



**Queensland Kids Partnership**  
every child thriving



**CAPE YORK PARTNERSHIP**



**LOGAN together**



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# Queensland Places Network Annual Report



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# Prologue

**The Queensland Places Network (‘the Network’) Annual Report has been prepared by Queensland Kids Partnership (as the Network’s convenor) on behalf of the Network’s nodes in collaboration with participating philanthropic partners. The collaborative approach to reporting demonstrates shared commitment and accountability.**

FY26 is the first ‘official’ year of the Network’s activities, although it is based on years of trusted building, listening and dialoguing. This first annual report seeks to capture both the structures and activities of the network, early indicators of impact, as well as provide space for reflection and learning.

The authors of this report note that in all new endeavours and collaborative partnerships, decisions were made regarding where to start, who to include, what to do and that this has been an iterative process. We know we didn’t get it right every time, nor will we. The Network is being built by an investment in relationships, which can be a time-consuming process and can only go at the pace of trust.

We started with agreeing upon objectives and key priorities. Staff were recruited/appointed and as the work progressed the types of governance structures that were needed became clearer. The network transitioned from a small working group tasked with ‘the doing’ to intentional groups with defined governance responsibilities.

In the first year, building capability was a highlight as the network came together in many ways to share knowledge and resources. A key building block in ensuring all place-based initiatives have the best opportunity to succeed, this part of the year’s work happened organically, at pace, and with enthusiasm. Learning was rich and valued, with reciprocity.

Systems reform might have been considered something that would come later yet work here progressed and exceeded expectations in FY26. State government engaged broadly and transparently, all part of building solid foundations for what is to come. The first breakthrough innovation group was designed and delivered and again all parts of the system were represented in this experience.

As the place sector was in the spotlight, especially due to the creation of PLACE, the Network leant in to answer questions regarding the role of institutions, intermediaries and networks. This is ongoing and will form part of the questions the Network will hold in FY27.

## The Queensland Places Network belongs to us all!

**You are invited to participate as we walk together on this learning journey and build the connective tissue of the place ecosystem in Queensland.**

# Queensland Places Network

## Vision

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.

### Shared Governance

establishing collaborative governance for stewarding investment

### Growing and Amplifying

investing in shared infrastructure to support coordination, learning and capability, leveraging existing capabilities

### Systems Reform

facilitating rich learning environments to catalyse system innovation

“Our relationship with the network has allowed us to establish sustainable practices, innovate, and increasingly influence systems change”

*Place-based Initiative in the QPN*

# Building the Network

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

- sustain long-term funding commitments
- put community at the centre of leadership and decision making
- create collective structures for system stewardship that is adaptable and resilient against the challenges that arise from election cycles or unforeseen events
- allow for alignment of strategies, policies, practices and funding across government, funders and communities
- share infrastructure that enables places to access specialised support while reducing costs.

Key to the Network is building and leveraging the existing infrastructure and wisdom we have in Queensland.

**Logan Together, Cape York Partnership, Gladstone Region engaging in action Together (GRT) and Queensland Kids Partnership** are the four delivery partners that have so far been identified with the current capability and capacities to support and mentor others.

This is a starting point – the model can expand the nodes and the offerings.

Each node offers different expertise, allowing PBIs to connect with the nodes offering what they need when they need it.

**Tim Fairfax Family Foundation, John Villiers Trust, CAGES Foundation, Dusseldorp Forum, Equity Trustees, Hand Heart Pocket and The Bryan Foundation** are the seven funding partners of the Network providing both financial and non-financial resources.

# Our Theory of Change

## Measuring progress and impact

When we build the relational infrastructure that..

We will see..

Which will lead to..

So that..

*brings together all levels of the system to do what needs to be done, focused on....*

*in the Queensland Places Network work....*

*communities and systems with....*

*Queensland place-based initiatives are....*

### GROWING AND AMPLIFYING

- Investing in shared infrastructure and leveraging existing capabilities to support connection, learning and capability
- Amplify community voice to inform systems change

**Improved capabilities** in individuals, communities, governments and funders to enable place-based work

**Greater efficiencies** for individuals, communities, governments and funders to accelerate place-based initiatives

**Strong connections** assembled, **trust** enabled, **knowledge** built and shared **narratives** created

**Productive investment** in place-based work

**Collective power** communities informing, influencing and acting together to catalyse change in the system

### RESPONSIBILITY SHARED

Collective structures for system stewardship that is building, adaptable, resilient, grounded in love and care

### OPPORTUNITY CREATED

Places empowered to be agents of change

### CAPABILITY INCREASED

Places enabled with the capabilities and resources they need to sustainably grow their place-based initiatives

**connected, supported, sustained, celebrated and activated...**

**and those seeking to support place-based initiative are better equipped of tackling complex challenges collectively and innovatively...**

**and systems are working in and across more effectively ...**

**to enable their children, families and communities to thrive**

### SHARING GOVERNANCE

- Establishing collaborative governance for stewarding investment

### REFORMING SYSTEMS

- Facilitating rich learning environments to catalyse systems innovations and change

# Key Elements of the Network

## Shared Governance

### The unique value proposition:

- Develops a holistic cross sectoral approach to a governance of care
- Facilitates strategic investment and engagement in place
- Supports reform of funding structures
- Builds the infrastructure for shared resources

## Growing and Amplifying

### The unique value proposition:

- Serves all communities from established to emerging place- based initiatives
- Facilitates access to peer support, immersions and mentoring
- Invests, targets and shares supports and resources for places to be drivers of their own change
- Cultivates and leverages collective practice wisdom

## System Reform

### The unique value proposition:

- Puts collective learning into practice
- Drives system reform through collective innovation and learns what it takes to implement, maintain and improve
- Facilitates, supports and scales innovation in place and across the network
- Builds on the innovation expertise in the network

“The network is strengthening Queensland’s place-based communities by connecting us as a collective force rather than a series of isolated efforts. By aligning insights, evidence and lived experience across places, we become greater than the sum of our parts, amplifying our shared voice and increasing our influence on policy and system reform.”

*Logan Together*

# Shared Governance

## Establishing collaborative governance for stewarding investment

The Network has been designed to be agile and flexible, ground in care, trust, and mutual accountability. The aim of the network governance is to shift towards place-driven leadership, actively guided by places, where they play an active role and are given due recognitions and influence in the Network. The following four groups have been established in the first year to try, test and learn.

### Delivery Team

oversee the scope, schedule and overall delivery of activities, serve and support the network, and facilitate learning

Fortnightly

*The delivery team emerged early & strengthened relationships between the nodes and to progress Network operations.*

### Funders Community of Practice

be the best partners for Qld kids, families and communities by pursuing new and better ways to work together, creating space for learning and collective doing

Monthly

*COP was established early by Network funders and quickly invited all place funders into a learning space. High level of trust – working well.*

### Strategy Group

steward the Network, create the authorising environment, help mobilise the resources, act on opening system blockers

Quarterly

*Commenced in 2026 to engage Govt, PLACE, IDAC, philanthropy for shared accountability*

### Impact Group

support the design, development and implementation of the evaluation and impact strategy

Monthly

*Commenced in 2026 with a review of ToC. More work to be done here.*

**Key Reflections:** Early indications suggest governance structures are fit-for-purpose; however, it is too early to tell if more or less is needed and whether other structures would be useful. Each group has emerged for a particular purpose. Community representation has mostly been from the nodes due to having allocated funding to contribute.

# Growing and Amplifying

Investing in shared infrastructure to support coordination, learning and capability, leveraging existing capabilities

“Our work is formally recognised and valued, perhaps for the first time, by a statewide organisation.”

*Place-based Initiative in the QPN*

## Learning Exchanges

facilitate rich learning environments for learning, to catalyse system innovation and drive efficiencies and quality

## Learning Sprints

applied learning, through sharing insights, applying strategies, learning and coaching. Learning focus prioritised by the network

## Peer Support

connecting place to place- for deeper developmental support, guidance or coaching focused on what is needed by the place seeking support

## Immersion

learning through immersing in other places, to see, feel and experience what it looks like

“The network is helping us to better understand the wealth of community assets which already exist across Queensland. It’s helping us to create new connections, strengthen our existing partnerships, and challenging us to think outside of our organisational boundaries.”

*Public Servant*

“Leading cross-sector work in a regional community can at times feel isolating, and the network provides connection, perspective and encouragement alongside practical insight.”

*Place-based Initiative in the QPN*

**Key Reflections:** Investing in shared infrastructure spaces, rhythms, and supports for coordination, learning, and capability is paying off in the way trust is showing up across the network. In the online rooms, members aren't just exchanging updates; they're sharing what's real. There's a growing ease and familiarity, with people speaking openly about challenges, uncertainty, and what they're working through in practice.

That depth of honesty doesn't happen by accident. It's a testament to the collaborative model and the intentional “holding environment” being created where people feel supported, not judged, and where existing capabilities are strengthened through connection. Trust is becoming the infrastructure that enables everything else.

# Implementation of ‘Growing and Amplifying’

Our Network nodes play a critical role in growing and amplifying impact across the system. They enable faster connections across places, agile coordination, continuous learning, and capability uplift across places. Rather than duplicating effort, nodes leverage and connect existing strengths—creating the conditions for knowledge to flow, partnerships to deepen, and practice to evolve. This shared approach strengthens each initiative while accelerating collective progress toward our common goals.

## Learning Exchanges

**Cape York** contributed insights from their live Joint Decision-Making (JDM) approach through both the Learning Exchange and the BIG.

They shared a critical perspective through JDM as a community-led governance model, demonstrating how Traditional Owners lead decisions through structured partnership with government. Grounded in local knowledge and shared accountability, JDM shifts government from “fixer” to enabler and builds community capacity through negotiated not prescribed decisions.

This was a powerful contribution to the Network, offering a practical pathway for building equity in decision-making. It moved beyond theory, showing how deeper connection, on-country engagement, and shared authority create the conditions for stronger ownership, better outcomes, and more equitable systems.

## From Friday Chats to Learning Sprints

**Logan Together** (LT) team shaped and facilitated the Friday Chat space, which became the foundation for identifying key themes that have since been developed into Learning Sprints. The LT team also co-designed and co-facilitated the first Learning Sprint on Shared Decision Making (SDM).

Their expertise in co-design and facilitation has been a critical value add, bringing learning to life for the Network and strengthening how shared insights are surfaced, structured, and turned into practical learning opportunities.

**Gladstone** shared invaluable insights for those in the early stages of building the conditions and readiness to share decision-making. Opening up honest dialogue about the challenges of navigating the dynamics of power and authority.

**Key Reflections:** Across all nodes, the collective contribution has been fundamental in building trust across the Network. By consistently showing up, sharing practice openly, and engaging in honest reflection, nodes have modelled place-based leadership and helped create a space where relationships can deepen and differences can be worked through constructively.

# Learning Exchanges & Sprints

Building the relational infrastructure for applied learning, sharing insights and system innovation

## Network Exchange

*(quarterly)*

- build and activate the relational infrastructure
- share and connect
- take collective action

**30-50 people per exchange**

## Friday Chats

*(Weekly Sept-Dec 2025)*

- unearth and prioritise applied learning focus
- develop connection and trust

**6-10 people per chat**

## Action Learning Sprints

*(5-weeks)*

- define common challenge
  - what good looks like
  - test and refine
- consolidate learning
- capture learning tools, resources

**38 people**

All above are open to all members of the network including funders, government and community partners.

## Action Learning Sprint

The first 5-week Action Learning Sprint was held in Feb-March in partnership with Partnerships for Local Action and Community Empowerment (PLACE).

Building directly on the Shared Decision-Making (SDM) Learning Exchange hosted by the Queensland Places Network November last year. It is a deliberate next step to translate the broader learning conversation into practical, applied action that is useful for communities on the ground.

An early opportunity to explore and road test their newly released, Sharing the power to make change: A guide to shared decision-making, in real everyday contexts.

## Next learning focus

- Demystifying Philanthropy 4-5 week Learning Series May – June 2026 developed and delivered in partnership with the John Villiers Trust and FRRR

## Key Reflections

The Learning Sprint was highly effective in building participant confidence, fostering peer learning, and creating strong engagement, with particularly high re-engagement intent. Its primary strength lies in relational learning and shared practice.

To increase impact further, refinements are needed in structure and pacing to allow for implementation of practice.

Session 1 started with 40 participants however, we did experience drop off in numbers due to unfortunate competing online events. To mitigate this for future learning series we are creating a shared calendar with ChangeFest CFI and PLACE.

# Peer Support

connecting place to place, people to people- for deeper developmental support, guidance or coaching

a list of the places and types of peer support provided

<p><b>Western Downs Futures</b> facilitation + mentoring + funding</p>	<p><b>South Burnett for Kids</b> mentoring + support + facilitation</p>
<p><b>FNQ Connect</b> weekly mentoring + coaching</p>	<p><b>Gladstone</b> progress mapping + mentoring + workshop co-design + facilitation</p>
<p><b>Wide Bay Kids</b> connection + support + resources</p>	<p><b>Capricornia SPSP</b> positions descriptions + resources + connection</p>
<p><b>Thriving Lockyer Kids</b> connection + support + facilitation + funding + governance</p>	<p><b>Gympie Collective Impact</b> mentoring + support + facilitation</p>
<p><b>Mt Isa Education Precinct</b> connection + data + support</p>	<p><b>Greater Whitsundays</b> connecting + data + support</p>

**Key Reflections:** This steady, place-based engagement has shifted the Network from a set of individual initiatives to a connected system of peers. Over time, it has strengthened confidence in shared learning, increased willingness to be vulnerable about what is working (and what is not) and built the foundations for genuine collaboration across places.

## Cairns South Together Peer Support in Action

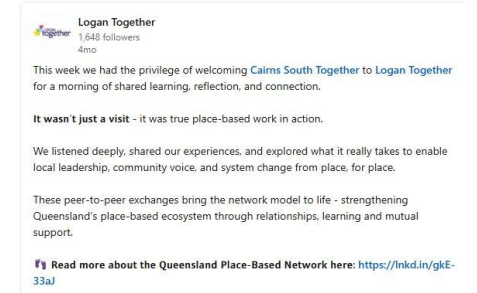
**Immersion with Logan Together:**  
Supported CST in immersion day with LT to share learning and experience

**Place Data Framework:** Partnered with CST to deliver a “Data Day” with community

**The First 2000 Days:** Connected CST to data specialist to support a systems mapping project that will span the first 2000 days of a child’s life

**Facilitating strategic investment:**  
Introduced CST to Qld based philanthropy, a connection that ultimately secured the funding

Thanks for having us Logan Together  
The opportunity to learn from experience, ponder in real time and exchange of perspectives and passion for change amidst the complex has been so so valuable! Our ideas were buzzing all afternoon as we thought about the next horizon in Cairns South.



“Through these initiatives, QPN has demonstrated how a state network can effectively resource and empower local initiatives while maintaining a deep respect for the community’s voice.”

*Cairns South Together*

# Peer Support- what it looks like in practice

Connecting place to place, people to people- for deeper developmental support, guidance or coaching

## Western Downs Futures

Western Downs Futures, a Collective Impact initiative, has strengthened its philanthropic partnerships through its connection to the Qld Place Network. As a network member, they've engaged directly with funders and intermediaries

- hosting Margot (Dusseldorp) in their Steering Committee meeting on governance and the transition to independence from an auspicing arrangement
- exploring funding opportunities with JVT, QKP
- connecting with pro bono legal support through TFFF connections
- In a large regional footprint currently supported by a single project manager with insecure funding, these connections are proving critical to building capability, strengthening governance, and sustaining momentum.

## Greater Whitsunday's Communities

An exciting new connection has formed between Gladstone and Greater Whitsundays Communities around data. Whilst in early formation the connection is set to be a significant one.

"I cannot tell you how grateful I am that you connected me with Melanie at Gladstone. She is a wonder! So much information and she explained it all so well. I have a great many ideas now".

GWC

## Aurukun, Hopevale, Kowanyama, Lockhart River, Mossman Gorge and Wujal Wujal

Pama Futures is working with local leaders across these communities to guide conversations, set priorities and co-design community-led reform agendas.

"As a member of the QLD Places Network, this work is strengthened through connection to broader systems of learning and practice - enabling place-to-place exchange, strengthening evidence and capability and amplifying Cape York voices beyond the region".

*Pama Futures*

## Thriving Lockyer Kids

QPN has walked along the TLK over several years providing mentoring, connection to funders and government, workshop design and facilitation, strategic support, immersions, governance and strategy development, including securing funding for dedicated backbone position.





"The mentors that the network provides has guided us through workshops, that helped formalise our strategies, priorities, and long-term direction. These workshops continue to shape our work, alongside the voices of our community."

*Thriving Lockyer Kids*

**Key Reflections:** Peer-to-peer learning and coaching is a core strength of the network—connecting place to place. It enables quick access to people with lived experience and relevant expertise. This reduces stress, accelerates problem-solving, and builds confidence in the network members to learn in and support one another. In long-term systems work, a networked approach matters; we are all on the road together, sharing the load and learning as we go

# Immersion

Immersing in other places, to see, feel and experience what it looks like

 Gladstone	 Logan	 PLACE Listening Tour	
IDAC	Cairns South Together, Cairns C4C and Connected Beginnings	Inala	CfC Ipswich + Inala + Logan, Logan Together, Southern Moreton Bay Island, Thriving Lockyer Kids, Connected Beginnings, South Burnett Partnership 4 Kids
Mt Isa Education Precinct		Cairns	Cape York Partnership, Justice Reinvestment, Connected Beginnings-Manoora, CfC, Carins, Mt Isa Education Precinct, Beacon Strategies , Cairns Domestic Violence Collective, Deadly Inspiring Youth Doing Good, Early Years Places, Neighbourhood Centres, FNQ Connect
	Mt Isa Council	Bundaberg	Bundaberg Education Precinct, Wide Bay Kids, Impact, Connected Beginnings
		Gladstone	CfC-Rockhampton + Gladstone, SPSP Capricorn + Gladstone, Neighborhood center's, Early Years Places

GRT hosted Mt Isa Educational Precinct for a two-day immersion key outcomes included:

**Strengthened understanding of framing and communications:** shared its communications strategy and the QLD Kids Partnership Framing Checklist. Mt Isa has since attended the Co-Op and is exploring how to embed framing principles into their work.

**Data knowledge building:** shared data processes, including Data Hub functions and approaches to private data requests. This enabled Mt Isa to identify new datasets and opportunities.

**Validation of place-based practice:** Mt Isa shared that the immersion “solidified they’re on the right track” recognising that place-based work requires time and persistence. For GRT, the visit provided valuable insight into a different place-based approach, including alternative funding structures and governance models.

**Reinforcement of community-led principles:** The visit highlighted the importance of allowing community to lead the work, with the backbone team facilitating rather than directing.

**Key Reflections:** The QLD Place Network played a critical enabling role, making it easier for places to participate, contribute, and be heard. By leveraging trusted relationships, we increased reach into communities that are often harder to engage, and created the conditions for more open, grounded conversations. Cross-regional visits or 'immersions' bring the work to life. They allow people to see practice in action, build relationships, and learn directly from others navigating similar challenges in different contexts. This kind of learning is practical, honest, and immediately transferable.

# Systems Reform

Facilitating rich learning environments to catalyse system innovation.

## Planning Session at Education House

Over 30 funders, government (state and Federal) gathered in June 2025 with the Qld Place Network to to strengthen relationships, share what conditions and systems are changing around children in Qld, reinforce our shared purpose and collectively identify and prioritise opportunities for partnership

In July 2026, we bring them back together to connect, learn and explore ways to catalyse the change together

## Key Reflections

Like Donkey in *Shrek* asking “are we there yet?”, systems change can feel like a long, messy journey toward something you can’t quite see yet. It’s big, complex, and let’s be honest, it is a bit ogre-ish. There’s no neat roadmap, no quick win that solves it all. That was how Michelle Lucas framed the BIG.

That’s what makes the BIG is so powerful. For the first time, this many partners are leaning into uncertainty together, moving beyond ideas and into action by turning them into practical work packages. These will be distributed out to the network to test and adapt.

Breakthroughs don’t happen in theory they happen in the doing. This model spreads leadership, shares risk, and builds momentum across the network to create change that sticks.

## Breakthrough Innovation Groups- The BIG

Coalescing around a shared issue, challenge or opportunity that requires intensive action to progress or scale – in place or across places

**The principles of the Breakthrough Innovation Group are threefold:**

- To model a collaborative way of working: partners collectively examine complex challenges and build shared understanding of what conditions are currently blocking collaborative ways of working and how to address these issues to effect system change, with the risk appetite to try new things.
- Learning and co-designing: partners draw on established frameworks, collective sense-making and shared learning to co-design approaches, clarify roles and responsibilities, and advance new ways of working.
- Applied action in practice outside of the BIG sessions is where the breakthroughs happen. Partners implement the approach through an adaptive learning loop between BIG convenings. Learning and insights are gathered to inform progress and course correct where needed.

**“The network is providing the local community a platform to elevate local wisdom, elevate community voice and cut through the noise, with the aim of future-proofing our place-based ecosystem.”**

*Place-based Initiative in the QPN*

# Systems Reform

## The what of the BIG –Regional Commissioning

Hosted, Designed and Facilitated by Logan Together

Over 40 leaders were invited because of the role and authority they hold within the system, and their capacity to influence and enable change. They came from State, Federal and Local Government, Philanthropy, Corporate, Community, Logan Together, GRT, Cape York Partnership, PLACE, QKP, IDAC, University, QPSC and worked together to;

- explore what collaborative commissioning looks like in practice
- share examples, insights and lessons from communities across Queensland
- identify the conditions needed for success and things that get in the way
- build a plan for how to make collaborative commissioning business as usual in Queensland.

### Two priorities were worked into action

1. **To appropriately fund and enable the community infrastructure to be able to participate in Collaborative Commissioning**
2. **To appropriately fund and enable the infrastructure needed within government, philanthropy and corporate to facilitate and participate in collaborative commissioning well.**

A full report and outputs were developed by Logan Together.



### Seven Key Actions emerged to take these two priorities forward

- Co-develop and test the collective governance in place(s) to implement collaborative commissioning utilising community readiness and reform agenda opportunities, such as FAC and Thriving Kids.
- Create and test model for Community Investment Fund for community-led sustainability, that explores quarantining a percentage of current investment for collective stewardship
- Design the Collaborative Commissioning Roadmap to Readiness, surfacing examples, models and mechanisms to support commissioning readiness
- Design and implement the mechanism to address capability gaps across all sectors
- Undertake research to understand the infrastructure required to do collaborative commissioning, data capture, analysis expertise, facilitation capability, community intelligence
- Embed resourcing within commissioning process to do the coordination convening required
- Codify and operationalise a collective plan to enable shared design, governance, mapping, sense making, data sharing, accountability and decision making

# Co-designed with communities

## The how of the BIG

### Hosted, Designed and Facilitated by Logan Together

Everyone is talking about collaborative commissioning, yet few have seen it in action. Logan Together — a deeply established collective impact initiative working alongside government and business to better align resources — stepped forward to host the very first BIG.

From the earliest planning conversations through to the two-day workshop itself, community sat at the heart of every decision. A dedicated community design team shaped the content, curated the guest list, and guided the agenda — ensuring the BIG truly belonged to the people it was built for.

What mattered most was authenticity. The team was determined that the BIG would surface real pain points, celebrate genuine successes, and uncover fresh opportunities — all through the storytelling of lived experience.

Drawing on years of facilitation expertise, Logan Together guided more than 40 participants through a dynamic, responsive process — adapting in real time as different levels of understanding and readiness emerged. The room was held with care, sparking joy, curiosity, and deep collective exploration.

The work didn't end when the workshop wrapped up. What followed was a careful sensemaking journey — weaving together reams of notes, ideas, and insights into a comprehensive BIG report, an action plan, and a behind-the-scenes companion document that brought the voices behind every action to life.

Here's the video [BIG DAY WRAP FINAL](#).



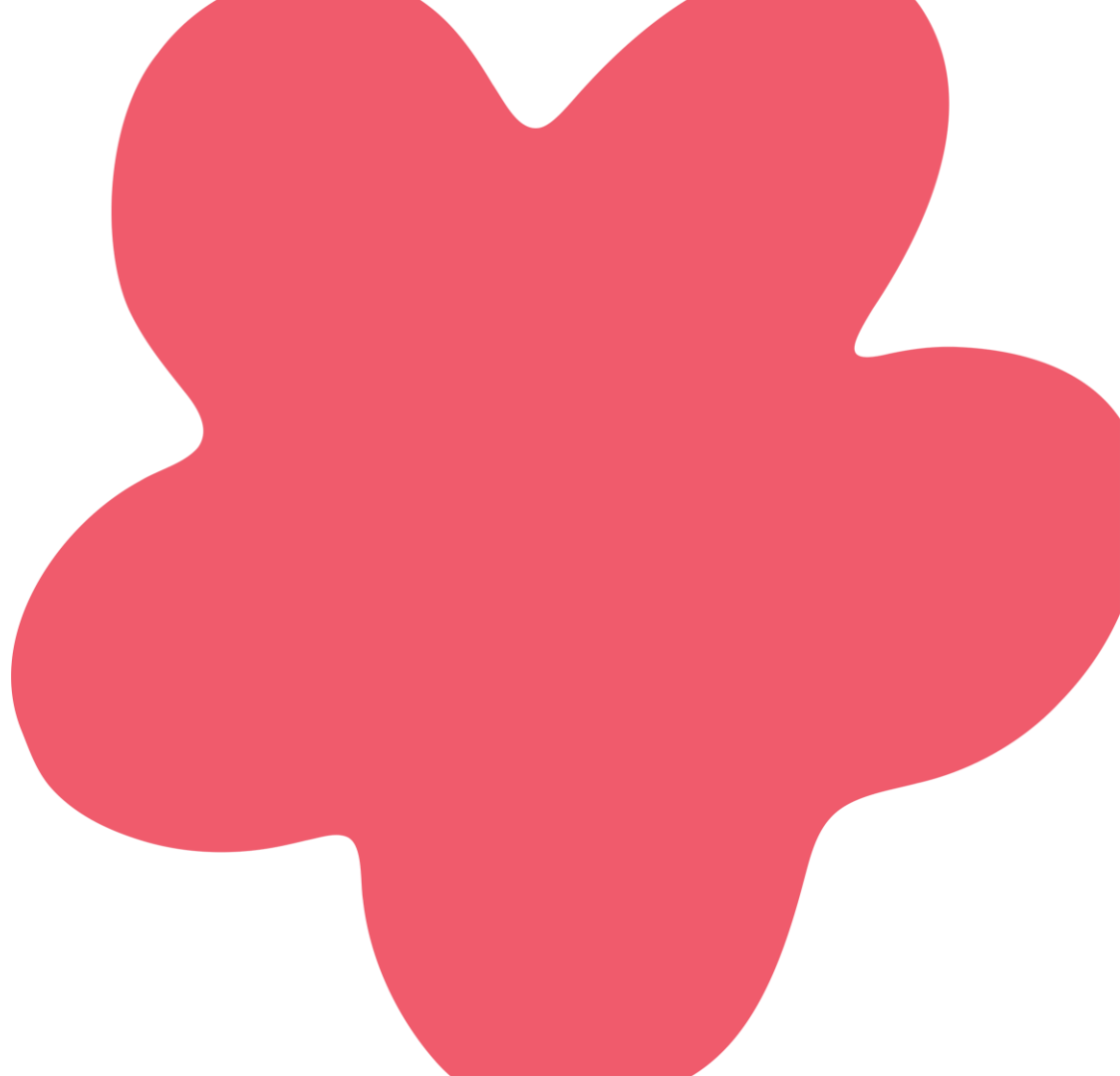
**“For us, the real strength of the Network lies in the quality of relationships and the shared commitment to improving outcomes for children and families. It strengthens local leadership while contributing to a more coherent and collaborative reform effort across Queensland”.**

Gladstone Region Engaging in Action Together



# Relationship Plan

FY26



# FY26 Relationship Plan

In June 2025, philanthropic partners met with the delivery consortia to engage in relationship planning.

## Objectives

The primary objective of the partnership is to improve outcomes for children, families, and communities in Queensland and actively contribute to the Network objectives

The objectives of the partnership also extend to **developing new ways for philanthropy and communities to work together**. The partners recognise the value of increased collaboration and leveraging each other's expertise, knowledge and relationships to generate greater chances for amplifying the impact than any one group might achieve on its own.

As such, the parties agree that a key partnership objective is to pursue **new and better ways to work together**, creating the space for learning and collective doing.

## Guiding Principles

We hold something significant among us, every single one of us has our hands on a unique network and unique viewpoint. We are **stronger than the sum of our parts** and together parties agree to adhere to the partnership's guiding principles:

- We stand for equity and impact
- We acknowledge First Nations leadership and respect cultural wisdom and knowledge
- We honour our leaders in community and seek to amplify their voices
- We back in community empowerment, agency, and power
- We steward the work through deep listening and strategic responses
- We continue to share and align in place focussed work.

## Outcomes

In 2 years, we have created a Network where:

- Communities consider this network as a trusting and safe place, a place to learn and make connections with open lines of communication to seek support
- Stories are collected and shared of where things have worked and where they haven't - underpinned by strong data
- Efficiencies and cost savings of the place-based work is demonstrated
- The implementation gap is reducing and place-based local leadership growing
- Communities are empowered, trusted, heard and influencing change
- The dialogue has shifted so that governments, funders and communities recognise the value and importance of each other as partners in the network
- The voice is unified, the network is strong, and it has the capacity to withstand election and policy changes
- Government relationships are structured and purposeful.
- We will work collectively together to enact the desired outcomes and shape the Understanding, Measurement, Evaluation and Learning (UMEL) framework that will measure the impact of the Qld Place Network and this Partnership.

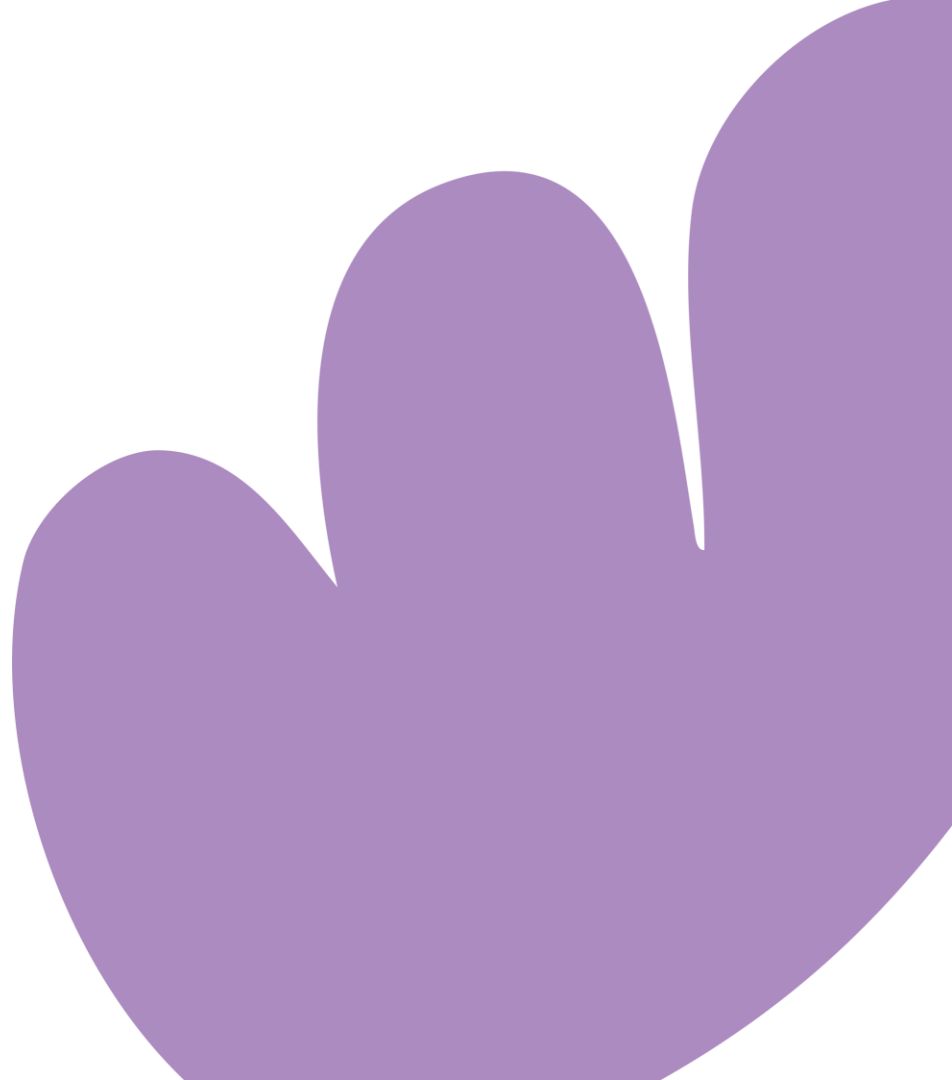
**“For Cape York, this network represents a move from isolated service delivery to collective impact. It creates space for collaboration across organisations and regions and strengthens local leadership, and continually centres one”**

Cape York Partnership



# Philanthropic contributions

Year 1  
2025-26



# Philanthropic Contributions

Philanthropy agreed to participate in the Network and to contribute both financial and non-financial resources.

The following key contributions have been made in Year 1:

Key Focus	Contributions
<b>PROFESSIONAL DEVELOPMENT</b> Learning to be the best partners we can for families, children, and communities in Qld	12 Communities of Practice occurred from June 2025 to June 2026. This included three in-person meetings, two of which focused on relationship planning. The structure and topics evolved over the course of the year included shifting from reviewing action items and decision making to consideration of authorising environments and activities focused on adaptive leadership development. <b>Reflection:</b> <i>Network funders were quick to see the value of intentional and inclusive practice, which invite all PBI partners to the table regardless of their entry point into place work or quantum of financial contribution. The QKP convenors played an invaluable role in facilitating ongoing professional learning across the place system and in acting as the 'network glue'. Further the honest and generous contributions of the three nodes in professional learning sessions demonstrated the strength, value, and possibility of transparent and accountable spaces.</i>
<b>FINANCIAL</b> Ensure adequate resourcing for the network	Seven philanthropies contributed \$1M in the first year. All were engaged in budget discussions and decision making. All signed the same collaboration agreement with the consortium of place-based partners regardless of when the investment was approved. <b>Reflection:</b> <i>This is an early-stage exemplar of how to simplify complex partnerships.</i>
<b>GOVERNANCE</b> Represent philanthropy in the network strategy group and contribute to annual relationship plan review.	In the first half of FY26, TFFF met with the network consortium on a weekly, then fortnightly basis ahead of the appointment of the Network Strategy Group. Dusseldorp Forum and TFFF both attended the first Strategy Group meeting in 2026. A collaboration agreement and relationship plan was developed in partnership in early FY26. <b>Reflections:</b> <i>This has been light-touch, trust-based and fit-for-purpose</i>
<b>EVALUATION</b> Contribute to the development of the learning and evaluation infrastructure for the Network	A working group has been established bringing together the QPN nodes, QKP, IPF, HHP, JVT, Orange Compass and PLACE Australia. <b>Reflections:</b> <i>After two meeting the group has refined the Theory of Change, explored how we would know and what sources might we observe to see the impact of the QPN</i>

# Philanthropic Contributions

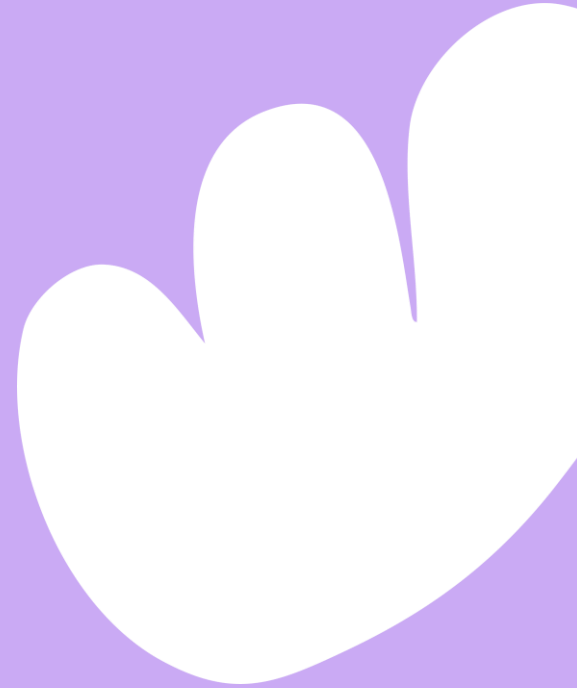
The request to philanthropy was for both financial and non-financial contributions.

The following key contributions have been made in Year 1:

Key Focus	Contributions
<b>FRIDAY CHATS (SPRINTS)</b> Improve philanthropic transparency through a Friday Chats Sprint	Learning Series: Demystifying Philanthropy. Co developed with QPN, JVT and FRRR. Four 90min sessions will be delivered, where philanthropy will share information about the funding ecosystem in QLD and ways to identify and partner with aligned funders. Participants will walk away with increased understanding and practical tips to build their own funding approach.
<b>SYSTEMS CHANGE</b> What role did philanthropy play towards systems change	<ul style="list-style-type: none"><li>• Invited non-financial philanthropic partners into the Community of Practice – increased from 7 to 15 organisations by years end (not including QKP/nodes).</li><li>• Strengthened relationships with state and federal government</li><li>• Navigated the role and partnership with IDAC and PLACE</li></ul> <p><b>Reflections:</b> <i>Philanthropy strengthened its relationship with each other, which led to improved partnerships with community partners. QKP and philanthropic partners maintained strong connections providing support and guidance over the year. Philanthropy and QKP played a critical engagement role with regards to both state and federal government.</i></p>

**“The network is strengthening Queensland’s place-based communities by connecting us as a collective force rather than a series of isolated efforts. By aligning insights, evidence and lived experience across places, we become greater than the sum of our parts, amplifying our shared voice and increasing our influence on policy and system reform.”**

Logan Together



# Summary



# What changes are we seeing

**While systems change takes time, the first year has revealed strong early indicators:**

- **Greater alignment between government, philanthropy, and community**
- **Increased willingness to share power and decision-making**
- **More coordinated responses to policy and funding opportunities**
- **A growing, unified voice advocating for place-based approaches**

**Importantly, communities are not just participating—they are increasingly influencing the system itself.**

## Unlocking New Ways of Working

One of the most significant shifts has been how different parts of the system are beginning to work together.

Philanthropy, government, and community organisations are moving toward more aligned and collaborative approaches—testing new models such as shared decision-making and collaborative commissioning.

The first Breakthrough Innovation Group brought over 40 leaders together across sectors to tackle complex system barriers. Rather than staying at the level of ideas, this work is now translating into practical actions—testing new approaches to funding, governance, and coordination.

At the same time, philanthropy has demonstrated a new model of partnership—contributing over \$1 million in aligned funding while also investing in capability, relationships, and shared learning.

## Strengthening Capability Across the System

Across Queensland, place-based initiatives are reporting increased confidence, capability, and access to support.

- Emerging initiatives are receiving mentoring, governance support, and access to funding pathways
- Established initiatives are sharing expertise and shaping statewide learning
- Cross-regional connections are unlocking new partnerships and opportunities

For example, initiatives like Western Downs Futures and Thriving Lockyer Kids have strengthened governance, secured funding, and developed clearer strategic direction through Network connections.

This “place-to-place” support model is accelerating learning in ways formal systems often cannot—grounded in lived experience and practical application.

# What changes are we seeing

## Trust as Infrastructure

A defining impact of this first year has been the development of trust.

The Network intentionally invested in relational infrastructure—creating safe, consistent spaces where people could speak openly about challenges, uncertainty, and practice. Over time, these spaces have shifted from transactional exchanges to authentic collaboration.

This trust is now functioning as a form of infrastructure in its own right—enabling deeper learning, faster connections, and more honest conversations about what it takes to achieve systems change.

## From Isolation to Connection

Before the Network, many place-based initiatives worked independently, often navigating similar challenges without visibility of each other's work. Over the past year, that has begun to change.

Through learning exchanges, peer support, and immersions, communities are now connecting directly—sharing what works, what doesn't, and how to move forward together. This has reduced duplication, accelerated problem-solving, and created a sense of collective effort.

As one participant reflected, the Network is transforming “a series of isolated efforts” into “a collective force”—amplifying both local voices and statewide influence

**The journey is still unfolding. The Network recognises that progress has not been perfect and that this work requires continuous learning, adaptation, and humility.**

**However, the foundations are now firmly in place:**

- **Strong relationships across communities**
- **Shared ownership of challenges and solutions**
- **A growing culture of collaboration and accountability**

**These foundations position Queensland to further develop a sustainable, place-based ecosystem capable of addressing complex social challenges through coordinated and evidence-informed approaches**

*“Embarking on a place-based practice journey has resulted in a shift in governance roles for JVT Trustees, and possibly others. Traditional decision-making roles and timeframes have altered as we look to shift the balance to partners, collaborators and ultimately communities. We are undertaking separate work with Orange Compass to consider the new role of trustees - through influence, measuring impact, and authentic community immersion.”*

John Villiers Trust CEO



## Queensland Places Network philanthropic funding partners



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