

TOWNSVILLE
FIRST 1000 DAYS
AUSTRALIA
STRATEGIC PLAN
SEPTEMBER
2018



Townsville: Working Together For Strong Families
And Strong Culture During The First 1000 Days

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Glossary of terms

Aspirations-focused	Aspirations and the capabilities that aspirations engender are important for human flourishing. ⁱ F1000DA drives aspirations-focused research and service delivery, which responds to and supports family aspirations, rather than crises.
Community Controlled Organisation	Community Control is a process which allows the local Aboriginal community to be involved in its affairs in accordance with whatever protocols or procedures are determined by the Community. An Aboriginal Community Controlled organisation is based in, initiated and governed by, a local Aboriginal community, and delivers a holistic and culturally appropriate service to the Community which controls it. ⁱⁱ
Family-centred care	Family-centred care recognises the vital role that families play in ensuring the health and well-being of children. It respects each family's cultural values and expertise in their own family life; facilitates family-led decision making and collaboration between the family and support service to identify and build on family strengths. ⁱⁱⁱ
First 1000 days	The notion of the first 1000 days (conception through to 24 months of age) has attracted attention as the blueprint for lifespan trajectories. The first 1000 days provide sensitive opportunities for interventions that can prevent early threats and protect children from lifelong negative consequences. ^{iv}
F1000DA Executive Committee	Led by the F1000DA Executive Director, Prof Kerry Arabena, underlining a formalised collaborative agreement between the University of Melbourne and Save the Children Australia, who both have membership on the Committee.
F1000DA Council	Aboriginal and Torres Strait Islander membership providing expertise and cultural knowledge towards the design and implementation of F1000DA research and activities.
F1000DA Lead Agency	A local organisation, such as an Aboriginal community controlled organisation, invited to become a Lead Agency to support and drive the establishment of a F1000DA Regional Alliance site by facilitating collaboration and governance between key stakeholders.
F1000DA Regional Alliance site	Collaborative partnership of organisations and services across a defined region, which are committed to the F1000DA model under guidance of the F1000DA Executive Committee. Led by the local F1000DA Lead Agency and established through a staged process.
F1000DA Research Advisory Committee	Aboriginal and Torres Strait Islander and non-Indigenous membership providing expert, independent advice relating to research, capacity building activities, policies and services in the design, implementation and evaluation of F1000DA work.
Integrated service delivery	Organisations collaboratively work together to provide coordinated, holistic, accessible and culturally appropriate support to families. Integration calls for collaboration between service providers, and between services and community, to build capacity for change. ^v
Life Coach	Life Coaches will actively engage and work with families to self-identify their aspirations, and assist them to build self-confidence and to advance their aspirations and assist families to take the lead in determining the support they need.
Peer Researcher	Peer research is a model of participatory action research or community-based research. Peer researchers are members of a research project's target population who are trained to participate as co-researchers. ^{vi}
Self-determination	The right of Indigenous peoples to freely determine their political status and freely pursue their economic, social and cultural development and to have autonomy over their affairs. ^{vii}
Strengths-based	A strengths based approach recognises the resilience of individuals and communities. It focuses on abilities, knowledge and capacities; recognises that the community is a rich source of resources; assumes that people are able to learn, grow and change. ^{viii}

Acknowledgement

We respectfully acknowledge the Traditional Owners of the lands on which this Plan is being implemented. We are humbled by all that you do for your families and communities, and your commitment to stay true to values that have long been the social, cultural, spiritual and commercial fabric of your nation. We look to the lessons you offer us.

To all the workers who have made a difference for families and children; often as isolated practitioners, in culturally unsafe or under resourced environments. You have persisted in the delivery of services that make a difference and continued to uphold the values of your discipline, training and workplaces in sometimes difficult circumstances. We acknowledge your longevity, wisdom and contribution to the health and wellbeing of our nations.

To all the families in Townsville who call this beautiful place home, and who are caring for our current and future generations. We seek your guidance to ensure all children have the chance to grow their strength, cultural capacity, resilience, curiosity, courage and sense of fun and wonder as they engage with their families and the environments in which they live. We honour the mothers and the fathers of these children and we seek to understand your aspirations to determine how you want to achieve good health and wellbeing for your family's next generation.

To all the children who are with us and yet to be born. We love you and our arms and hearts are wide open. Come home to us, your people, and help us find ways to let you teach and guide us to be generous adults, with high goals and aspirations for ourselves and for you.

About this plan

This strategic plan is the result of high engagement between First 1000 Days Australia (F1000DA) and Townsville Aboriginal and Islander Health Services (TAIHS), along with families, workers and leaders of the Townsville community. The Plan outlines the guiding vision and priorities of implementing the F1000DA model in the Townsville region through family self-determination and a focus on aspirations; resourced through collaborations and partnerships between services and with entrepreneurial action.

TAIHS is an Aboriginal and Torres Strait Islander Community Controlled Health Organisation providing holistic primary health care that is culturally appropriate and incorporates prevention, promotion and treatment. TAIHS, however is more than a Health Service, and strives to provide a truly comprehensive model of care that responds to the physical, social, emotional, cultural and spiritual needs of our people.

F1000DA is an Aboriginal and Torres Strait Islander designed model that realises the powerful role and contribution men and women and caregivers in families play in their children being happy, healthy and loved. F1000DA aims to provide a coordinated and comprehensive approach to ensure services recognise and respond to culture as the protective factor for our families, and work together across different organisations to strengthen resilience, and foster leadership and innovation that supports Aboriginal and Torres Strait Islander families to give their babies the best start to life.

F1000DA draws on the international First 1000 Days movement, recognising the importance of the first 1000 days of a child's life. Internationally and in Australia, this period of time is understood to be a window of opportunity to improve nutrition and shape healthier futures. The F1000DA model, however, goes beyond a focus on nutrition to a broader holistic, cultural and biological perspective, which also incorporates pre-conception, the period of time before babies are conceived.

Every child is a gift to their family and a future Elder of their community. How women carry babies in their bodies, and how men respond to the needs of mothers and their children during this time, will determine the qualities and characteristics of our future Elders.

F1000DA aims to strengthen the regional response to the inherent resilience in our families and to recognise and respond to innovation and aspirations in Aboriginal and Torres Strait Islander families, as they grow their children to know who they are, where they come, and who they are connected to. The F1000DA model in Townsville is guided by the vision that **all children have a right to be cared for through culture, connection and love.**

Through F1000DA at the University of Melbourne, the Queensland Department of Child Safety, Youth and Women has invested in the implementation of the F1000DA model across Townsville and Moreton Bay of Queensland. Thus, this plan goes towards the key deliverables the University of Melbourne is meeting in their contract with the Department (see Appendix A for a full list of contract Key Strategies and Deliverables). This plan also aligns with the vision and work contained in the Queensland Changing Tracks: An Action Plan for Aboriginal and Torres Strait Islander children and families 2017–2019, the F1000DA Strategic Plan 2018–2021, and the TAIHS Strategic Plan 2015–2021.

The Townsville F1000DA collaboration

TAIHS is a F1000DA Lead Agency committed to implementing the F1000DA model in the Townsville region and has begun the process of becoming a F1000DA Regional Alliance site. The Indigenous Health Equity Unit at the University of Melbourne is supporting TAIHS to create a shared vision of the F1000DA collaboration through meaningful engagement, forming collaborative partnerships and sharing knowledge, building evidence and research, and developing capacity and sustainability in the region.

The F1000DA model is an opportunity for TAIHS to reflect on and strengthen their provision of a wrap-around approach that encompasses the needs of families. The key elements of the TAIHS Family Focused Health and Wellbeing approach align with the cultural and self-determining approach of the F1000DA model. The work of TAIHS is underpinned by values of cultural responsiveness, reciprocity, individual and collective identity that are an essential part of culture, and utilisation of Aboriginal and Torres Strait Islander leadership in finding solutions. The cultural capability (or competence) of services and businesses in the region will be those who make the difference for our families.

A Regional Implementation Manager, funded and employed by the University of Melbourne and based at TAIHS, will facilitate family engagement and leadership – particularly in the development of peer researcher strategies, understanding community aspirations and household survey work. The Regional Implementation Manager will then coordinate partnerships with and between local support services and foster the development of Aboriginal & Torres Strait Islander led enterprise to support the implementation of aspirations-focused F1000DA strategies in the Townsville region. All local partners will be committed to Aboriginal and Torres Strait Islander leadership, including as members of staff and governance boards, have Reconciliation Action Plans, and have capacity to engage families to act in an advisory role.

We are leaders, not clients, in our affairs.

The collaboration is guided by the aspirations that Aboriginal and Torres Strait Islander Elders and leaders hold for families, as outlined in the *Charter of rights for children yet to be conceived*^{ix}; and recognises the crucial role that men also play in ensuring that the aspirations of families are met, as outlined in *Our Men, Our Shields: Messages of Belonging and Hope*^x.

The implementation of F1000DA will also be supported by working groups of families, Elders and community leaders around specific areas such as a Welcome Baby to Country ceremony, and the engagement of fathers. Many TAIHS staff have participated in F1000DA training, such as Short Courses and a University of Melbourne Masters subject; and will share their knowledge of potential enablers and barriers for implementation of the model in their work with families. Local governance arrangements, including the TAIHS Board will oversee the implementation of F1000DA in Townsville; along with the F1000DA Executive Committee, and support from the F1000DA Council and Research Advisory Committee.

Our vision to support the aspirations of our children and families

Reaching our vision of all children being cared for through culture, connection and love requires us to do things differently. The first 1000 days of a person's life, from conception to age two, is a period of incredible vulnerability, and yet also a window of opportunity to positively impact a person's lifelong health and wellbeing. The TAIHS F1000DA collaboration will build our knowledge of what enables Aboriginal and Torres Strait Islander children and families to flourish during this time.

Townsville sees flourishing families as those who:

- Have access to the opportunities and resources they need to raise strong families;
- Are empowered to take control of their own destiny, and know that they have a choice to travel their own journey and write their own story;
- Know that they matter and that their strengths are valued and celebrated;
- Have a strong relationship with their children, family and community;
- Are connected to culture and country in healing ways.

Cultural identity and belonging are vital elements of human flourishing for Aboriginal and Torres Strait Islander children and families. The TAIHS workforce identify culture as a unique advantage for working with their community, along with local knowledge and learning from Elders. Each Aboriginal and Torres Strait Islander nation has specific cultural beliefs that inform when to parent, how to nurture a child, what to teach a child and who needs to be involved in the rearing of the child.

Culture wraps around every aspect of life, and a positive connection to culture through ceremony, language and stories, acts to help children develop their identities, foster positive self-esteem, emotional strength and resilience. Townsville will use language names for F1000DA activities in the region to foster community identity and ownership of the model. F1000DA supports and encourages families, workers and organisations to access languages specific to a child and/or the local community; and to reinforce languages through books, practices, beliefs, songs and connections.

A strong connection to country is also critical to the wellbeing of children and families. Country-based strategies such as learning about and looking after country, traditional foods and medicine, and play and celebratory activities on country will strengthen family identity and belonging. Welcome Baby to Country ceremonies will be held where Elders welcome babies into their community and parents and carers can celebrate the birth of a child with pride.

Cultural ways underline the importance of carrying our future Elders in pristine pregnancies, where mothers are actively encouraged and supported by men and women in their families to keep their bodies safe and give birth to healthy children. This collective approach to child rearing and the contributions of Elders and experienced family members in teaching children about the world around them and their place within it contributes to positive family and community functioning. The F1000DA TAIHS collaboration will build on the strengths of families, value the role and important contribution of fathers as well as mothers, teach young people about healthy and respectful relationships, and provide opportunities for parents and carers to share their experiences and gain new knowledge, that will strengthen family relationships.

Parents, with support of family and community, are responsible for growing their children to know who they are, where they come, who they are connected to and who loves them. Together with F1000DA, TAIHS want to make this early life period count, to support and prepare families to raise strong children, and to influence services, organisations and government decision makers to reorientate their discourses, policy and programming to support families achieve their aspirations.

Our values

Our people and families are empowered to work with the following values.

Culture

We invest in culture as the protective factor for Aboriginal and Torres Strait Islander children and families. Culture is held in songlines, ritual, ceremonies, and patterns of thought and behaviour. Each Aboriginal and Torres Strait Islander nation holds specific cultural beliefs that inform the nurturing of children.

Kinship

We recognise the primacy of kinship bonds and support the roles of mothers, fathers and wider kin and community in raising children. Kinship across different generations strengthens the family hands that hold our children and influences how they grow.

Compassion

We value peaceful co-existence among people in communities, within our families, and our environment. We acknowledge pain and endeavour to respond to ourselves and others with kindness, empathy, and without blame.

Hospitality

We value generosity and caregiving. We strive to make others feel welcome and comfortable in safe and culturally responsive ways. We share our knowledge and skills, and build each other's strengths.

Reciprocity

We value collaboration with others that engenders trust, contribution and collective benefit. We balance the needs and interests of others in our planning, and empower people to participate and contribute to flourishing families.

Justice

We value fairness, genuine respect and social harmony. Principles of the 'right way' of living are recognised as valuable cultural inheritance. We value self-determination, equal opportunities, and family agency over what they need to live full and healthy lives.

Guardianship

We value and support the role of family and community to protect and care for children, and for all to carry out important nurturing responsibilities inherent in cultural values to grow children up strong.

Solidarity

We support each other in working to bring about change. We are committed to a unity of purpose whereby Aboriginal and Torres Strait Islander people lead and promote the best solutions for our children, families and communities.

Our plans

The F1000DA TAIHS collaboration is focused on enabling self-determining families, innovative family-centred care, and strong F1000DA regional governance and partnerships to provide integrated support for families.

A focus on these three key priorities will help us engage with families, community, and partners towards a shared purpose.

1. **Self-determining families** are empowered to take control of their own destiny, with support to identify their own strengths, hopes and dreams, and have agency over the solutions they can utilise in striving to meet them.
2. **Innovative family-centred care** ensures families are heard and their goals supported, and recognises families as citizens with agency over their lives.
3. **Strong F1000DA regional governance and partnerships** strengthens integrated service delivery around a shared vision and coordination of efforts to meet family aspirations.

In doing this the F1000DA TAIHS collaboration will work to:

- Provide culturally safe spaces for families to talk about their concerns and access knowledge and resources
- Remove deficit thinking and focus on building strengths and healthy relationships
- Support a workforce who are true and genuine, and courageously ask the right questions
- Ensure families are co-designers of research and engagement processes, and are given the opportunity to undertake research as Peer Researchers.
- Establish a baseline of knowledge about the lived experiences, aspirations and hopes families hold for themselves and their children.

Key priority 1: Self-determining families

Self-determining families are empowered to take control of their own destiny, with support to identify their own aspirations and strengths and have agency over the solutions they can utilise in striving to meet them. Enabling self-determining families requires a focus on responding to and meeting family aspirations, not deficits; local Indigenous knowledge, culture and workforce; early strengths-based support and family mentoring.

In working to support self-determining families, Townsville will:

1. Engage families and give them opportunities to tell their story and have a voice in the way they are supported.
2. Understand our families' experiences, and the barriers and enablers to positive experiences for mothers and fathers from preconception to becoming a parent.
3. Develop innovative ways to meet needs and provide information about parenting and ways to care for yourself and others throughout: Adolescence and preconception, Pregnancy and birth, Parenting: nurturing and raising a child, and Relationships.
4. Define what a healthy family is with our families and community, and the valued family roles and responsibilities to support this.
5. Support families to reconnect with their family and/or children, and navigate complex systems, if needed.
6. Support families to identify their aspirations.
7. Support families to make decisions and have access to resources to reach their goals.
8. Support families' connection to culture and their cultural identity through ceremony and cultural practices, such as a Welcome Baby to Country ceremony.

As a result, we aim to see progress towards:

- Self-determining families
- Healthy family relationships
- Healthy family lifestyles and thriving children
- Families connecting to their community and culture
- Family economic wellbeing and entrepreneurship

Key priority 2: Innovative family-centred care

Innovative family-centred care is enabled by aspirations-focused support that sees families as citizens with agency over their lives. Goals are articulated by families, not imposed on them. The TAIHS workforce are not case managers, but wellbeing workers who know each family, and do not see them as cases to be managed. Aspirations-focused support is driven by a shared vision and holistic understanding of health and family, and shared local knowledges and resources.

In working to support family-centred care, Townsville will:

1. Build family knowledge of parenting before and after conception, and provide opportunities for families to share experiences and learnings.
2. Provide accessible support that is culturally safe, welcoming and non-judgmental, family friendly and considerate of transport needs.
3. Provide integrated and effective support to families, that does not require families to retell their story unnecessarily, and offers choice and flexibility to meet their needs.
4. Recognise and build on the strengths of families, to enable ownership of solutions and actions. Families will be supported by Life Coaches to identify, make plans and act on their aspirations.
5. Extend our focus on early intervention across preconception and the first 1000 days' timeframe, including a focus and valuing of the role of fathers.
6. Design and adapt programs **in collaboration with families** and community leaders and Elders, which align practices with cultural values, and empower parents as nurturers and teachers.
7. Maintain a focus on culture as a protective factor for our families, and build cultural honouring and safety into all our work.
8. Support the workforce and ensure their value is recognised. Provide opportunities for personal development, innovation and learning.
9. Recognise the skills of the Indigenous workforce and the knowledge and relationships they hold with local community. Increase Aboriginal and Torres Strait Islander workforce recruitment, training and retainment across the regional partnership.

As a result, we aim to see progress towards:

- Families engaging with, and becoming, knowledge holders on nurturing our future Elders
- Families accessing culturally appropriate support that responds to their needs
- Family-led decision making and access to resources towards reaching aspirations
- Increasing the capacity of our workforce and partner services to facilitate family ownership of solutions and actions
- Families raising children with values-based practices, and the support of the community

Key priority 3: Strong regional governance and partnerships

Strong F1000DA regional governance and partnerships strengthens integrated service delivery around a shared vision and coordination of efforts to meet family aspirations. Collaborative partnerships encourage innovation and flexibility, and to see things in new ways. F1000DA is Aboriginal and Torres Strait Islander led, and strategies are developed with and for local community, families and Elders.

In working to support F1000DA regional governance and partnerships, Townsville will:

1. Develop place based initiatives driven by local community to meet their needs across preconception and the first 1000 days.
2. Engage with our families and children, workforce and partners on values and strengths that will contribute to goals and collaborative action.
3. Build knowledge of the current local family and service context to ascertain what is already working, what we want to change, and what resources and infrastructure are needed to achieve our goals.
4. Build integrative partnerships with services across the region, to support the identified aspirations of families. Including with traditionally siloed sectors, such as early childhood education and care services, primary and high schools, child protection and justice.
5. Build capacity to see things in a new way and change unhealthy and unhelpful perceptions.
6. Develop **a shared vision of the change we want to see** within our organisation and across our partnerships, along with common language to support it. Re-orientate discourses, policy and programming to support families to achieve their aspirations, all through and with culture practices, cultural parenting and cultural ways of knowing being and doing.
7. Develop ways to measure our progress in meaningful ways; and review our vision regularly and **ensure the voices of our families are being heard**.
8. Advocate the realignment of government policy outcomes to align with family and community aspirations.

As a result, we aim to see progress towards:

- Local community having a sense of ownership over the support, and success, of families
- Strong working relationships with our collaborative partners
- Strategies and frameworks reflecting local Indigenous culture, knowledge and aspirations
- Developing a framework to measure our progress and success as defined by families

How we will measure our progress

Our progress will be measured against the vision and aims outlined in this plan, and reported to the TAIHS Board, F1000DA Executive Committee, and our stakeholders as appropriate. The development of an implementation plan will provide specific goals, objectives and indicators to measure our progress towards achieving the three key priorities of enabling self-determining families, innovative family-centred care, and strong F1000DA regional governance and partnerships.

F1000DA is committed to ensuring evidence informs best practice and is specific to the requirements of people in each region. A National Health and Medical Research Council Partnership project grant, led by the Indigenous Health Equity Unit, will enable F1000DA to evaluate implementation efforts and inform the development of F1000DA strategies with TAIHS and partners.

F1000DA will also develop context specific household level surveys together with TAIHS and families, to explore family needs, characteristics and aspirations, and establish a regional baseline for understanding the impact of F1000DA strategies over time. Findings will support work in partnership with families to develop life plans towards reaching their aspirations by encouraging and empowering families to take the lead in determining the support they need.

Indicators of our progress will include:

- Reporting to governance boards and funders
- Community asset map of individual and organisational strengths, skills and resources
- Training and engagement of Peer Researchers from the local community
- Peer Researchers supported to develop skills that assist them in gaining further employment
- Aspirations mapping of family households (people over 14 years of age) and reporting on family engagement in household surveys
- Documenting family access of services and how services, organisations and businesses are changing to meet family aspirations
- Case studies e.g. on changes in behaviour, and family experiences of agency and mastery
- Masters students engaged in research and evaluation
- Training and curriculum development
- Peer reviewed papers, conference presentations and other publications
- Knowledge translation, including positive media stories and referenced in policy and program development

This plan will be reviewed regularly to ensure our work reflects what is going well and what can be improved in real time.

Appendix A: Key Strategies and Deliverables

As detailed in the contract: 'First 1000 Days' between the Department of Communities, Child Safety and Disability Services, Queensland, and The University of Melbourne, 2017 – 2019.

Goal 1: Build Workforce Capability in First 1000 Days – Science, Community Development and Engagement; Policy, Research, Implementation, Evaluation and Knowledge Exchange

- Facilitate First 1000 Days Short Courses for region (2 per year)
- Develop, trial and deliver accredited on-line subject First 1000 Days
- Network meeting, workplace support and showcase, professional development (October, Year 1)
- Publication and Knowledge Exchange support
- Develop and resource Communications and Merchandise Strategy and social media platform for the First 1000 Days work in Townsville (Years 2-3)
- Develop the First 1000 Days student and scholarship program.

Goal 2: Establish and Promote an intervention baseline, monitoring and reporting framework led by and informing Aboriginal and Torres Strait Islander individuals, organisations and other program implementers

- Establish First 1000 Days Regional Governance Groups through Memorandums of Understanding (MoUs) and legal agreements
- Research design, including engagement of community (with relevant organisational and service provider/advocates) to develop Household Survey, implementation and research communication strategy
- Data sharing and regional resource development
- Recruit, Train and support peer researcher workforce
- Conduct Household Level Survey in region (preconception) including payment to participants
- Household Level Phone App for household plan follow up and baby milestones development
- Undertake analysis of information generated from results
- Report findings and undertake appropriate knowledge exchange strategies.

Goal 3: Impact and Assessment of Family Strengthening Programs

- Identify First 1000 Days Advocates (individuals, Business and Agencies) and facilitate uptake of evidence informed programs in response to regional and household identified need, and business opportunities through NDIS
- Establish and promote a monitoring and reporting system from individual, organization, family sites - Caboolture (Years 1-3) and Townsville (Years 2-3)
- Support and empower family strengthening activities by embedding local and First 1000 Days principles and values into programmatic work
- Coordination, implementation and communication matches the aspirations and infrastructural capacity of specific sites
- Facilitating a business development forum for individual and family entrepreneurs, NDIS and cultural therapeutic opportunities (e.g. IndigIdeas)
- Fostering of life-skills support.

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- ⁱⁱ National Aboriginal Community Controlled Health Organisation (NACCHO), Aboriginal health – definitions, NACCHO website. Accessed 5 April 2018 at <http://www.naccho.org.au/about/aboriginal-health/definitions/>
- ⁱⁱⁱ Committee on Hospital Care and Institute for Patient-and Family-Centered Care 2012, Patient-and Family-Centered Care and the Paediatrician’s Role, *Paediatrics*, 129, p.395
- ^{iv} Black, MM & Hurley, KM 2014, Investment in early childhood development, *The Lancet*, vol. 384, no. 9950, p.1244.
- ^v Burton, J 2012, *Integrated service delivery for Aboriginal and Torres Strait Islander children and families*, Secretariat of National Aboriginal and Islander Child Care, Fitzroy North.
- ^{vi} Roche, B, Guta, A, Flicker, S 2010, *Peer Research in Action I: Models of Practice*, Community Based Research Working Paper Series, Wellesley Institute, University of Toronto, Toronto, p.4.
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- ^{viii} Armstrong S, Buckley S, Lonsdale M, Milgate G, Bennetts Kneebone L, Cooke L, and Skelton F 2012, *Starting School: A Strengths based approach towards Aboriginal and Torres Strait Islander Children*, Department of Families, Housing, Community Services and Indigenous Affairs, Canberra, p.10.
- ^{ix} First 1000 Days Australia (F1000DA) 2017, *The Charter of rights for children yet to be conceived*, F1000DA, Melbourne. Available at <http://www.first1000daysaustralia.org.au/charter-rights-children-yet-be-conceived>
- ^x First 1000 Days Australia (F1000DA) 2018, *Our Men, Our Shields: Messages of Belonging and Hope*, F1000DA, Melbourne. Available at <http://www.first1000daysaustralia.org.au/our-men-our-shields>