

COLLECTIVE IMPACT IN ACTION:

CONNECTING COMMUNITY FOR KIDS IN COCKBURN AND KWINANA

Our vision: Children of Cockburn and Kwinana achieve the same level of development as children in the Perth region. Together we can help our children thrive!



Collective impact is ...

Working together towards a shared purpose.

Collective impact is a groundbreaking framework for creating large-scale social and systems change. It enables communities to work alongside organisations from different sectors as they innovate together, solving social problems by aligning the way they work and using common measures for success.

At Connecting Community for Kids, collective impact gives structure and accountability to how we collaborate with individuals, the community and our partner organisations. It helps us to work together towards a shared purpose instead of competing with each other or duplicating our efforts. This means we can pool the resources we have to innovate, learn and improve across systems.



Opportunity Child is...

We need to go big, innovating across organisations and sectors. The approach Opportunity Child is taking is unique, because we use the power of collective impact, led by communities who drive local and national innovation together.

Connecting Community for Kids is a partner in Opportunity Child, a group of local collective impact initiatives and national organisations working to disrupt the status quo.

Opportunity Child aims to change the sense of what's possible, to deliver the vision that all of us have of Australia – a country where everyone has the opportunity to thrive.

Our goal is to dramatically improve the lives of the 65,000 children who start school each year in Australia with big challenges in learning and life.

Innovation isn't new in early childhood development. But if we want to make large-scale change, innovation in small pockets is not enough.

Over the next five years, Opportunity Child seeks to create positive change for children in our partner communities and start the important work of changing the system nationally. We do this by enabling the leaders and teams that coordinate collective action in each partner community, helping them build the conditions they need to succeed. This national initiative is guided by a shared strategy and vision, delivered through five key areas of work: building a collective, shared learning, agile funding, measuring impact and speaking with a unified, influential voice.

Connecting Community for Kids aim



The ultimate goal of Connecting Community for Kids (CCK) is for young children in Cockburn and Kwinana to have the same level of physical, social, emotional, communication and language development as the Perth metropolitan area by 2024, based on the outcomes of the Australian Early Development Census (AEDC). The AEDC is a nationwide data collection of early childhood development at the time children commence their first year of full-time school.



Happy faces at the CCK celebration, July 2016

What we look for in the early days

Setting up a collective impact initiative takes time, flexibility and a deep commitment to finding new ways of working. Leaders of these collaborations are pretty special. To get results, they need to work concurrently on multiple levels – and they start by laying solid foundations.

| DOMAIN | EXPLANATION | FOUNDATIONS LAID |
|---|---|--|
| Community leadership and participation | Our leadership genuinely reflects the diversity of this community: people with lived experience, who hold local knowledge and key relationships, as well as those working within the system who hold resources and power. | Our community assesses local readiness and has found and developed leaders with authority. Our leadership includes: Parents, Federal, State and local government, business people, philanthropy, elected representatives, educators, child care service providers and social services. |
| Governance, management and culture | We are clear about: <ul style="list-style-type: none"> • Who holds responsibility for what; • How accountability is managed; • Who we are acting for; • Inviting a wide network of people to contribute; and • Our values and how our behaviours reflect them. | Governance structure includes: auspicing by Child Australia; signed MoU's with over 9 partners in the communities; leadership from co-chairs and shared responsibilities, roles and structures for community-led decision-making. The first group of community champions have emerged and are now stepping into decision-making. |
| Voice | We influence decision makers. We skilfully analyse power in order to change policy and be proactive. We will advocate in ways consistent with our values. | We are building a movement where diverse voices will be heard and be influential. We have engaged 178 community members in community conversations and over 500 community members, service providers and stakeholders have been surveyed. We have extended an invitation to communities for volunteers to become Community Champions. |
| Investment | We have the resources to be successful. | Financial systems and protocols are in place with funding commitments to 2020 from: Woodside Energy, through the Woodside Development Fund, and significant resources and in-kind support from all of our partners valued at least at \$180,000 per annum. |
| Learning | We learn along the way from the data available and the feedback from local people. We are nimble in our ability to adapt what we do in response. | CCK is a member of the Opportunity Child learning network, enabling access to learning opportunities, mentoring and resources (eg Funders Road Map, Institute for Public Innovation, Harwood Institute), learning from each other, peer support, participating in each other's learning opportunities and partner offerings. |
| Impact | We agree on what we are setting out to change, how our efforts are aligned, what is measured, when and how. Impact is valued in performance, population, relationships and participation. | CCK works to amplify and generate the impact by identifying circuit breakers to assist with unlocking data and supporting data sharing. We have partnered with medical research institute, Telethon Kids, to help with the data analysis and received mentoring from Opportunity Child. |
| Communication | Continuous communications are aligned. Diverse stakeholders are informed so as to influence and activate others. | Website, traditional media, social media presence and a database of supporters receiving regular updates. First two editions of, our e-newsletter, 'Community Chatter', have been published. Continuous communication with partners, through website, emails, events and meetings via the backbone function. Community conversations provide multiple communication opportunities. |

Conversations for change

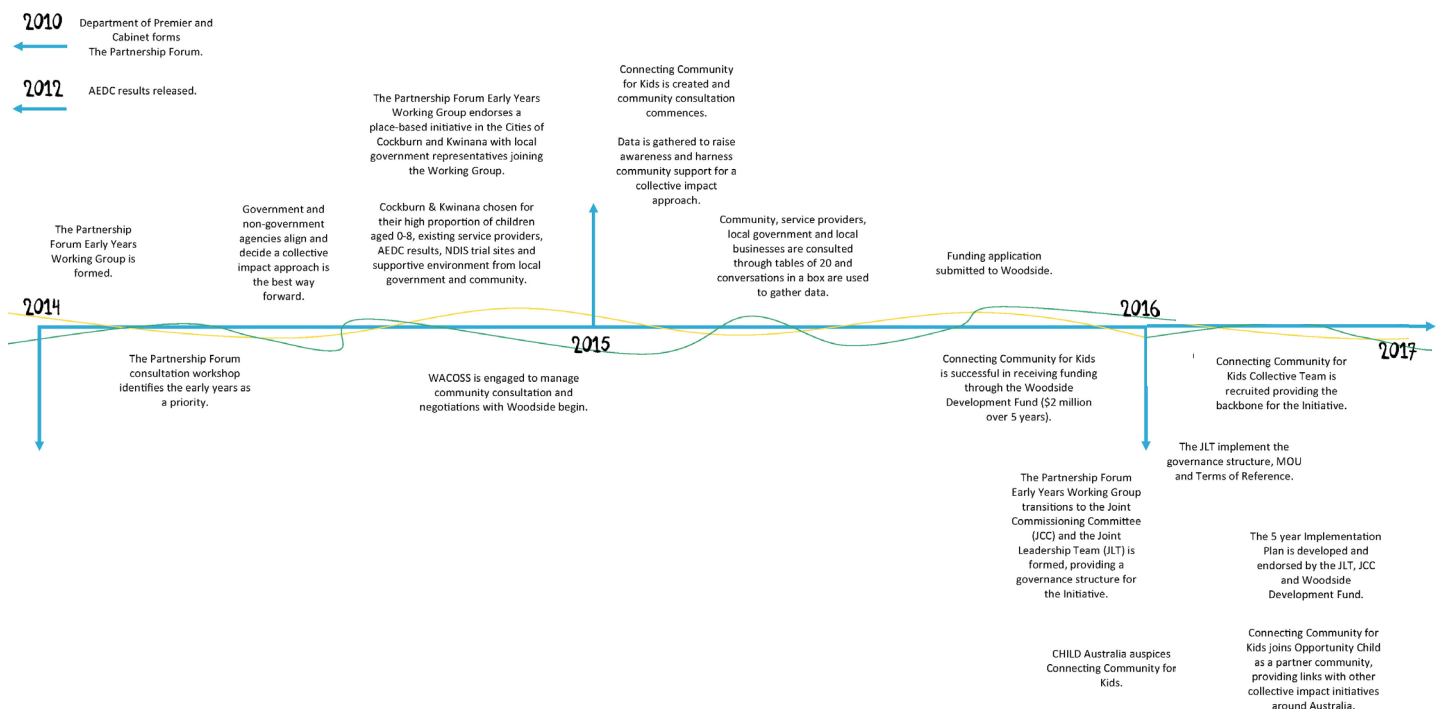
We start by listening to our community. We started with surveys with community members, service providers, community groups and industry leaders. Over 500 people have contributed through surveys, focus groups and stakeholder meetings. Their advice has helped shape the foundations for our work and begin the deeper community engagement work.

We have hosted and will continue to host community conversations. To do this we have visited playgroups, Pram Jam and Storytime at libraries, day care centres and schools. We have joined in with events for National Aboriginal and Torres Strait Islander Children's Day and Children's Week organised by local councils, Relationships Australia, Alcoa's Children's party and joined in with Paint Kwinana's REaD launch.

We have had coffee and chats in playgrounds and pop up cafes. We have surveyed, discussed, been encouraged and challenged. We have even been to a Teddy Bear's Picnic. We have invited and accepted invitations to join in other conversations and networks too!



Our journey so far



Committing to change: governance

Community engagement and input is vital to the success of the Collective, and we would like to see many Cockburn and Kwinana residents become the voice of this project.

We know no one organisation or person can get these results alone and our strength is the way we are governed and supported. Governance demonstrates commitment and is at the centre of our success. Our governance:

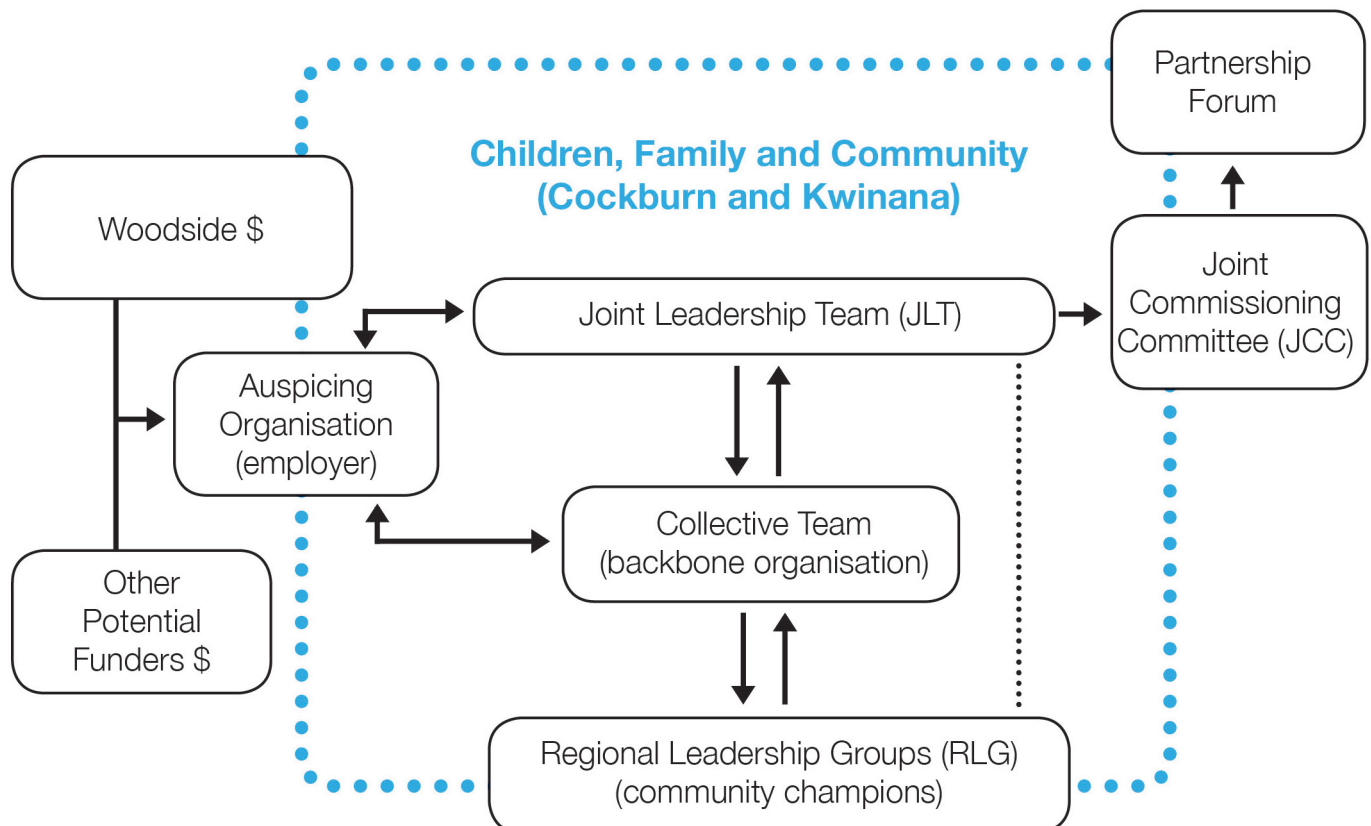
- is guided by the priorities identified by the Cockburn and Kwinana communities;
- is driven by the needs of children and families;
- promotes positive outcomes for children;
- strengthens the capacity of communities;
- is a collaborative governance model;
- reflects the shared and unique context of the Cockburn and Kwinana communities; and
- builds from and on existing organisations, groups and communities.

The key elements of the CCK Initiative's governance structure are the:

- Joint Commissioning Committee (JCC);
- Joint Leadership Team (JLT); and
- Auspicing Organisation (Child Australia).

All members of the JCC have signed a memorandum of understanding committing to working together to:

- improving early years outcomes in the Cities of Cockburn and Kwinana;
- achieving a more effective, coordinated and collaborative approach to decision making and working together in the delivery of early years services in Cockburn and Kwinana;
- mutual respect and trust;
- openness and transparency;
- effective communication; and
- working co-operatively and avoiding conflict.



Top ten governance tips

We are all learning together and our tips for other collective impact initiatives are:

1. Leave your logos and egos at the door.
2. Community engagement and participation is not an optional extra. Community is embedded in our decision-making and governance.
3. Get financial support early, and shared commitment and willingness to work in new ways.
4. This work is systems work and partnerships can form strong foundations.
5. The auspicing body doesn't need to comprise of specialists in the field, they need to be able to manage the money and hold the space for decision-making around financial and legal matters.
6. Having challenges to focus on helps get the work done, build relationships and trust and work towards results. When you get stuck ask yourself: Is it power? Is it time? Is it resources?
7. Alignment of values will help you get through the tough times and be prepared to learn from others and learn as you go.
8. Share leadership and share the load. Come prepared to share your power.
9. Come prepared to give up long held views or ways of doing things.
10. If you can't effect the change needed, identify who can and get them to the table and get out of the way.



Why collective impact?

"I believe that with complex social problems you cannot make significant change without everyone working together; we must work together, not in isolation."

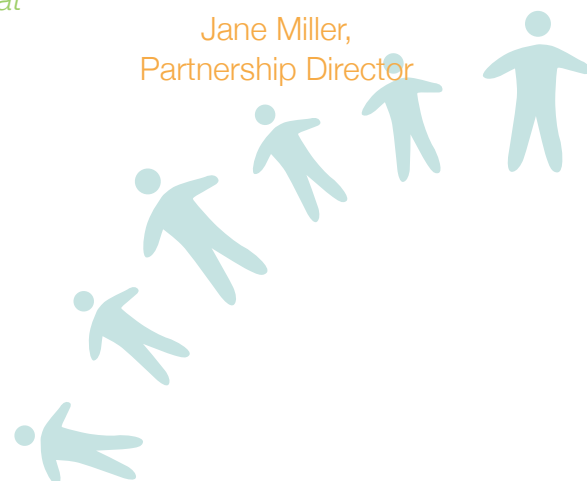
Gail Bowman,
Co-Chair,
Joint Leadership Team

"I personally am system-driven and I can see that what we have been doing in the past has not worked. There is a better way of doing it and joining together behind a common belief around the children. It is about building and developing relationships at every level."

Annette Harwood,
Co-Chair,
Joint Leadership Team

"For too long communities have relied on the ebb and flow of programs and funding. By focusing on building capacity within the community sustained growth can be achieved."

Jane Miller,
Partnership Director



“The credibility and opportunity offered by the robust governance structure of Connecting Community For Kids provides a national model to enable place-based social change. Senior leaders across sectors hold each other to account behind a clearly articulated vision, working to shape and change what is possible to improve outcomes for children and families. This strength of governance and influence, in association with the emerging operating model, also means that highly acknowledged data experts across fields in Western Australia increasingly share knowledge and information to ensure the right steps will be taken to achieve strong outcomes for kids.”

Dr Michelle Lucas, Executive Director, Opportunity Child



GET IN TOUCH



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