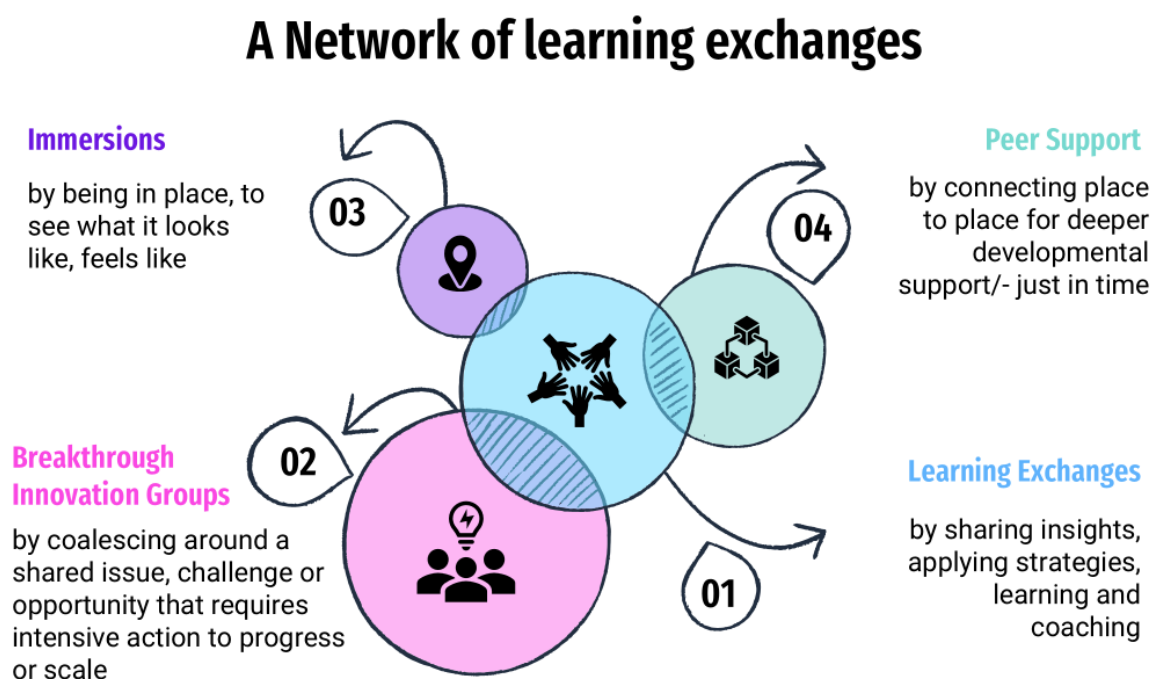
We had communities from			...and we had participants from...	
• Bundaberg • Cape York • Cairns • Gladstone • Gympie • Inala • Ipswich • Palm Island	• Kingaroy • Lockyer • Logan • Eagleby • Mackay • Moreton Bay • Mt Isa • Whitsundays	• Rockhampton • Townsville • Sunshine Coast • Woorabinda • Southern Moreton Bay Islands	• PLACE Aust • IDAC • State Government • Federal Government • Philanthropy • PHN • CFI	• Strengthening Communities • Connected Beginnings • SPSP • Empowered Communities • C4C

Network Growth and Participation: We encourage participants to expand the network by inviting additional backbone leads and stakeholders

3. Testing the learning exchange architecture of the network

Rowena described the network’s architecture, focusing on four main components—learning exchanges, peer-to-peer support, immersions, and breakthrough innovation groups—designed to build capability, share resources, and address systemic challenges collectively.

- **Learning Exchanges:** Rowena outlined that quarterly learning exchanges will bring together the broader network to share knowledge, shape agendas, and ensure action-oriented outcomes, with input from approximately 70 place-based backbone leads.
- **Peer-to-Peer Support:** The network will facilitate real-time, just-in-time peer support and mentoring, allowing members to access resources, share experiences, and avoid duplicating efforts, with nodes serving as key contact points for support.
- **Immersion:** Immersions are designed to enable participants to visit and deeply engage with place-based initiatives, providing opportunities for hands-on learning and collaborative problem-solving in various community contexts.
- **Breakthrough Innovation Groups:** Breakthrough innovation groups (BIGs) will be formed to address persistent systemic issues, coalescing expertise and resources to develop scalable solutions that can be shared across multiple places



More detail see appendix 1

Where do you see you connecting...? Do you have any questions that you are sitting with?

Peer Support Models and Collaborative Learning: participants discussed various models for peer support, including general information packages, drop-in help sessions, and individualized support, emphasizing the importance of connection, shared learning, and accommodating diverse needs across the network.

- **Tiered Peer Support Approaches:** Daniel proposed a three-tiered model: a general information package for common questions, regular drop-in help sessions (e.g., 'Tuesdays with Dan'), and individualized, confidential support for specific challenges.
- **Value of Diverse Experiences:** Elva and Rose highlighted the strength of connecting place-based approaches with different backgrounds and needs, allowing for the sharing of unique learnings without requiring uniform practices.
- **Safe Spaces for Collaboration:** Kirsty and others emphasized the need for safe, trusting environments where participants can share successes, challenges, and learnings, fostering a culture of openness and mutual support.
- **Connecting Practitioners by Role:** Katie noted the benefit of connecting individuals with similar roles (e.g., data specialists) across communities to deepen practice-specific learning and support.

Want to connect for support reach out now

See key contacts bios in appendix 2

Thriving Qld Kids Partnership

Eula Rohan
Principal Partnership Manager
PH: 0430 075 325
E: eula.rohan@aracy.org.au

Cape York Partnerships

Jim Davis
Head of Strategy and Partnership
PH: 0740 42 7260
Email: jdavis@cyi.org.au

Gladstone Region engaging in action Together (GRT)

Sarah Jacob or Courtney Morrison
PH: 07 4970 7382
E: grtexecutivedirector@cqu.edu.au

Logan Together

Dan Rawlins
D.Rawlins@griffith.edu.au

4. Co-creation of our principles

Principles and Ways of Working for the Network: David led discussions to co-create guiding principles for the network, focusing on equity, empowerment, trust, collaboration, inclusivity, and centering First Nations perspectives.

As at starting point...we are stronger than the sum of our parts and together we:

- are action-oriented in our pursuit of equity and impact
- embrace our unique perspectives in frank and open communication
- honour our leaders in community and seek to amplify their voices

How you want to share learning and collectively sense-make?

Participants in breakout groups identified key principles such as equity, empowerment, shared leadership, trust, transparency, accountability, collaboration, creativity, and courage to challenge norms.

- **Inclusivity and Accessibility:** Daniel's group stressed the importance of creating a space where all questions are welcome, avoiding jargon, and ensuring that participants from diverse backgrounds feel comfortable contributing.
- **Celebrating Success and Learning from Failure:** Rose's group advocated for a culture that celebrates both successes and failures, encouraging innovation and honest sharing of what works and what does not.
- **Centering First Nations Perspectives:** Adrienne and others emphasized the need to center Aboriginal and Torres Strait Islander voices, embrace discomfort in decolonizing practices, and ensure these perspectives inform the network's principles.

Other key features to be woven in the principles

- Coming with an intention to collaborate – set aside the time, be open, commit to being there and focus on learning
- Be curious, respectful, open, honest, kind
- Give and Take - not just people who take, come at this with a sense of contributing and taking away
- Equity, Empowerment & Shared Leadership
- Value where others are at - no stupid questions or exchanges.
- Trust, Transparency & Accountability
- Collaboration, Creativity & Courage to Challenge

5. Learning Opportunities

Learning Priorities and Feedback Mechanisms: Sarah facilitated a review of learning priorities identified by the network, including local decision-making, measurement and evaluation, scaling impact, and community-led systems change, while participants discussed effective feedback loops and communication strategies.

What you told us you were interested in learning?

1

Local decision making and community engagement

- How to do community engagement that moves beyond just consultation and how to give back to communities rather than just taking from them?
- How do we authentically hear the hardly heard? And how do we know that we are doing that?
- How do we increase community investment?

2

Measurement, evaluation and learning

- How do we collectively build the evidence of good practice?
- What parts do we evaluate, what do we currently have, what needs to be reshaped or looked at?
- How do we share MEL resources across place to improve efficiencies?

3

Getting started, acting, scaling and sustainability

- How do we time, phase and prioritize the work?
- How do we move this space to scale the impact for the entirety of the community?
- What needs to be in place to start, scale or sustain

4

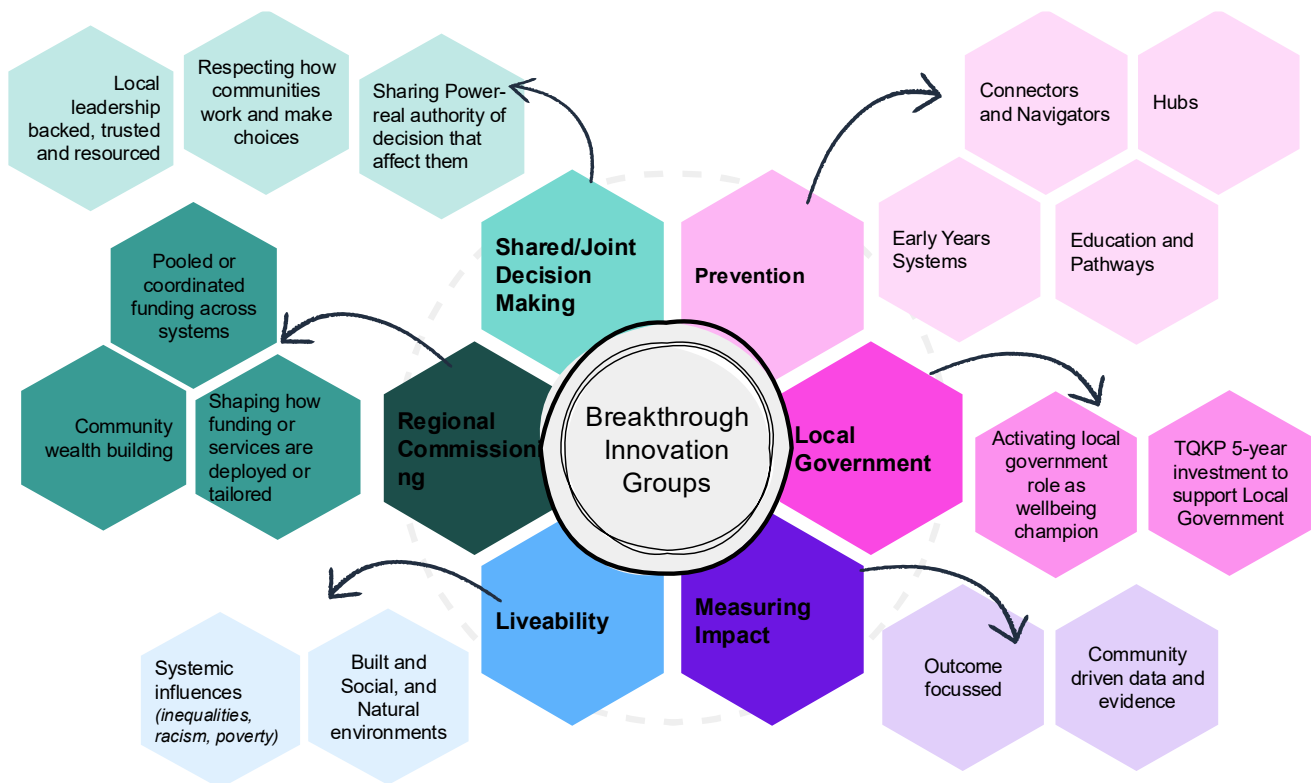
Community-led systems change

- Where are the policy interactions and where are the levers for systems change
- How do we make sure that that's feeding up to the people that can influence some of that investment and policy change?

- **Key Learning Focus Areas:** Sarah summarized the main learning priorities: moving beyond consultation to reciprocal engagement, measuring and evaluating impact, scaling and sustaining initiatives, and ensuring community voice in systems change.
- **Feedback Loops and Communication:** Katie, Elva, Danielle, and Petrina discussed the importance of closing feedback loops within the network and with communities, suggesting tailored communication strategies based on audience needs and exploring mechanisms for information to flow both up and down organizational hierarchies.
- **Understanding Government Processes:** Linda and Petrina identified a need for learning about government decision-making and communication processes, proposing sessions with government insiders to demystify how feedback and requests are handled.

6. Breakthrough Innovation Groups (BIG) ideas

Breakthrough Innovation Groups and Action Areas: Rowena outlined the plan to establish breakthrough innovation groups focused on key systemic challenges such as shared decision-making, regional commissioning, measuring impact, local government engagement, and prevention and livability, inviting participants to express interest and contribute.



- **Identified Action Areas:** Rowena listed potential focus areas for breakthrough innovation groups, including joint decision-making, regional commissioning models, impact measurement, local government roles, and prevention/livability initiatives.
- **Participant Engagement:** Participants were encouraged to indicate their interest in specific action areas, with the aim of forming groups that can coalesce around shared challenges and leverage existing work in particular communities.
- **First Nations Leadership in Action Groups:** Rowena noted that some innovation groups may be based in or led by First Nations communities, allowing for targeted testing and learning that can inform broader network practice.

7. Follow up tasks

- **Peer Support Structure:** Develop and implement a tiered peer support system including a general information package, scheduled drop-in help times, and options for one-on-one support for place-based initiatives.
- **Feedback Loop Mechanism:** Design a mechanism for closing the feedback loop within the network and with government partners, ensuring information shared upwards is communicated back to all relevant stakeholders and communities.
- **Immersion Event Guidance:** Share best practices and guidance for organizing and participating in immersion events, especially for those new to the process.
- **Breakthrough Innovation Group Participation:** Identify and contact interested members to participate in upcoming breakthrough innovation groups, particularly those focused on joint decision-making, regional commissioning, measuring impact, and local government engagement.
- **Data Toolkit Resource Sharing:** Distribute the Gladstone Region data toolkit and user guide to all network members and offer support for its implementation and use (see below).

New Network Data Resources

<https://www.gladstoneregiontogether.org.au/resourcelist>

The Data Toolkit is designed for place-based initiatives partnering with Human Service organisations to help grow organisation capacity, knowledge and skills in using data for improved service delivery and client outcomes.

Qld Place Data Framework

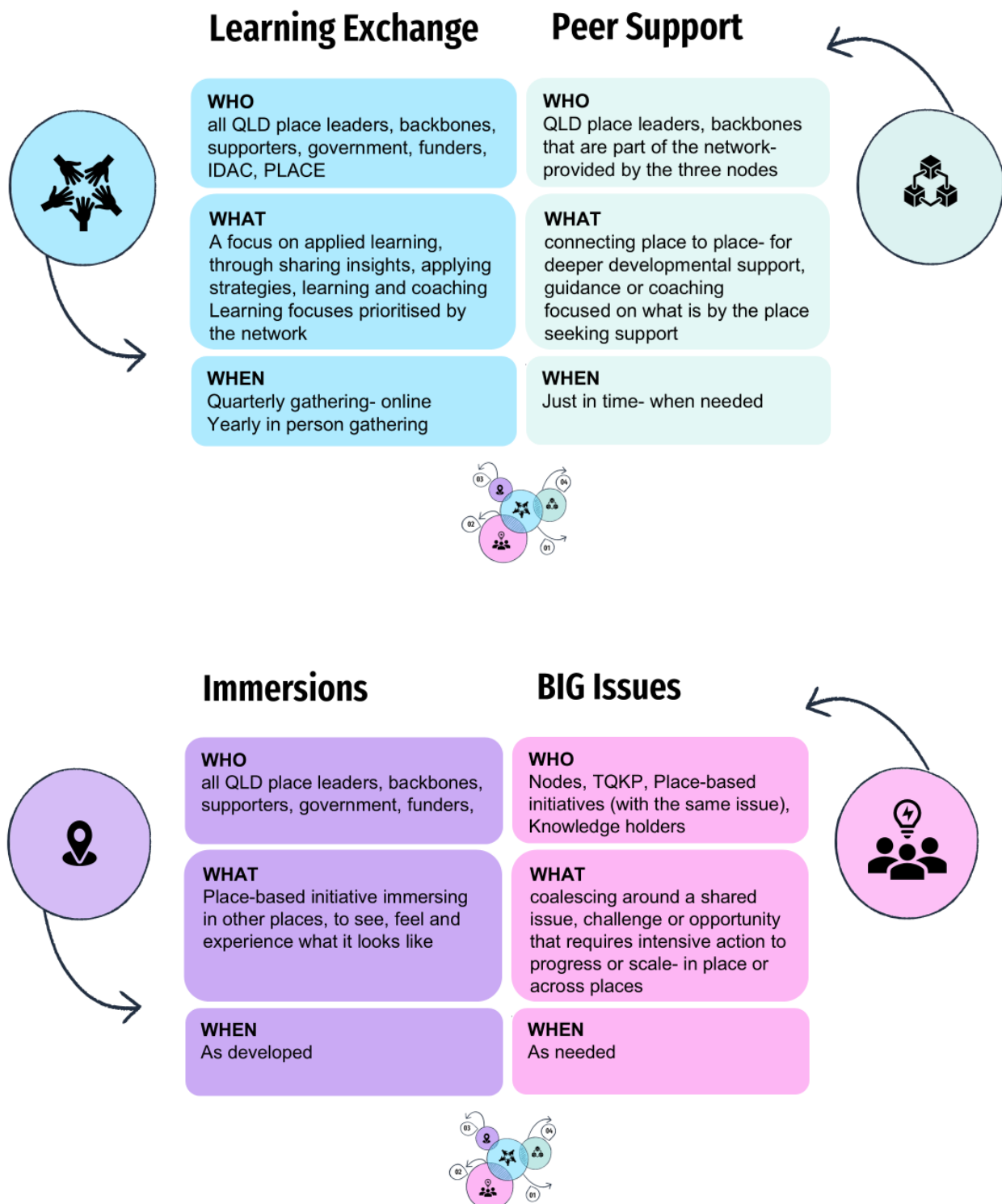
<https://tqkp.org.au/resources/place-based-data-framework/>



What's included in the Data Toolkit User Guide

- Data Capacity Building Project Planning Tool
- Considerations Checklist
- Data Sharing Agreement Template
- Data Terminology 101 Factsheet
- Client Journey and Outcome Tracking Worksheet Template
- Client Journey and Outcome Tracking Worksheet Example
- Service Referral Tracking Template
- Service Referral Tracking Example
- Data Report Example
- Improvement Identification Tool
- Improvement Project Planning Tool

Appendix 1 Network Learning Architecture



Appendix 2 Key Contacts

A little more about.... Jim



JIM DAVIS

Head of Strategy and Partnerships, Cape York Institute for Policy and Leadership

Jim Davis is a descendant of the Daurareb tribe from Mer (Murray Island) in Zenadh Kes (Torres Strait). He has over 20 years' experience supporting Traditional Owner-led land and sea management initiatives, the implementation of cultural and corporate governance, the co-design of economic opportunities and the reaffirmation of cultural values on traditional estates.

Jim has worked within the Public Service sector in Canberra, the mining and resources sector, and extensively in the not-for-profit Indigenous industry, focusing on Cape York.

He holds a Bachelor of Arts from Griffith University, is an accredited Mediator, and serves as an executive member on government, corporate and philanthropic boards.

Cape York Partnerships

Jim Davis

Head of Strategy and Partnership

Email: jdavis@cyi.org.au

Ph: 0740 42 7260

A little more about... Dan



Daniel Rawlins

Director of Collective Impact, Logan Together

Daniel Rawlins is the Director of Collective Impact at Logan Together, a pioneering place-based initiative working to improve life outcomes for children and families in Logan. In this role, Dan leads systems-change efforts that bring community, government, and services together in the "middle space" to co-design solutions to complex, intergenerational challenges.

Guided by a First Nations first approach and with children 0–8 at the heart, Dan helps drive collective action across partners, translating community voice into policy and practice shifts. He is responsible for shaping strategy, building strong cross-sector partnerships, and supporting focus communities and local leaders to design, test, and scale initiatives that create safe, trusted, and culturally grounded opportunities for families.

With a background in facilitation, participatory co-design, and graphical scribing, Dan brings creative and inclusive methods to workshops and strategy sessions. He has a track record of making complex systems visible and accessible, enabling communities and decision-makers alike to see the bigger picture, identify shared priorities, and act together with purpose.

Logan Together

Dan Rawlins

D.Rawlins@griffith.edu.au

A little more about... Sarah

Gladstone Region engaging in action Together (GRT)

Sarah Jacob or Courtney Morrison
PH: 07 4970 7382

E: grtexecutivedirector@cqu.edu.au



Sarah Jacob

Executive Officer

Sarah grew up in Gladstone before gaining her teaching qualifications and moving overseas. She returned to Gladstone in 2005, knowing she wanted to raise her children in her home town.

Since then, Sarah has been a leader in local schools and is raising her two sons in the region she holds close to her heart. She has spent significant time volunteering and is completing post-grad studies in literacy education.

Having received so much from our community, Sarah is eager to contribute to Gladstone's continued growth and success. Her commitment is grounded in a genuine love for the region and a strong desire to help shape a positive future for Gladstone's young people.

A little more about... Eula

Thriving Qld Kids Partnership

Eula Rohan

Principal Partnership Manager

PH: 0430 075 325

E: eula.rohan@aracy.org.au



Eula Rohan

Principal Partnership Manager Place- TQKP

Eula Rohan is a nationally respected facilitator, systems change practitioner, and coach with over 13 years' experience supporting leaders and collaborations to tackle complex social challenges. She specialises in making complexity actionable—translating big ideas into simple, practical steps that enable diverse groups to work together effectively.

She has experience living and working with First Nations communities in remote, regional and urban settings across Australia and is now based in Brisbane, where she grew up, with her husband Marcos, and 6-year-old daughter, Maya.

Eula brings deep expertise in Collective Impact, Deep Collaboration, Adaptive Leadership, and Systems Thinking. She has contributed to nationally significant reform initiatives including Empowered Communities, Stronger Places Stronger People, Connected Beginnings, and the design of the National Centre for Place-Based Change Nexus now PLACE.

A strategic partner, Eula walks alongside teams to strengthen collaboration, navigate cross-cultural contexts, and build the leadership capability required to drive lasting systems change.