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Logan Together Framework for Action

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Introduction

The Logan Together Roadmap was developed through wide-ranging community and stakeholder discussions and sets out a compelling proposal for how we might, together, deliver great life opportunities for Logan kids. About 30 strategies for action were identified in the Roadmap and what is already clear is that these fundamental concepts enjoy great support.

To put these strategies into action we need to identify:

- how we will organise ourselves to deliver on these
- the way we will scope, design and execute these strategies
- the "quick wins" and direct actions that need to occur
- how we are going to measure whether our strategies and actions shift the childhood development indicators for Logan.

The purpose of this document is to address these questions.

Making change for all kids

In taking action, we need to pitch our approach at the right level – the population level. We need to understand the overall circumstances of all children in Logan and scope out our proposals for action at a scale that has a genuine chance of achieving the results we are after.

To do this we are going to borrow heavily from two important methodologies:

- Results-based accountability (RBA), and
- Program logic

The RBA methodology works by identifying and quantifying the results we want to achieve and working backwards to make sure what we are doing through our work is going to add up to the result. It also has clear measurement and accountability features that continuously inform decisions about the impact of projects and activities, and identifies whether they are hitting the mark.

The Program Logic methodology complements the RBA methodology by driving stakeholders to be clear about the theory of change and assumptions that sit behind how we design our work.

These methodologies are detailed further later in this document.

Mobilising the Logan community

One of the most important areas of action will be to harness the energy of local community members to support their family members, neighbours and fellow citizens to achieve our shared goals for our kids. It is worth making this point very clearly and strongly. We can mount very well organised projects in areas like health, education and social services, but if we don't achieve a groundswell of interest and ownership among Logan families, we will most likely fall short of achieving our aims. For this reason, a campaign to mobilise Logan families will be one of our most important strategic projects to pursue as part of our Framework for Action.

Co-design: a partnership between citizens, community organisations and government

A foundation principle for Logan Together is that we will include citizens in the design and leadership of all aspects of our campaign. That includes parents, carers, children and community members. We have made a fair start in giving effect to that principle through the development of our Roadmap, but there is much more to do.

Our Framework for Action sets out a range of practical and concrete ways Logan families could help design projects, participate in the governance of our campaign and get involved in making change through volunteering, advocacy and local action. We know that individual's level of desire or availability to participate will vary, so we will ensure there are options for varying levels of participation.

Wherever we refer to 'co-design' or 'citizen co-design', we refer to this valuable partnership.

Our framework for action

Logan Together will put the ideas in our Roadmap into action via a coordinated series of Action Groups that take carriage of an individual project or cluster of projects. Some of these Action Groups will align neatly to the agenda of one Logan Together Chapter. Others are crosscutting, relating to many areas of work, so we think there will be two kinds of projects and related Action Groups:

Strategic projects: big, complex, cross-sectoral projects that require a multi-disciplinary focus and a lot of leadership. The Action Groups for these projects will receive direction straight from the Cross Sector Leadership Table, Logan Together's main collaboration and leadership group.

Chapter-based projects: projects that are less cross-sectoral in nature and fit more neatly into one particular Industry Chapter within the Logan Together collaboration and governance arrangements.

A schedule of proposed Strategic Projects and Chapter-based projects is at the end of this document. A diagram of how the projects fit into the Logan Together governance arrangements can be found on page 9.

We are going to use a consistent process for developing these projects. We will also conduct detailed planning across various child development life stages from pre-conception through to 8 years old to align all our projects with a clear Program Logic and Results Based Accountability framework. You will find more detail on this is in the sections below and we'll be organising some briefings and training on these frameworks.

Immediate actions

We think it is important to have some discipline in how we scope and develop our projects. We're also working with many stakeholders who are already taking action in response to the Roadmap and we don't want to hold that up. We're encouraging Logan Together stakeholders to keep progressing immediate actions and existing collaborative work at the same time as we shape up project plans.

In our project planning, we'll also be identifying immediate actions and "quick wins". We will soon start sharing details of the expanding catalogue of great work already going on so others can connect to it and support it.

Action groups

Action groups will consist of the right people to design and execute the project or cluster of projects the group is responsible for. It may take some time to work out who the right people are. To get some things done, the Action Group may have to engage new and senior people who may not yet know too much about Logan Together. That will be one of the challenges to overcome.

The first job of each Action Group is to step through the project development process outlined below. It will guide the Action Group in scoping the project and getting the right people and resources involved.

Project development process

For both our Strategic Projects and Chapter-based Projects, we suggest using a common and simple project development approach. We'll begin to use the Program Logic and RBA frameworks in this

work, so we'll organise briefings and training for those involved. The suggested process has several steps:

1. **Short scoping paper**: Partners develop an initial short scoping document for each project. A template for this is included at the rear of this document. This will provide some definition and supporting data to inform further project design discussions. For the strategic projects, the Logan Together team will most likely manage this step. For chapter-based projects, a working group will progress it.
2. **Initial project meeting(s)**: Using the short scoping paper as a guide, an initial meeting (or set of meetings) of likely project partners will be convened. This meeting will:
    - review the scope and purpose of the project
    - Identify immediate actions that can be taken and organise to get on with those
    - identify other partners and stakeholders who would need to contribute to the project
    - agree the best method of citizen co-design
    - plan a detailed project design meeting(s) with all relevant stakeholders and using the agreed citizen co-design processes
3. **Project design meeting**(s): These meetings aim to develop the project concept to a 10-15 page project design brief. The meetings will:
    - involve all relevant stakeholders
    - use citizen co-design
    - connect with the broader Results-Based Accountability and Program Logic planning work that will be going on at the same time with respect to life stages (more on this below).
4. **Project design brief**: Following the project design meetings, each Action Group will be asked to draft a project design brief which sets out key aspects such as:
    - how the project contributes to achieving Logan Together's goals and the individual results we are chasing
    - an implementation pathway
    - resourcing implications
    - quick wins
5. **Approvals to proceed**: The project design brief would be considered and endorsed by the Leadership Table for both strategic and chapter-based projects
6. **Project delivery**: Projects would then proceed to implement quick wins and be further developed and delivered, each according to its agreed implementation pathway.

For strategic projects, we would like to have completed project design briefs for consideration by the Leadership Table and other stakeholders by early April 2016.

It would be good for chapter-based projects to proceed in the same timeframe, but ultimately, industry chapters will establish the timeframes that best suit chapter-based projects.

Clustering projects

Stakeholders have identified that many of the projects that appeared in the consultation draft of the Foundation Roadmap are linked, some very closely so. For this reason, Logan Together is proposing that, where relevant, Action Groups oversee a cluster of similar projects and structure them into an overarching project/sub-project structure. The project schedules at the end of this document are set

out in this way. We think these revisions should be carried forward into the final version of the Foundation Roadmap.

Citizen co-design and the role of citizen panels

Citizen co-design and leadership is critical to the success of Logan Together. We need the campaign to be a citizen's movement and for the real life experience of local people to guide how the campaign rolls out. Ideally, we'd like to see ongoing discussions with informed groups of citizens who can really dig into the issues and give us detailed guidance on how to proceed. That's the core of the "citizen panel" concept.

In project design and delivery, we think citizen co-design and leadership can take several forms:

Citizens as Action Group members: Citizens can be active members of Action Groups and attend regular Action Group meetings

Using existing citizen groups: We can piggyback on existing citizen groups – such as Elders groups or Parents and Friends committees - and have a structured process for a delegation from an Action Group to attend citizen group meetings and undertake co-design work there. These discussions may be one-off or ongoing.

New citizen groups: We can help convene group co-design discussions among people with a natural common affiliation – such as parents at the same kindy or school or a group of foster carers. These discussions may be one-off or on going.

Pop-up groups: We can put on neighbourhood events to invite a broad range of citizens into a co-design discussion.

Each Action Group will need to explore the best methods for driving citizen co-design relevant to their project. The Logan Together team will provide some coordination and facilitation across Action Groups.

Resourcing projects

Most projects require resourcing in both the development and execution phases. This can be in-kind in the form of people spending time and contributing existing resources or it may require new resourcing.

An important principle for Logan Together is to first examine what we can achieve by combining our existing resources in better ways. In exploring their projects, Action Groups should therefore examine resourcing questions in roughly the following order for both the development and project execution phases:

- Can we undertake the project within our existing resources or by reconfiguring existing resources?
- If the project requires new resourcing, can we make savings from among project partners in areas of comparatively lower priority – or by combining our resources more effectively - and apply those savings to this project?
- If we need new and extra resourcing for the project, can we indicate the long-term cost-benefit and associated savings over the cycle?

Logan Together does not have a magic funding bucket, but Logan Together Government and other partners do clearly understand the very significant costs associated with children not achieving their potential. Therefore, cases for new investment in projects that will help deliver whole-of-population level change for our children can be considered on their merits.

Projects and governance

The diagram over page indicates how the projects and their Action Groups will interact with the broader Logan Together governance arrangements. Further explanation of each element is contained below. The positioning of the elements on the page are not intended to convey a power hierarchy, simply an inter-relationship.

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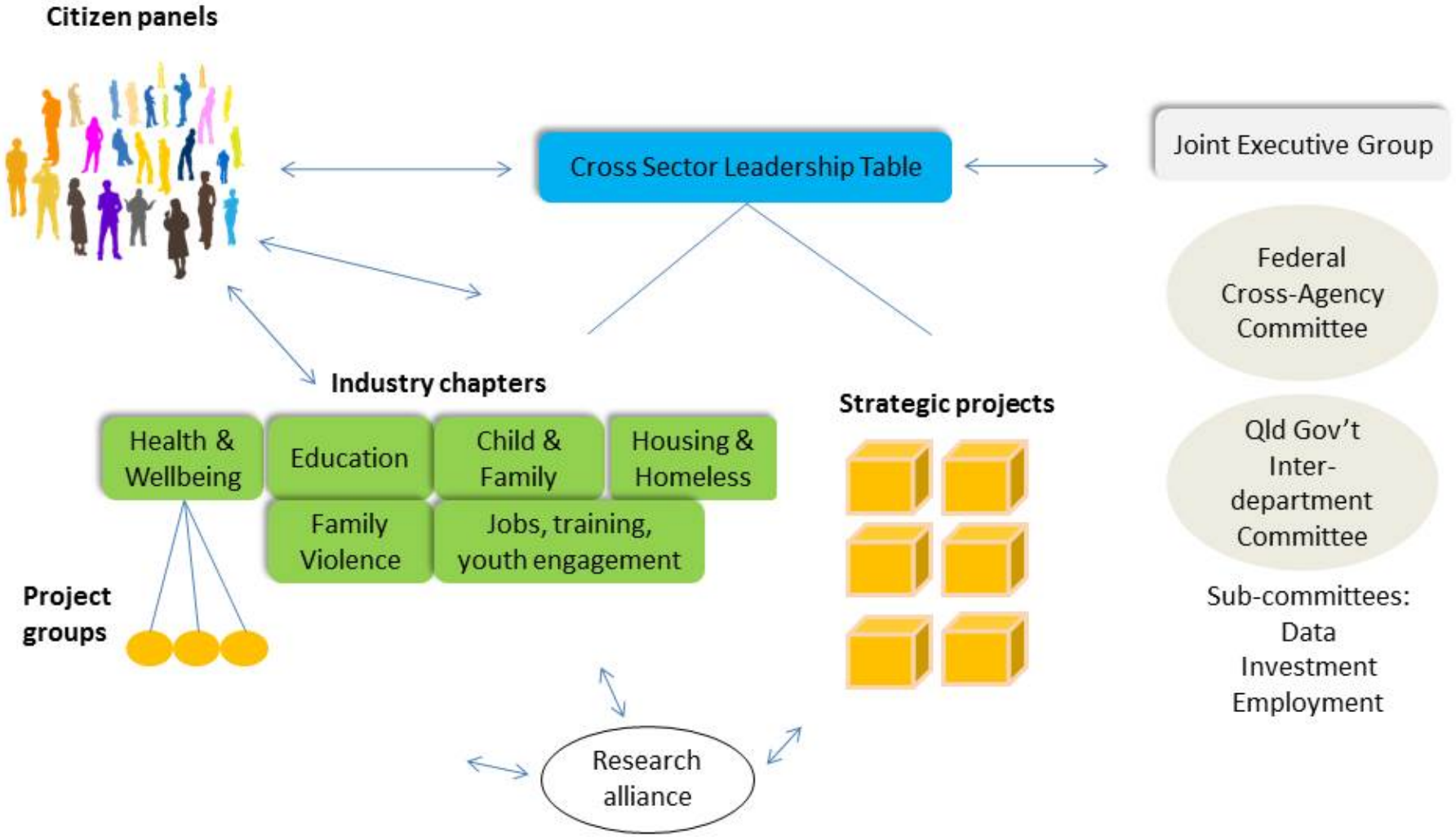
Governance arrangements



Role of Logan Together Industry Chapters

Logan Together's Industry Chapters have an important role to play in bringing people together to focus on our shared goals, to organise Action Groups and execute a range of projects identified in the Roadmap. A Chapter will probably support a number of Action Groups. However as discussed above, where a project relates to multiple different areas of work it will be treated as a Strategic Project and have a direct relationship with the Cross-Sector Leadership Team. Chapters will play an important role in organising people to participate in Strategic Projects and will be an important communication and coordination channel for keeping Chapter members up to date with progress.

Logan Together is piggy-backing or adapting existing network structures to serve as Chapters in most instances, and often the agenda of the Chapter will have a broader scope than Logan Together's particular focus on under 8s and their families.

As well as being forums for people and organisations interested in specific areas of the campaign to come together to plan and take action, Chapters will also provide a forum for regular exchange of information, and debate and creativity about the Logan Together agenda.

Industry Chapters will be topic and project based, and everyone who is interested in those topics and projects is welcome. We hope other great ideas will arise as part of the collaborative discussions, so the agenda will grow and develop over time.

The paper on Governance Arrangements has more detail on Chapters and how they relate to other structures.

Role of Cross Sector Leadership Table

The Leadership Table is the main collaboration and governance forum for Logan Together. It will also play a role in providing direct guidance on the crosscutting Strategic Projects identified in this Framework for Action, and will be the authorising body for the Strategic Projects.

The Leadership Table will work to create the right environment for all Action Groups to succeed and will address barriers that may come up in working across the community to get the results we are after. We think the Leadership Table will be able to tackle the significant majority of issues that might arise. For those issues the Leadership Table can't solve, there are two structures planned that will provide a mechanism for addressing more systemic challenges. They are a Joint Executives Group comprised of the most senior State and Federal Government officials and Inter-Departmental Committees at both those levels of Government. These are detailed below.

Role of State and Federal Government Inter-Departmental Committees

Logan Together's Government partners are very active in organising to support delivery of the Logan Together Roadmap. To this end, inter-departmental committee structures are forming at both a State and Federal level, with sub-committees undertaking specific pieces of work to ensure Government is able to partner well in the Logan Together campaign and to coordinate Government effort. This is tremendous.

These Government committees and sub-committees will link, but are separate to Logan Together's Action Groups. In many instances, members of the Government sub-committees will most likely join

Logan Together Action Groups and contribute as valued partners in that context. However, as set out above, the Action Groups will be the way Logan Together will drive the campaign forward on the ground.

Another role of the Inter-Departmental Committees is to identify any systemic issues that arise from Logan Together's work and make progress in responding to those issues. In these instances, committee members may not be regular members of Action Groups, but might work behind the scenes and at a cross-Government organisational level to create the right solutions. Logan Together's Cross-Sector Leadership Table would be one of the channels via which systemic issues would be put on the agenda for the Governments' Inter-Departmental Committees.

Joint Executive Group

The Joint Executive Group is proposed to consist of a small number of the most senior level public servants at both State and Federal Government levels – Directors General and Departmental Secretaries.

The Group will provide the Cross-Sector Leadership Table a mechanism to raise longer-term, systemic or cross-Federation coordination issues that might impact on the success of Logan Together on the ground. The Group may not need to meet very regularly – perhaps once or twice a year, but should provide an opportunity to look strategically at whole-of-Government funding, regulation, forward planning, data and information, and direct service delivery.

The Joint Executive Group won't have a direct connection to Action Groups.

Planning for results

While we are setting up Action Groups to focus on specific projects and project clusters, we also need to do some more detailed high level planning to set out more precisely how our various projects will add up to our Big Results at each life stage, and at the whole-population level. We've also got some feedback about other Big Results people would like to see, so we'll address that too. The Logan Together team proposes to make use of two key analytical tools to support program design and implementation and accountability:

- Program Logic (PL)
- Results Based Accountability (RBA)

We will invite interested parties to a series of workshops to set out and agree this more detailed level of planning during February and March.

This planning will take place at the same time our Action Groups are undertaking their project design and the two processes will connect as they mature. While there is more thinking to do, we think the high level outcomes and results are starting to look like the table over page.

About Program Logic

Program Logic (PL) is a powerful project *planning* tool that includes the following *necessary* elements

- The specific nature of the **problem** to be addressed and why it is important to be attended to
- The specific **outcomes** to be achieved at the individual, family and community level project level
- The specific **indicators and targets** to be used to measure how successful the program is in achieving the desired outcomes
- The **theory of change** that draws on relevant evidence to specify particular strategies and programs to achieve the desired outcomes. In principle, the theory of change should draw on evidence of the efficacy and efficiency of earlier or existing programs, research findings, and a SWOT analysis. In the case of the *Logan Together* initiative, the underpinning theory of change focuses on the *key risk and protective factors* that shape key outcomes at the individual, family and community level of interest to the Logan community and Government. (These are discussed at length in Vol. 3 of the *State of Logan's Children and Young People,* especially chapter 1).
- The specific **strategies, programs, projects and activities** designed and implemented to achieve the desired outcomes and targets in light of the theory of change
- The specific **outputs and outcomes** at the individual, family and community level that result from the strategies, programs, projects and activities implemented by Government or NGOs
- The specific **measurement practices and tools** that measure inputs, processes, outputs and outcomes

Logan Together results framework

The consultation draft of the Foundation Roadmap made a start in defining a range of results that are fundamental to raising healthy kids at each life stage. We will now take this further. Based on feedback and further research and consideration, we have provisionally identified 15 results across a child's life-course. Each of these results will be illuminated by one or more indicators for which we can set a baseline and targets. For some we have no data yet, so it's aspirational. We will then use Program Logic and Results-based Accountability processes to do more detailed planning, describe more precisely the scale at which our proposed strategies need to operate, and identify how collectively the strategies will impact the results.

15 Results

Ready to have kids		Good start in life (-9 months to Age 1)		On track at 3		On track at 5		On track at 8	
Parents complete education	Parents have completed year 12 or vocational equivalent prior to parenting or have a pathway to do so	**Healthy pregnancies**	Mum does not drink, smoke or use drugs during preganacy. Rates reflect State averages. Health Data	**Meeting developmental milestones**	Measures need to be developed	**Is on track developmentally**	AEDC scores reflect State averages.	**Attends school**	School attendance reflects State averages.
Parents have employment	Parents have employment prior to parenting or have a pathway to do so	**Healthy at birth**	Born at the right time and at a healthy weight. Reflective of State averages. Health Data	**Child is physically active**	Measures need to be developed	**Is school ready**	AEDC scores reflect State averages.	**Progressing in learning**	Achieves at NMS and overal NAPLAN scores reflect population averages.
Fewer very young parents	Fewer parents have children under 19 years old	**Attachment and bonding**	Bond of attachment forms between parents and child Measures to be developed			**Is fully immunized**	Population level immunisation rates reflect State average.	**Is happy and well**	Measure to be developed - trial underway.
		Meets developmental milestones	Developmentally on track at 1 Measures to be developed						

About Results Based Accountability

RBA is an *accountability* rather than planning framework. It focuses on two kinds of accountabilities:

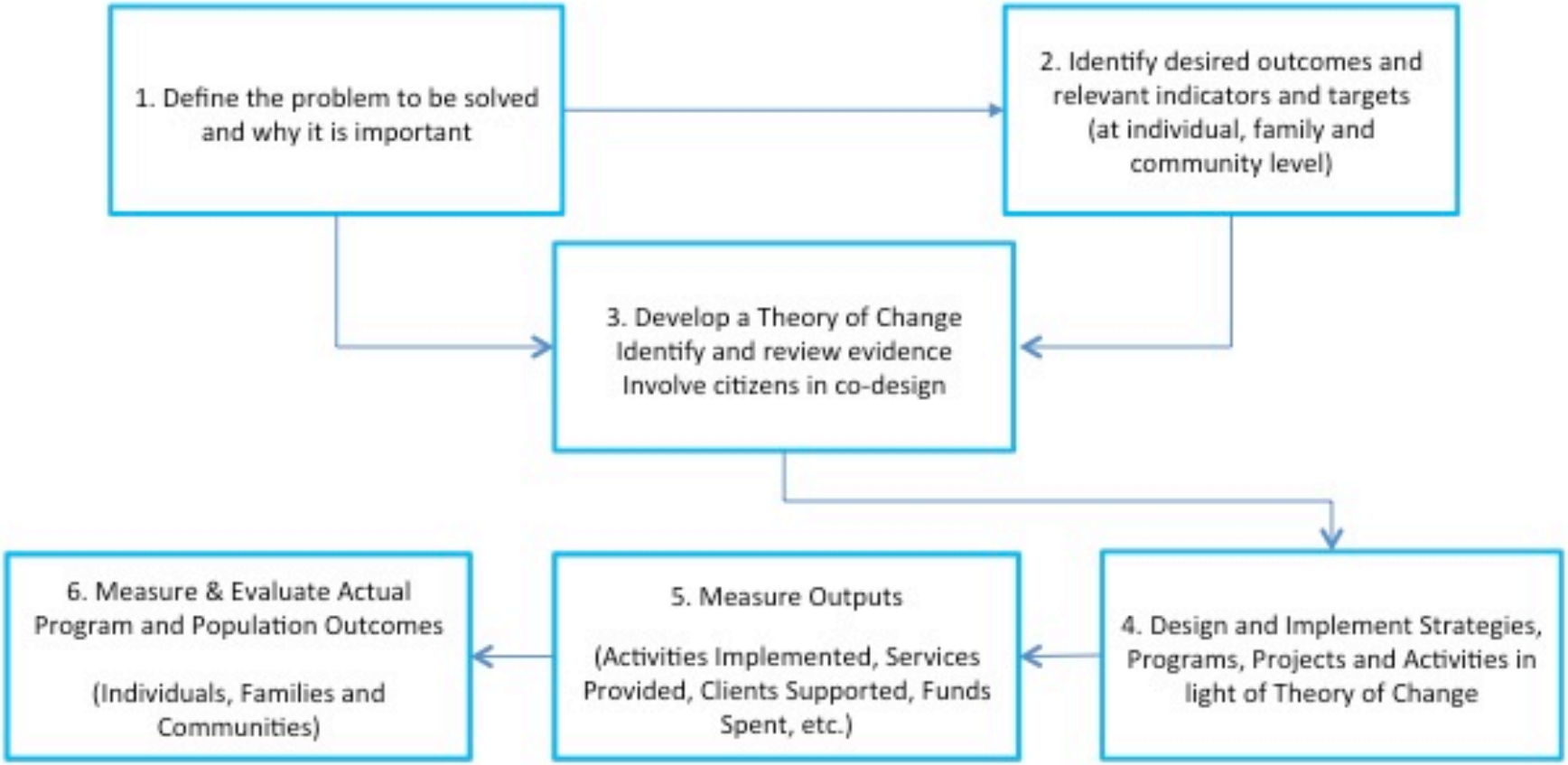
- **Performance Accountability** focuses on how well an individual agency; program or system of services achieves client results or outcomes. Performance accountability focuses on three kinds of performance measures:
    - How much did we do? (What was the quantity of the work done?) – A measure of program *outputs*
    - How well did we do it? (What was the quality of the work done?) – A measure of program *efficiency*
    - Is anyone better off? Did it make a difference? (What was the impact of the program on clients?) – A measure of program *efficacy*.

- **Population Accountability** focuses on the impact of all relevant programs in the aggregate on population outcomes, either at a specific population group level (for example, a specific at risk population group), or the population as a whole. In general, implementing and ensuring population accountability is much more difficult than ensuring performance accountability for two reasons: because it is very difficult to measure population outcomes accurately and on a timely basis that capture the direct and indirect effects of programmatic interventions; and because it is extremely difficult and very expensive to capture all the key influences on population outcomes in a measurement system. This does not mean that we should not bother with population accountability. Rather, it means that we have to be cognizant of the difficulties involved; measure when, where and what we can; make use of existing data systems; model relationship cautiously; and be careful in the inferences and attributions we make.

Using Program Logic and RBA together

The diagram over page sets out some steps that show how these two useful frameworks can be used together.

Using Program Logic and RBA together

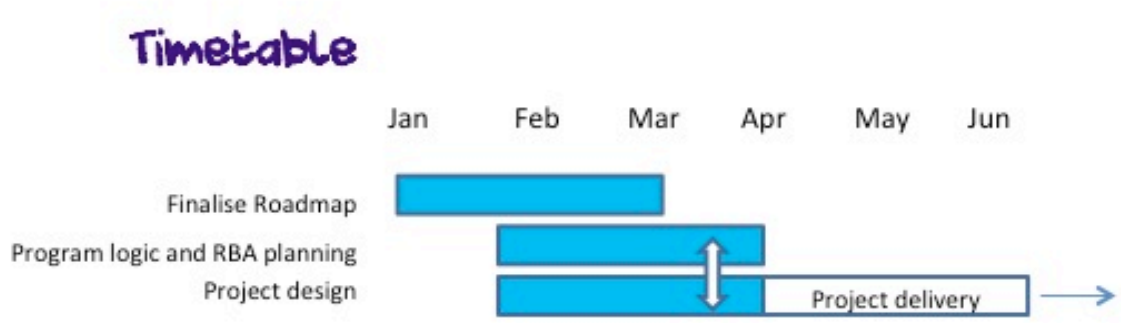


How this work fits with finalising the Roadmap

Many of the ideas in this Framework for Action document have come from feedback Logan Together received on the consultation draft of the Foundation Roadmap. We expect that many of these ideas will therefore be reflected in the final version of the Foundation Roadmap. The final version of the Foundation Roadmap will be released in the next month or two, once we have received a formal response from our Government partners and processed the 20 or so submissions we received from community partners.

Timeframes

The next few months will see three major strands of work progressing: finalising the Foundation Roadmap; doing more detailed planning using Program Logic and Results-based Accountability approaches; and designing and then executing projects via Action Groups. A rough timetable showing how these three strands of work will progress is below. There will be a lot of interchange between the Program Logic/RBA work and the Project Design work.



Projects and project clusters

After clustering the ideas in the Logan Together Roadmap, we have identified 9 Strategic Projects and 12 Chapter-based projects. These are set out below, positioned against the earliest life stage to which they mostly relate. Remember, Industry Chapters will most likely have other projects relevant to the joint interests of members that they will pursue in addition to the projects listed below.

The relevant Industry Chapter is indicated for Chapter-based projects: Health and Wellbeing (H&W); Education (Ed); Child and Family (C&F); Domestic and Family Violence (D&FV); Housing and Homelessness (H&H); Employment, Training and Engagement (E,T&E)

Life stage	Chapter based projects	Strategic projects
Pre conception and young people	**Reduce smoking rates (H&W)** **Education and support for young people prior to parenting (E,T &E)** • Expand parenting, fertility and relationships basics and life skills in high school • Create more options, mentoring and incentives to complete education and experience work prior to parenting • Expand social and emotional wellbeing programming for young people	**Intensive support for all young parents under 19**
Conception to Age 1	**Social & emotional wellbeing support (H&W)** • Provide intensive anti-smoking, drinking and drugs support, particularly for Mums • Provide universal screening and effective support for pre and post birth social and emotional wellbeing issues **Improve engagement with maternity care by increasing birthing choices (H&W)**	**Community child and maternal support centres** • Long-term relationship based, continuity of care • SEWB screening and support • Antenatal care • Antenatal, child development and parenting education • Social connection opportunities • Some centres specifically tailored to diverse communities • Support and integration with universal and more intensive targeted post-birth home visiting service
Age 1 to Age 3		**Social connection and supported playgroups** • Boost social connection, early learning and community participation through scaling up supported playgroups, Mums and Bubs groups and similar – responsive to cultural needs **Early detection of vulnerabilities**

Life stage	Chapter based projects	Strategic projects
		• Develop and implement a strategy for universal early detection and support for hearing, vision, speech and developmental issues **Build early language, social and emotional skills** • Stage a community-wide reading, language and home learning program • Roll out Abecedarian approach in key settings
Age 3 to Age 5	**Boost attendance at high quality kindy programs and create kindy alternatives catering for diversity (Ed)** **Improve kindy-school transitions (Ed)**	**Student nutrition strategy** (also relevant 5-8)
Age 5 to Age 8	**Resolve role of play in the P-2 curriculum (Ed)**	**Boost early school assessment and responsiveness to social, emotional and language needs (Education)** • Improve implementation and uptake of social and emotional learning and resilience training as part of the curriculum • targeted screening and rapid access to supports for children with different learning requirements or special needs

Life course	**Scale up and better integrate support for households to achieve financial stability and have effective pathways from crisis support through to long term sustainability (C&F).**
	Support the development and implementation of the Logan Domestic Violence Action Plan (D&FV)
	Develop a Family Housing Strategy to address the short and long term need for affordable appropriate family housing (H&H)
	Develop a comprehensive local employment strategy, targeting families and jobless households (E,T&E)
		Community mobilisation campaign – parenting, child development and life skills
		• Develop a city-wide parenting skills, child development, reproductive health, life skills, social and emotional wellbeing and resilience campaign
		• Campaign to have four tiers:
		  ○ Broad community education and awareness
		  ○ Mobilisation
		  ▪ Taking personal action in your family
		  ▪ Helping others / volunteering
		  ○ Group learning (parenting and life skills) and social connections (eg playgroups)
		  ○ One-on-one coaching
		• Logan Families Information portal + apps

Life stage	Chapter based projects	Strategic projects

Enabling strategies	**0-8 Health Service delivery plan (H&W)**
	
	Further develop volunteering infrastructure to support families (C&F)
		Service access and integration
		• Integrated family-centred support system
		  ○ Develop a specialised family engagement team to engage in targeted strategies and soft entry and social approaches across the community
		  ○ Create a joined-up, family-centred support system that acts holistically
		  ▪ Family Coach/key worker
		  ▪ Single, long-term case planning
		  ▪ Logan Child Development Passport concept
		  ▪ Common assessment and referral processes
		• Physical Hubs
		  ○ Create school-based, integrated service hubs providing access to universal services
		  ○ Community based integrated service hubs
		  ○ School-based health and service clinics for attending students
		• Outreach, opening hours and service usage patterns
		• Digital service delivery
		
		Develop a cross-discipline Workforce Development plan for Logan child and family-facing workers, supporting:
		• Child development knowledge
		• Language, literacy and resilience building skills
		• Social and emotional wellbeing support skills
		• Common assessment, screening and early detection skills
		• Aboriginal and Torres Strait Islander cultural competence
		• Cross-cultural competence