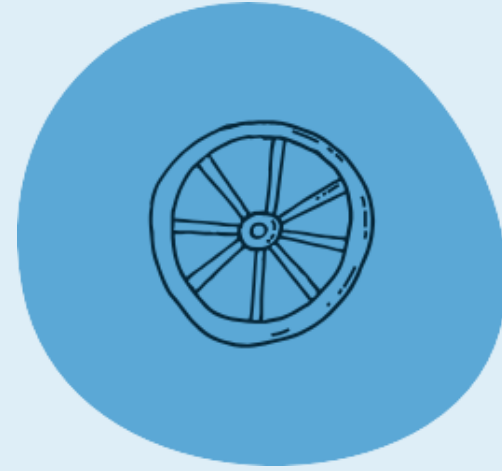


Queensland Hubs and Spokes Strategy 2026 - 2030

August 2026



Children thrive when their families and local communities have the support they need, when they need it.

This strategy highlights the important role of child and family hubs in achieving this for every child in every Queensland community.



**Queensland Kids
Partnership**
every child thriving

Supported by the:


National Child & Family
Hubs Network

We acknowledge the Traditional Owners of the places where we live and work, and their continuing connection to land and sea, kin, culture and community.

We pay respect to Elders past and present, and to First Nations colleagues.

We acknowledge the resilience, determination, leadership, generosity and innovation of First Nations peoples, and we recognise the value inherent in Indigenous ways of 'knowing, being and doing'.



Reader guide

- This strategy will guide Queensland Kids Partnership’s work relating to the development of child and family hubs in Queensland, noting that additional resources may need to be sought for new projects.
- Development of this strategy has been informed by members of our Hubs and Spokes Collaborative and those members of our Intergenerational Stewardship Table with an interest in hubs, as well as other critical friends.
- This is a living document that will be updated as opportunities and resources emerge.

How to use this strategy

- Queensland Kids Partnership backbone team will use this strategy to guide their work.
- Collaborators will use this strategy to identify opportunities to work together to advance hubs in Queensland.
- Governments and community organisations will use this strategy to develop a shared agenda for a model of distributed leadership.
- Funding partners will use this strategy to identify opportunities to increase hub impact in Queensland communities.

Contents

Queensland Kids Partnership (QKP) Strategy	P4
QKP Hubs and Spokes Portfolio	P6
Hubs and Spokes Strategy	P9
Appendices	P17
1. Queensland Child and Family Hubs Framework	P18
2. Queensland Hubs Exchange of Expertise and Learning	P19
3. Learning exchange – hub immersion	P20

“Within one generation,
every young
Queenslander is thriving.”

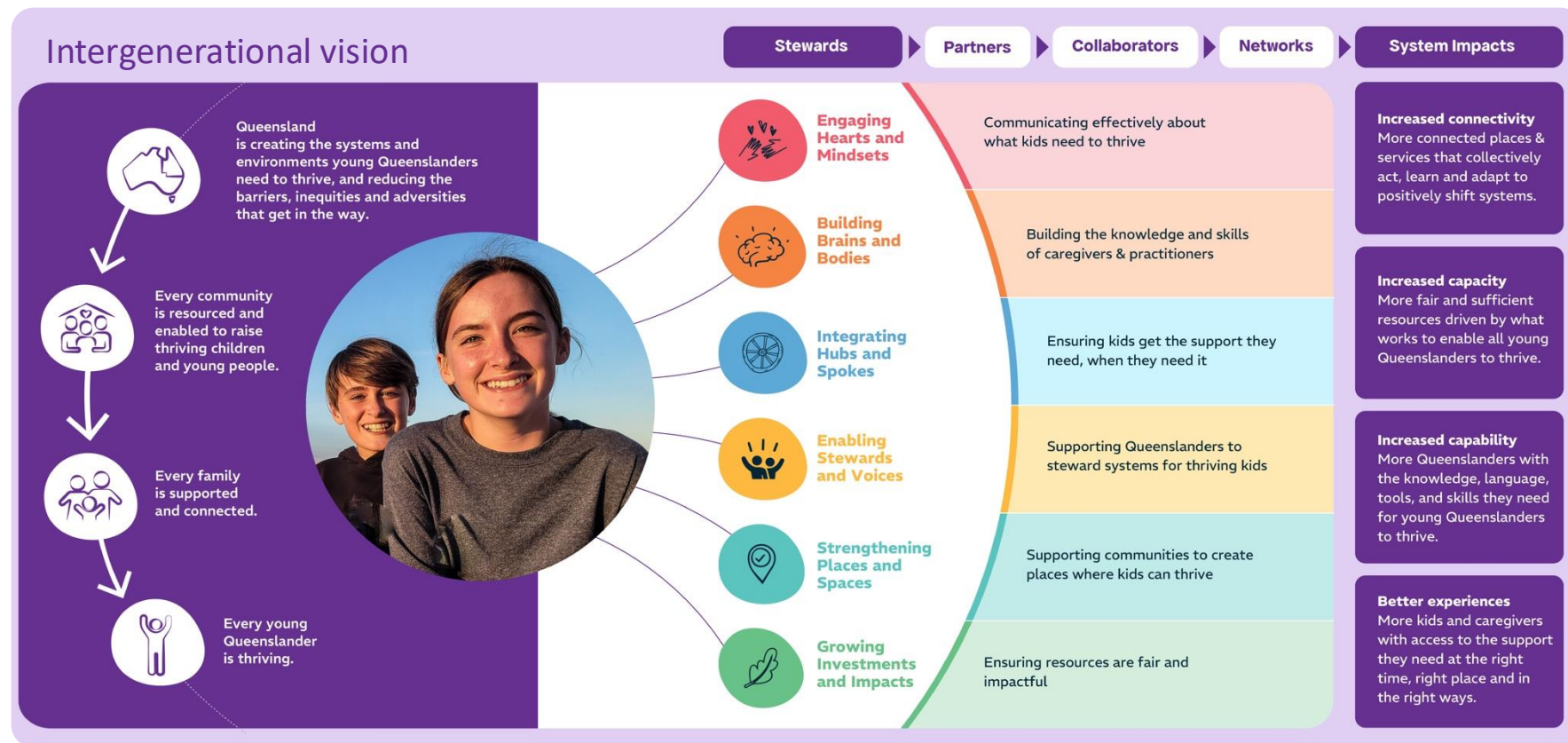
This Hubs & Spokes Strategy fits within the overarching:

Queensland Kids Partnership 2025-2030 Impact Strategy

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

Queensland Kids Partnership (QKP) is a Queensland-based systems change collaborative initiated and hosted by ARACY - Australian Research Alliance for Children and Youth (ARACY).

Since 2020, over 1,000 people and organisations have partnered and collaborated with QKP, and many more have engaged in the growing QKP community.



The **Integrating Hubs and Spokes portfolio** is one of 6 integrated portfolios that work together to implement the QKP 2025-2030 Impact Strategy.



This Hubs & Spokes Strategy advances the QKP 2025-2030 Impact Strategy's

Portfolio: Integrating Hubs and Spokes



Integrating Hubs and Spokes

Ensuring kids get the support they need, when they need it

“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

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 support in Queensland, especially in communities where children, young people and their families disproportionately experience significant adversity and inequity.

QKP will convene and enable

- Convening the 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.

QKP will facilitate investment and engagement

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

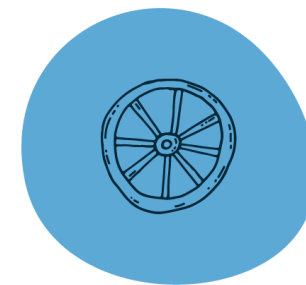
Supporting capacity and capability building initiatives for existing and new integrated services, including the use of contemporary evidence-based frames, tools and skills.

QKP 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.

What are child and family hubs?



Raising children is like navigating waters or sailing a boat.

To thrive, we want children's lives to stay on an even keel. But all families experience rough waters from time to time, particularly when we encounter life challenges such as health issues, financial constraints, housing instability or social isolation.

Child and family hubs (hubs) are like **safe harbours** for families. They give families a place to feel welcome, find their bearings and develop a sense of belonging.

Hubs can also act like **lighthouses** for families. Instead of navigating systems alone, hubs can help set a clear course by connecting them smoothly with community support and services (such as health clinics and early education) in one place.

And when families can navigate with that support, children do better, families feel more empowered and communities are stronger.



Critical roles of hubs include:

1. providing opportunities to build adult capabilities and for families to create social connections
2. improving equitable access to a range of health, learning and social services using a family-centred approach. #1 #2

Hubs are offered in a diverse range of settings including:

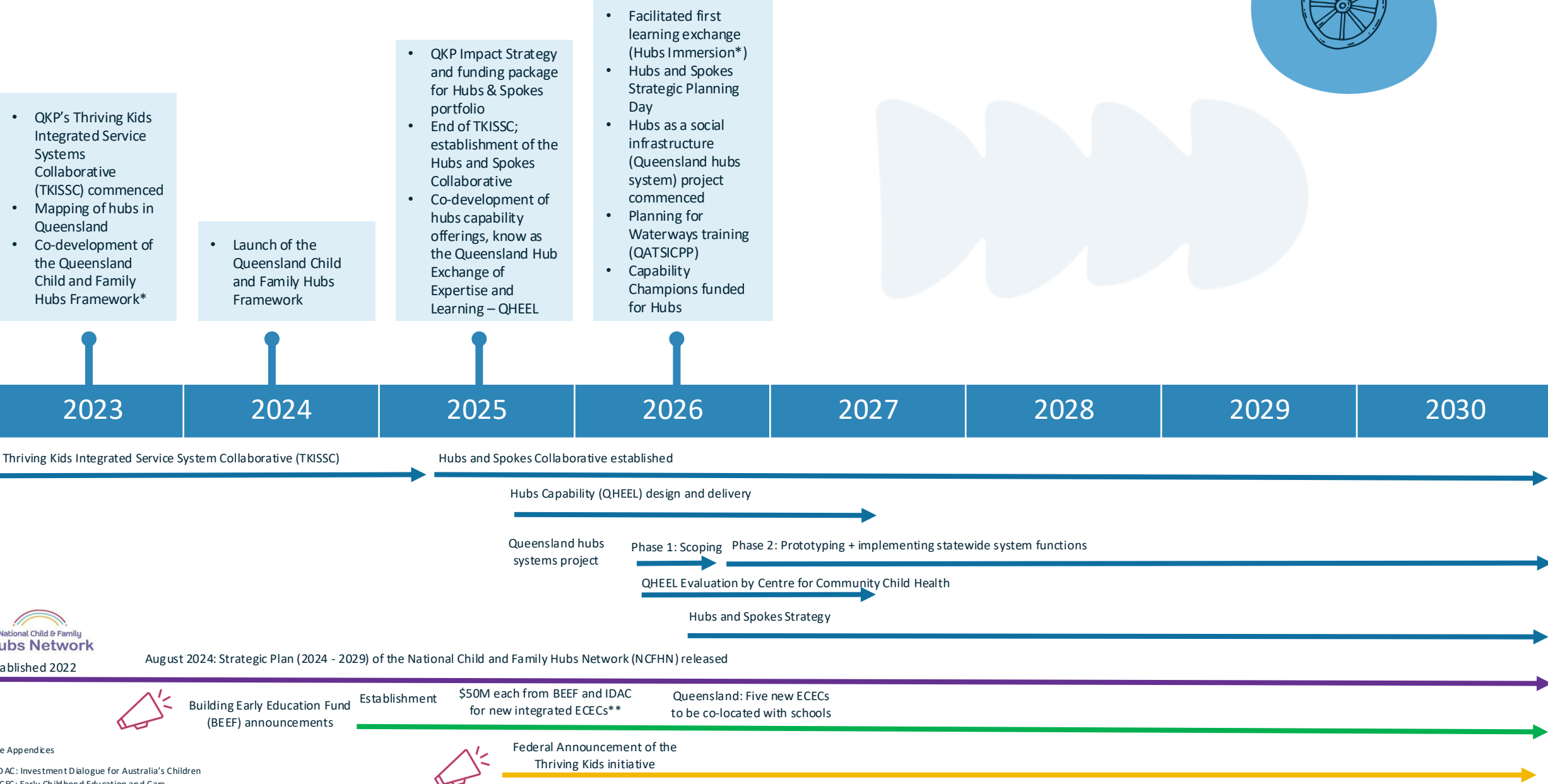
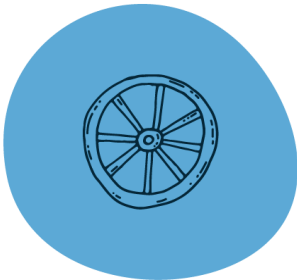
- early childhood education and care (ECEC) services
- schools
- community/non-government organisations
- Aboriginal and Torres Strait Islander community-controlled organisations
- primary health care
- virtual/digital (online).

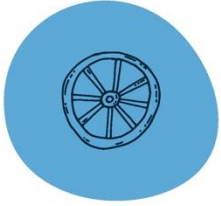
Types of hubs in Queensland

These include:

- Aboriginal and Torres Strait Islander Community Controlled Organisations (ATSICCOs, sometime also referred to as Aboriginal and Community Controlled Organisations – ACCOs)
- neighbourhood and community centres that include a focus on children
- cultural hubs that support culturally and linguistically diverse (CALD) children and families
- hubs run by community leaders and organisations
- Early Years Places funded through the Department of Education
- public libraries that aim to operate in an integrated way to respond proactively to local child and family needs.

Hubs and Spokes journey





Integrating Hubs and Spokes

**Ensuring kids get the support they
need, when they need it**

**“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

Hubs and Spokes Strategy

2026 - 2030

Hubs and Spokes Strategy Co-Development

Working together with hubs, peak bodies, government, funders, universities

Purpose

To identify collective opportunities and actions to 2030 that enable the adoption, innovation and scaling of more integrated and equitable hubs so that children and young people, their families and communities can better access holistic, multigenerational and locally relevant support.

Priority Areas

1. Create and enact an agreed agenda for the adoption, scaling and embedding of integrated and equitable support.
2. Support innovation and additional investment in the capacity and capability for hubs and spokes initiatives.
3. Steward research and development to facilitate integrated and equitable service delivery across Queensland.
4. Broker knowledge and support learning and peer-to-peer exchange for existing and new initiatives.

Moving to action: Short and longer-term actions and related strategies were developed around the priority areas to be progressed through the Hubs and Spokes Collaborative.



100% of attendees
agreed the planning day met its
objectives.

Strategic Planning Day Attendees

- Autism Queensland
- Better Health North Queensland
- Brisbane South Primary Health Network
- Centre for Children's Health Research
- Community Hubs Australia
- Griffith University
- Investment Dialogue for Australia's Children
- National Child and Family Hubs Network
- National Disability Service
- P&Cs Queensland
- Peach Tree Perinatal Wellness
- Play Matters
- Queensland Department of Education
- Queensland Department of Families, Seniors, Disability Services and Child Safety
- Queensland Disability Network
- Queensland Health
- Queensland Mental Health Commission
- Settlement Services International
- The Benevolent Society
- The Bryan Foundation
- The Connection

Hubs and Spokes Strategy Co-Development

What we heard

Hubs have emerged as a solution to multiple policy opportunities, including Thriving Kids implementation.

Many people and organisations are already doing great work in and with Queensland hubs, but not everyone knows enough about them or where they are, and their impact is limited by the system barriers they encounter.

An intergenerational approach to hub design and funding is needed:

“Our philosophy is about strengthening the whole family. That’s the way we were brought up as First Nations people. We need to look after the whole family and the whole community so that nobody gets left behind – we need to move forward together.”

Aunty Faith Green
CEO, Gunya Meta (First Nations hub)

Aboriginal and Torres Strait Islander Community Controlled Organisations (ATSICCOs) have much to teach us in delivering holistic, child, family- and community-centred support.

Where Aboriginal and Torres Strait Islander children and families are a significant population, ATSICCOs should be supported and resourced to lead hub design, governance and delivery.

The views of children, families and communities need to be authentically sought, supported, resourced and embedded at all stages of the hub journey, from planning and delivery through to evaluation and reporting.

Hubs often receive short-term funding from a range of sources, each with their own reporting requirements, with programs/services funded for a particular need of a child or caregiver rather than the person, family or community as a whole.

Thoughtful consideration and adequate resourcing needs to be given to the “glue” that enables hubs to operate in a seamless, integrated way so they don’t replicate the fragmentation of existing service system.

Collection of hub data varies widely, sharing and linkage of data is siloed and piecemeal and there are no mechanisms in Queensland to progress a hub research agenda.

The Investment Dialogue for Australia’s Children (IDAC) has a focus on co-investment for integrated services, including strengthening system conditions that will enhance hub scale and impact.

While many system issues are common to all hubs, there is benefit in also addressing - where needed - those issues unique to specific hub settings.

We need to better understand and grow the hub workforce (inclusive of lived-living expertise and volunteers) and equip them with the knowledge, skills and resources they need to maximise impact. This includes capabilities relating to inclusion and neurodiversity.

Hubs are keen to connect, support and learn from each other and the wider evidence base, with a tiered and flexible approach and applied support needed to take learning into practice to build hub capacity and capability.

Hubs need to be systematised and scaled as a form of civic infrastructure to become “business as usual”, rather than continue to be treated as special projects.

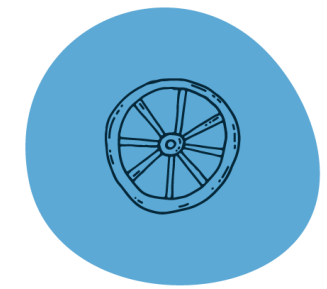
There is interest in considering the needs and opportunities afforded by youth hubs.

The words and images we use about hubs - as well as broader issues such as child development and caregiving - matter in creating engagement, shared understanding and impact.

There is strong and growing interest in contributing to collective efforts to address system barriers to hub impact so that more Queensland children, families and communities can thrive.

Queensland is well-positioned to establish a chapter of the NCFHN, and to share learnings to support hub impact within and across other jurisdictions (including nationally).





Priority 1: Build a strong coalition to support hubs in Queensland

Creating and enacting an agreed agenda for the adoption, scaling and embedding of integrated and equitable supports

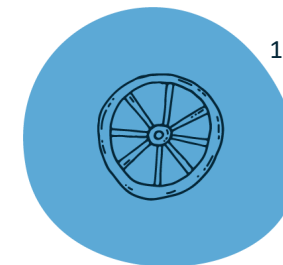
By June 2027

Action	Deliverables	Lead
Elevate a shared, evidence-based framing across Queensland hub	- Facilitate learning and application of framing principles for hub stakeholders. - Apply framing consistently across all hub activities undertaken and resources developed. - Trial and embed framing tools across the Queensland hub ecosystem.	QKP
Strengthen state and national coordination	- Contribute to the NCFHN's Stewardship Board and working groups, and promote resources widely. - Explore with NCFHN a cross-jurisdictional network structure that maximises learning, alignment and impact.	QKP
Build the Queensland's hub coalition	- Promote the availability and value of hubs in improving outcomes for children, families and communities. - Complete an annual ecosystem learning review. - Assess and decide whether to include youth hubs in scope.	Hubs and Spokes Collaborative
Guide Queensland's Thriving Kids implementation*	- Convene the Thriving Kids Working Group to provide implementation guidance. - Co-design and trial a sector learning network, to support collective learning, and create implementation efficiencies. - Translate Hubs and Spokes Collaborative insights into implementation recommendations.	QKP Intergenerational Stewardship Table

By June 2030

Action	Deliverables	Lead
Build a sustainable Queensland hub coalition	- Deliver and evaluate annual action plans. - Expand and diversify membership and shared leadership. - Influence policy and investment supporting accessible, high-quality hubs.	Hubs and Spokes Collaborative
Support implementation of the Thriving Kids rollout *	- Seek funding and pilot the learning network. - Advocate for a coordinated systems approach to statewide rollout.	TBC

* in collaboration with QKP's Stewards and Voices Portfolio



Priority 2:

Systematise hubs in Queensland

Supporting innovation and additional investment in the capacity and capability for hubs and spokes initiatives

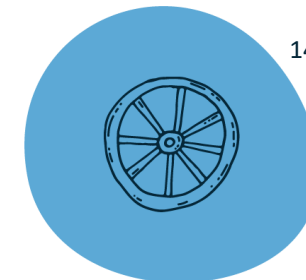
By June 2027

Action	Deliverables	Lead
Complete the Queensland Hubs System Project*	- Publish findings, recommendations and next steps. - Co-develop priority actions. - Share insights in state and national strategies.	QKP and The Bryan Foundation (TBF) , with support from state and national partners including IDAC, NCFHN and Social Ventures Australia (SVA)
Advance relational contracting and collaborative commissioning	- Consolidate evidence and investment models. - Facilitate an analysis of the transaction costs of multiple funding streams for hubs. - Publish Queensland case studies and success factors of different approaches to commissioning and contracting. - Secure government and philanthropic commitment to trial priority approaches.	TBC

By June 2030

Action	Deliverables	Who
Scale a Queensland hub system	- Implement the priority system functions and priority actions. - Scale proven projects across Queensland. - Measure adoption and impact.	QKP , TBF, Government, IDAC, NCFHN, SVA

* This project will have significant implications for the other priorities listed in this strategy, and will help guide articulation of functions and associated leadership at the state and/or national level



Priority 3: Build Queensland hub's capability in relation to interdisciplinary practice*

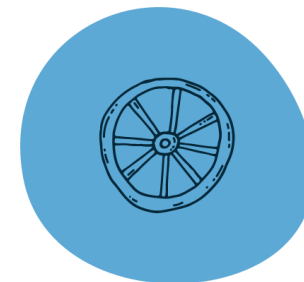
Brokering knowledge and support learning and peer-to-peer exchange for existing and new initiatives

By June 2027

Action	Deliverables	Lead
Deliver and evaluate the QHEEL program	- Run monthly learning exchanges and an annual capability forum. - Deliver the Waterways training and cultural immersions in partnership with QATSI CCP. - Share lessons from key training and capability initiatives. - Publish six-monthly insights and recommendations. - Undertake annual learning event to build hub capability in Queensland.	QKP
Connect hubs and accelerate shared learning	- Refresh QKP's online hub resources. - Establish regular peer-learning opportunities. - Share practical lessons from service pathways, Thriving Kids and NDIS reforms. - Support mapping of clinical and non-clinical pathways for families with children with developmental delay/autism with low-moderate support needs.	QKP
Develop a Queensland hub capability plan	- Develop action plan to identify key investment opportunities. - Identify priority interdisciplinary practice gaps. - Assess demand for micro-credentials and career pathways. - Secure partners and resources to implement the plan.	Hubs and Spokes Collaborative

By June 2030

Action	Deliverables	Lead
Embed and scale contemporary hub practice	- Trial national practice and evaluation frameworks. - Partner with NCFHN's workforce development initiatives to support implementation across Queensland. - Scale approaches proven to strengthen integrated practice.	Hubs and Spokes Collaborative



Priority 4: Generate and apply research specific to Queensland hubs

Stewarding research and development to facilitate integrated and equitable supports across Queensland

By June 2027

Action	Deliverables	Lead
Publish a Queensland hub capability snapshot	• Increase Queensland participation in the national survey. • Complete targeted interviews. • Publish findings and recommendations.	QKP Hubs and Spokes Collaborative
Map Queensland hub data	• Identify existing data, gaps and barriers. • Explore and prioritise opportunities to improve data use and sharing.	TBC
Connect Queensland hub researchers	• Map researchers and existing research. • Link researchers with the NCFHN research group. • Establish the case for a Queensland Hub Research Network.	TBC

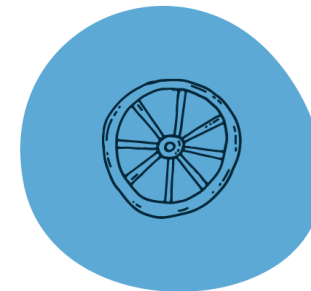
By June 2030

Action	Deliverables	Lead
Establish the Queensland Hub Research Network	• Agree its purpose, membership, priorities and funding. • Deliver research addressing priority evidence gaps. • Strengthen data sharing, evaluation and national collaboration.	TBC

A collective effort

Supporting child and family hubs involves many partners across Queensland spanning advocates, service providers, government, universities, peak bodies ...

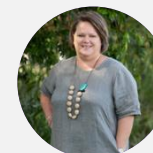
The Collaborative was established by QKP in June 2025 to provide guidance regarding the design, delivery and evaluation of the Hubs and Spokes portfolio. Its membership has grown over time, with members (along with other critical friends) engaged to attend to help shape this Strategy.



Strategy co-developers

- Autism Queensland
- Better Health North Queensland
- Brisbane South Primary Health Network
- Cape York Partnership
- Centre for Children's Health Research
- Children's Health Queensland Hospital and Health Service
- Community Hubs Australia
- Griffith University
- IDAC
- Mark Davidson Consulting
- NCFHN
- National Disability Services
- Neighbourhood Centres Queensland
- P&Cs Queensland
- Peach Tree Perinatal Wellness
- Play Matters Australia
- Queensland Aboriginal and Torres Strait Islander Child Protection Peak
- Queensland Department of Education
- Queensland Disability Network
- Queensland Health
- Queensland Kids Partnership
- QKP's Intergenerational Stewardship Table, via a sub-group of members interested in hubs
- Queensland Mental Health Commission
- Settlement Services International
- State Libraries Queensland
- Sydney Local Health District
- The Benevolent Society
- The Bryan Foundation
- The Connection
- The Kids Research Institute
- University of NSW
- Village Support

QKP Hubs Team

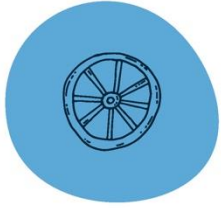


Rowena Cann
Convenor – Places & Hubs
E: rowena.cann@aracy.org.au



Sophie Morson
Principal Partnership Manager - Hubs
E: sophie.morson@aracy.org.au

Please reach out if you'd like to find out more and get involved.



Integrating Hubs and Spokes

**Ensuring kids get the support they
need, when they need it**

“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

Appendices

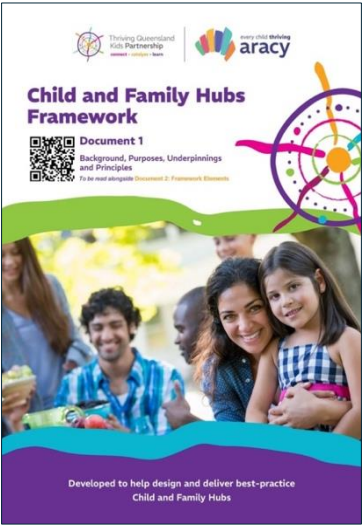
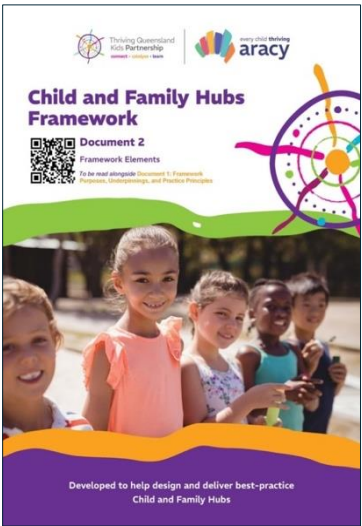
1. Queensland Child and Family Hubs Framework
2. Queensland Hubs Exchange of Expertise and Learning (QHEEL)
3. Learning Exchange - Immersions

Queensland Child and Family Hubs Framework

Development of the Framework was funded by The Bryan Foundation and led by QKP with input from hub thought leaders in Queensland and beyond. It aims to:

- enhance partnerships and connections among key child and family-focused agencies across Queensland
- foster a common language and understanding regarding child and family hubs
- synthesise research, experience and learnings into an evidence-based practice framework.

Project funding also enabled mapping across Queensland. As of August 2023, 300 hubs or place-placed approaches were identified in Queensland.

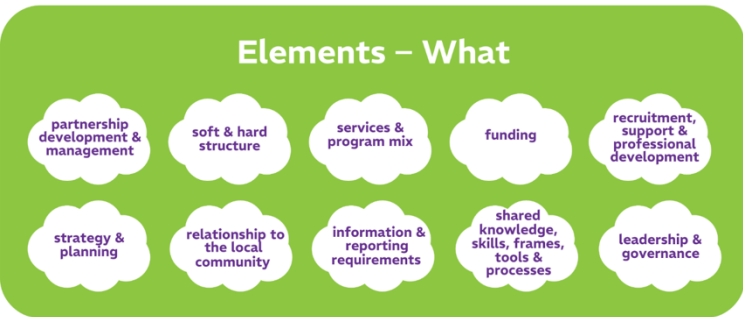
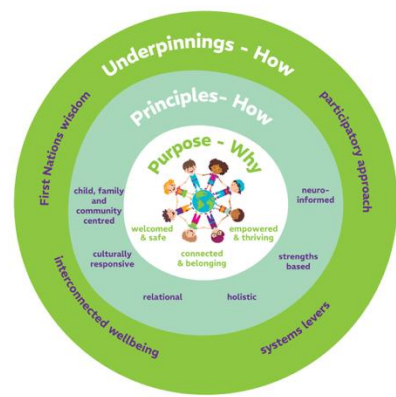


“The Child and Family Hub Framework has provided Peach Tree with a clear and practical roadmap to inform the ongoing development and continuous improvement of our Parent Wellbeing Centres. At a time when we knew our Centre needed to evolve but were unsure how best to approach that work, the Framework acted as a clear guidepost. Breaking down the “essential elements” in the framework was particularly helpful, giving us a structured way to reflect, prioritise and plan improvements.

Its emphasis on integrated, family-centred and community-based responses closely aligns with our ‘way of working’ as a lived experience (peer) organisation. As a trauma-informed organisation, the framework has only strengthened the rationale and evidence base for the way we create welcoming, accessible and inclusive spaces for parents, infants and young children...

Whilst we still have a way to go to achieve integration, the Framework has been reassuring and validating that we are moving in the right direction for families to find help and support in their parenting journey.”

Viv Kissane OAM
CEO - Peach Tree Perinatal Wellness Inc



Visit the QKP website to see the Framework, map of Qld hubs and more:

Queensland Hubs Exchange of Expertise and Learning

AIM: To support Queensland hubs with the connections, knowledge, skills and strategies they need by testing and bringing to life the Queensland Child and Family Hubs Framework.



Immersions: Visiting other hubs to share learnings and develop practice through peer-to-peer learning



Capability Building: Providing access to training, webinars and workshops



Innovation: Collectively developing and testing new responses to system challenges



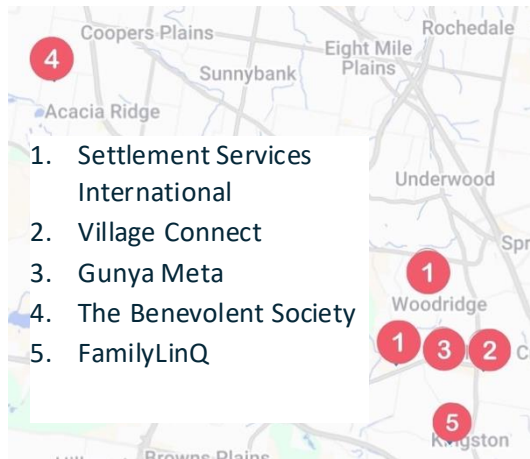
Network Building: Building connection across hubs through learning exchanges, peer support and coaching

- QHEEL is being funded by Minderoo Foundation to June 2027.
- It is open to Queensland hubs that are established, under development or in the planning stage.
- The QHEEL model was designed in consultation with the Hubs and Spokes Collaborative.
- QHEEL commenced with an expression of interest process in October 2025.
- QHEEL activities include:
 - immersions
 - webinars
 - learning exchanges
 - an annual learning event
 - project to scope functions required to systematise hubs
 - training in culturally-responsive practice (Waterways program + First Nations immersion)
 - supporting hubs to undertake training to disseminate neuro-informed practice (Capability Champions).
- QKP has engaged the Centre for Community Child Health (Murdoch Children's Research Institute) to evaluate QHEEL.
- QHEEL learnings will be shared with sector partners to inform their work, including that of the NCFHN.

Learning Exchange – Hub Immersion

An immersion held in March 2026 through QHEEL enabled participants from across Queensland to travel to Logan to visit five hubs to observe their practice, connect with each other and consider application of their learnings in their own settings.

Hosts:



Participants:

- Cape York Partnerships
- Centacare FNQ
- Community Support Centre Innisfail
- Dads Group
- Department of Education
- Hervey Bay Neighbourhood Centre
- IMPACT Community Services
- Laidley District Primary School
- Northcott
- Queensland Aboriginal and Torres Strait Islander Child Protection Peak
- South-West Hospital and Health Service



“Thank you for the exceptional experience of touring various hubs. The opportunity to connect with other like-minded individuals from across the state was enriching.”

“Absolute thrill and very thankful to be a part of this experience.... Grateful for the new connections, and opportunities to build with communities, people and place.”

“Thank you for this opportunity – it was a wonderful experience.”

Resources that contributed to the development of this Strategy include:

- [QKP's 2025-2030 Impact Strategy](#)
- [Queensland Child and Family Hubs Framework \(2024\)](#)
- [The Nest Wellbeing Framework](#) developed by ARACY
- [National Child and Family Hubs Network Strategy 2024-2029](#)
- [Closing the Gap strategy](#), particularly Priority Reforms:
 - 1: Formal partnerships and shared decision-making
 - 2: Building the community-controlled sector
 - 4: Shared access to and use of data
- [Social return on investment evaluation of the National Community Hubs Program, 2023](#)
- The work of [The Connection](#)

Stay in touch:



qkp@aracy.org.au



www.linkedin.com/company/queensland-kids-partnership/



[@ThrivingQldKids](https://www.youtube.com/@ThrivingQldKids)

qkp.org.au

Queensland Kids Partnership is an initiative of ARACY

