



DISCUSSION PAPER

Logan Together Governance Arrangements

June 2015

Purpose

Logan Together pursues a collective impact approach to improving the healthy outcomes of Logan children and is committed to achieving its goals within a 10 year timeframe. Suitable governance arrangements aligned with collective impact principles are necessary to support the achievement of our goals and the Logan Together prospectus outlines the proposed arrangements. These include the annual **Joint Commissioning Mechanism**, a **Cross-Sector Leadership Table** that governs the Logan Together **backbone organisation** and a diverse range of Logan Together **Chapters**. It also canvasses the potential for a **Logan Together Charter** to govern these interactions.

This discussion paper explores options for consideration in the lead-up to the Roadmap Workshops which will be held in August and September 2015.

Context

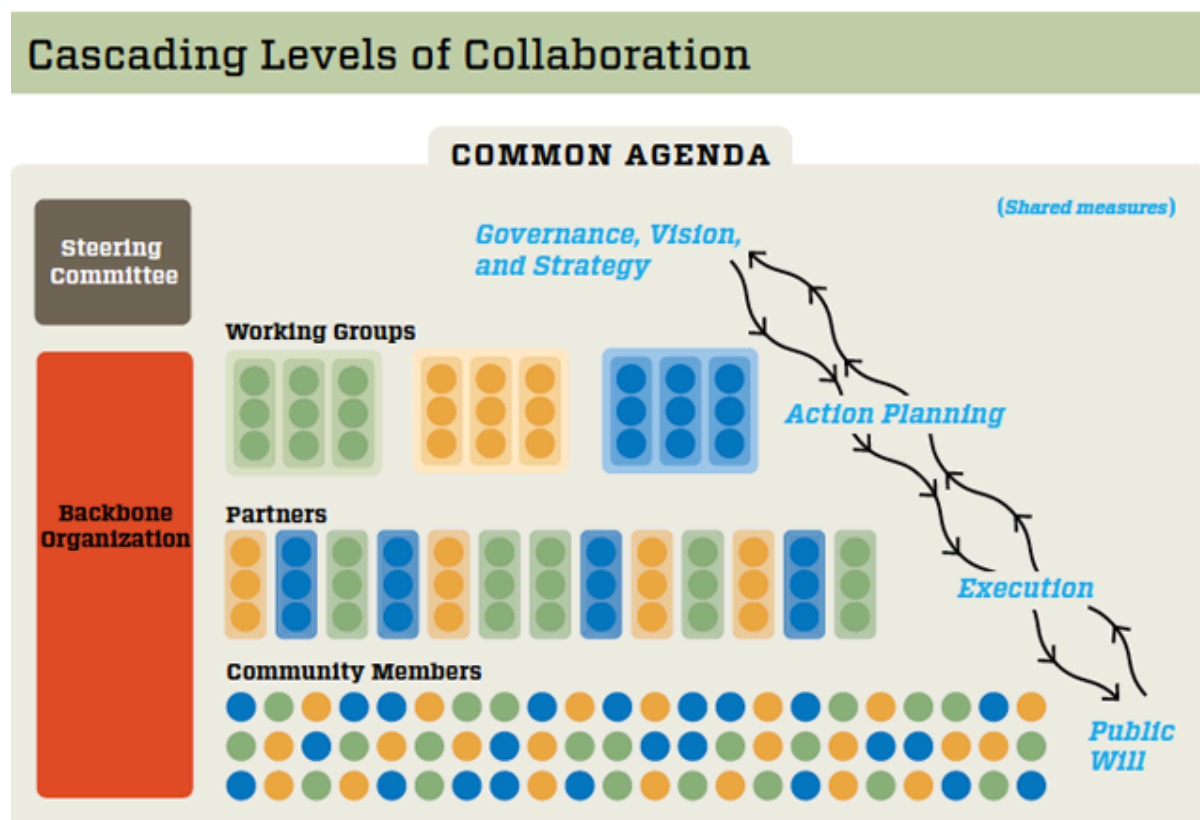
Key concepts: active participation, collaboration, accountability, transparency, longevity

Logan Together grew out of a community-identified need to do things differently in Logan, as seen at the Logan: City of Choice Summit in 2013 and set forth in the Two-Year Action Plan 2013-2015. Particularly, the Logan community wanted better opportunities for its families and demanded greater collaboration between government, business and community services to enable this shared vision. The Summit provided a forum for community members to engage with decision-makers about the future direction of Logan and it set a noble precedent for community engagement.

Collective impact embraces active and direct participation by community members who would benefit from the delivered services. Engaging not only community partners but families in setting the agenda and implementing actions is important for addressing complex social change and attaining our shared vision. Kania and Kramer discuss in the *Stanford Social Innovation Review* an emergent approach for community engagement and problem-solving within a collective impact framework that addresses the complexity of large scale social change.¹

¹ Kania J, Kramer M. Embracing Emergence: How Collective Impact Addresses Complexity. *Stanford Social Innovation Review* [Internet]. 2013 Jan 21 [cited 2015 Apr 20] 8 p. Available from: http://www.ssireview.org/blog/entry/embracing_emergence_how_collective_impact_addresses_complexity

Kania and Kramer’s model for Cascading Levels of Collaboration is shown below in Figure 1 and is similar to the governance structure proposed in the Logan Together Prospectus.



Within the Logan Together context, the Steering Committee is called the Cross-Sector Leadership Table and the Working Groups are our Chapters. These structures exist to articulate and materialise the public will using the expertise of each agency. As seen in Figure 1, a continuous feedback loop exists between all stakeholders that keeps activities focused on the common agenda and identifies new opportunities and risks from the broadest possible lens.

Operationalizing the new governance structures

The Logan Together Prospectus outlines top-level structures proposed for governing the initiative, with the Cross-Sector Leadership Table being the peak body responsible for Logan Together. While the diagram on page 16 of the Prospectus shows the Joint Commissioning Mechanism above the Cross-Sector Leadership Table, this relates to the collaborative approach for driving change and does not imply that the mechanism will govern Logan Together. This responsibility properly sits with the community board, the Cross-Sector Leadership Table, having oversight of the backbone organisation and engagement with the Chapters to manage a common agenda and progress the initiative.

Cross-Sector Leadership Table

The Logan Together Prospectus currently describes the Cross-Sector Leadership Table as:

*A formal community management board - or to use the theoretical jargon the “**Cross-Sector Leadership Table**” - will be the way **Logan Together** makes decisions and will oversee the work of the backbone organisation. The **Cross-sector Leadership Table** will be comprised of representative members from community and industry sub-sectors that together share responsibility for supporting Logan children and their families. (Page 14)*

The proposed Terms of Reference for the Cross-Sector Leadership Table is found at Appendix A and describes the responsibilities of this independent community board. It is proposed that all members of the Cross-Sector Leadership Table, Logan Together Chapters and related working groups agree to the Code of Conduct that accompanies the Terms of Reference to clarify understanding and outline the responsibilities of members in conducting their work with the Logan Together initiative.

These documents have been modelled from the Logan: City of Choice Leadership Team Terms of Reference and Code of Conduct given its similarities with Logan Together, such as it being lead by an independent chair and having a cross-sectoral membership of government, business and community representatives.

Good practice gleaned from other successful collective impact initiatives in Australia (Burnie Works) and globally (Vibrant Communities Canada) demonstrates that engaging those with lived experience into the governance framework improves success of the initiative.

Question 1: How can we best include members from the community – especially families, carers or others with lived experience – in our key decision-making group?

- One option is to have selected parent/care-givers from the Logan Together Chapters attend the Cross-Sector Leadership Table.
 - Parent/care-givers could be nominated by a Family Chapter in their neighbourhood.
 - Alternatively, the parent/care-giver representation could rotate between the Chapters on a yearly basis, with Chapter(s) selected on simple criteria such as the Roadmap's primary focus for the year ahead. Gender, age and cultural representation would be sought.
 - Alternatively, if each Chapter selects two representatives for the Cross-Sector Leadership Table, one of these could be a parent or carer, thus enabling each Chapter to provide an informed parent or care-giver for the overall work.
 - Using the Chapter structure is considered advantageous as the parent/care-giver representatives would already be participating in the work of their respective Chapter and would be more familiar with the work considered by the Cross-Sector Leadership Table.
- Another option is to allow various community groups or neighbourhoods to nominate parent/carer representatives using defined criteria in a democratic approach.
 - This option is complicated by potential issues with election procedures and further faces the dilemma of deciding which neighbourhoods should be canvassed.
- Having more than one parent/carer representative on the Cross-Sector Leadership Table would provide diversity of views and logistical redundancy for advocate unavailability.
- A third option is to use a diverse range of parent and citizen focus groups, particularly in the start-up phase of the initiative, to gather grass-roots feedback and guide early priority setting by the Cross Sector Leadership Table. Various child engagement strategies could also be explored.

The Logan Together Prospectus describes a mechanism for including representatives from industry sub-sectors that share responsibility for supporting Logan children and their families:

Each Chapter would elect one or two representatives to sit on the Cross-Sector Leadership Table for a period of between 12 and 24 months and be the link between the whole-of-community planning and their sub-industry. (Page 14)

The Chapter structure chosen for Logan Together will largely determine the size of the Cross-Sector Leadership Table and a proportional increase in the Chapter network directly increases the size of this governance body.

- Consideration should be given to the potential number of Chapters that may be formed under a chosen thematic division. This is further explored in the next section.
- Note that Chapters elect representatives to the Cross-Sector Leadership Table but other types of working groups do not.

Proposed transition strategies

Logan Together's Three Year Work Plan describes that the Cross Sector Leadership Table should be formed in the first quarter of financial year 2015-16 to meet our target. Options to enable this to be achieved in a timely manner while the Chapter structure is still being established are:

- The interim membership of Cross Sector Leadership Table could be nominated by the Logan Together Working Group and ratified by the Logan: City of Choice Leadership Team.
 - The interim membership of the Cross Sector Leadership Table would expire after a year in line with the proposed Terms of Reference.
 - By the expiration of the first term, the Logan Together Chapters will have formed and recruited sufficient community partners, including parents and care-givers, to nominate individuals to represent them on the Cross Sector Leadership Table.
 - The selection of the interim membership will be guided by the desired Chapter structure and ensure that each proposed Chapter has one or two representatives on the Cross Sector Leadership Table.
- Parent/care-giver focus groups could be held in the first year to inform and guide the decision-making of the Cross Sector Leadership Table.
 - The backbone organisation's Community Engagement Leader would drive this work in conjunction with the Chapters and community partners and use existing and new networks to quickly achieve an understanding of family needs and desires.
 - The focus groups may also identify parents and carers with an interest in participating in the work of Logan Together and with the potential to sit on various committees, including Chapter representation.
 - Focus groups could follow traditional formats, entertain new media methods for social collaboration or use other emergent techniques.
- Work could also begin on developing the capacity of parents and care-givers to engage with civil affairs and build the social capital of the Logan community.

Logan Together Chapters

The Logan Together Prospectus describes Chapters in the following way:

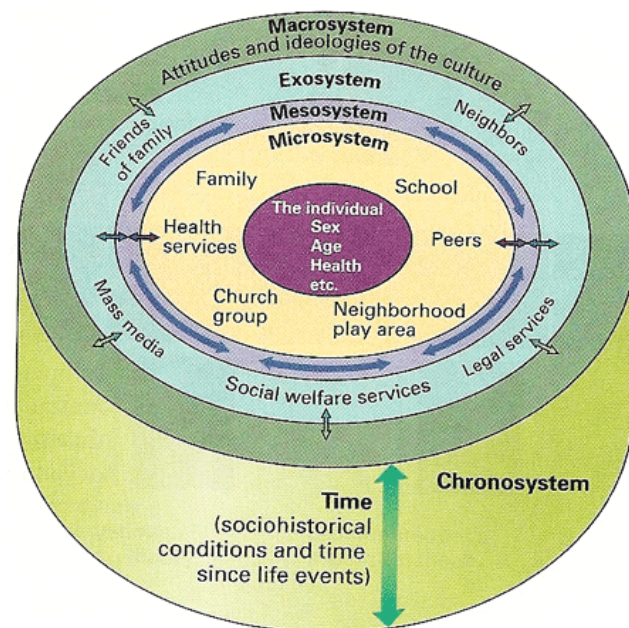
A Chapter structure will sit beneath the Cross-Sector Leadership Table to help organise community representation and coordinate effort. (Page 14)

Each Chapter will share some agreed underlying principles and ways of working with a commitment to access, equity and transparency in decision-making. (Page 14)

While the Logan Together Prospectus outlines a suggested thematic division for a Chapter structure, members of the Logan Together Working Group have expressed interest in exploring options for alternative thematic structures.

Although government and community agencies may be familiar working within their own sectors, are these networks suitable for members of the community, especially families and care-givers to join in collaboration or are there better ways of rallying around central topics of everyday life? Could a neighbourhood focus deliver more localised and relevant Chapters or perhaps a focus on the developmental stages of life or childhood outcomes may be beneficial.

Lastly, the division of Chapters could account for the ecological systems that influence the development of the child, recognising that some stakeholders are in closer proximity to the child and have a greater direct influence while others indirectly influence their development.² This could account for Employment and Training or Business Chapters, which are necessary for families, but are not necessarily directly involved in childhood development. Bronfenbrenner² describes these interactions and helps us identify how we can best influence the healthy development of children. Page 7 of the Logan Together Prospectus outlines further ideals for childhood development in an ecological context.



Question 2: Which thematic divisions are the most effective for engaging with children and their families while leveraging existing networks and service system structures?

- **Traditional Industry Service Sectors** - The current Logan Together Prospectus suggests the following main Chapters to leverage the resources of existing networks:
 - Children, Youth and Families Services (including Domestic Violence services)
 - Education (early childhood centres together with primary, secondary and tertiary)
 - Health (with a focus on child and maternal health)
 - Employment and Training
 - Business
 - Housing and homelessness
 - Mental health and drug and alcohol services
 - Neighbourhood Centres, Sports and Community Associations
- **Developmental Stages**
 - Antenatal
 - Infant
 - Toddler
 - Kindy
 - Prep
 - Primary

² Bronfenbrenner U. The Ecology of Human Development: Experiments by Nature and Design. Cambridge, MA: Harvard University Press; 1979. ISBN 0-674-22457-4

- **Common Outcomes**
 - Language development
 - Child health & wellness
 - Social readiness
 - Cultural participation
 - Safe place (housing and child safety)
 - Economic participation
 - Transport availability
- **Neighbourhoods**
 - Place-based approach, suggested as the basis for Family Chapters.

The Burnie Works initiative and other global collective impact sites have demonstrated higher levels of parental engagement through local Parent Chapters. In this model of engagement, parents join together in a local Chapter to discuss priorities and issues relevant to them, as representatives of those with lived experience. Parents may elect to sit on other Chapters with a different thematic focus, such as education, to provide feedback directly and help shape the progress of these matters. Issues raised by the Parent Chapter are given special attention by the peak governance body as part of the engagement and continuous feedback loop and helps keep the overall system responsive.

In the Logan Together context, Family Chapters could be established in neighbourhoods to discuss matters of importance to their local area. A neighbourhood could be defined as a group of streets in a designated place, a suburb or a sub-region of Logan City. Focus groups or other existing community forums could help establish the boundaries for the first tranche of Family Chapters, with a likely focus on localities identified in Australian Early Development Census results and other measures.

Question 3: Should representatives of different Chapters sit on other Chapters to cross-pollinate ideas?

Question 4: Are there barriers to implementing the desired Chapter structure within the existing industry sectors that deliver services to Logan families?

Proposed transition strategies

Logan Together could initiate with the Industry Service Sector Chapter structure to take advantage of existing networks and speed up the commencement of operation. Family Chapters could be developed through a targeted parental engagement campaign with a focus on capacity building and potentially use existing networks such as the Queensland Community Alliance, Parents and Citizens Associations or other neighbourhood groups.

Following the development of the **Logan Together Roadmap**, the Cross Sector Leadership Table should review the Chapter structure to mitigate any gaps or take advantage of newly identified opportunities for cross-sector collaboration. This may result in reforming Chapter membership, creation of new Chapters or formation of localised/specialised working groups within the Logan Together framework.

All Chapter members, including interim or transitional members, must agree to the Code of Conduct to participate in Logan Together committees.

Interaction with the backbone organisation

The Logan Together Prospectus describes the role of the backbone organisation as:

*The collective impact framework will involve the establishment of a **backbone organisation** to coordinate participant agencies, develop common goals that galvanise community action, develop shared measurement systems, oversee coordinating activities and build on the existing networks in Logan. Overseeing the work of the backbone organisation will be a Cross-sector Leadership Table. (Page 6)*

The backbone organisation acts as a common door for all stakeholders to engage with the Logan Together initiative. It ensures that a common agenda is facilitated and communicated to all partners. It enables informed decision-making by the Cross-Sector Leadership Table and Chapters through the provision of a common set of indicators and measurements. And it coordinates activities between Chapters to reduce duplication and guarantee a mutually reinforcing plan of action.

These backbone organisation functions are made possible through the appointment of suitably qualified people whose responsibility it is to facilitate and drive action as *informed* by the Chapters and *directed* by the Cross-Sector Leadership Table. The current Logan Together Prospectus proposes the staffing roles on page 13.

The inaugural Chairperson of the Cross-Sector Leadership Table is Margaret Allison, former Director-General of the Queensland Department of Communities, Child Safety and Disability Services. The Director of the backbone organisation is Matthew Cox, former Group Manager – Community Services for the Australian Red Cross Society in Queensland. Together with other persons legally responsible for the management of funds, agreements and staff for Logan Together, these leaders will form the Management Committee that will oversee the day-to-day operation of the backbone organisation. The Management Committee will be a sub-committee of the Cross-Sector Leadership Table and report its activities to it, which remains the peak governance body for Logan Together.

Interaction with community partners

Community partners and government agencies are able to participate in Logan Together through membership in the Chapter structure or other working groups and may also be represented on the Cross Sector Leadership Table if nominated by their respective Chapter.

As stated earlier, each Chapter will share some agreed underlying principles and ways of working with a commitment to access, equity and transparency in decision-making. This could be encapsulated in a formal **Logan Together Charter**. Other collective impact cities around the globe have a charter that establishes the core principles of the initiative and is endorsed by members.³

Question 5: Should community partners be required to agree to a Logan Together Charter before being accepted into the Logan Together initiative?

Question 6: If it exists, should the Logan Together Charter simply state high level principles of collective impact collaboration or should it also contain the proposed governance arrangements for Logan Together or other rules of engagement?

³ Vibrant Canada [Internet] Waterloo ON (Canada): Tamarack - An Institute for Community Engagement. 2012. Charter | Vibrant Canada; 2012 [cited 2015 Apr 23]. Available from: <http://vibrantcanada.ca/charter>

Proposed transition strategies

Given that a number of community partners are already engaged with Logan Together with varying degrees of formalised commitment, a Logan Together Charter would need retrospective agreement and depending on the organisational constitution of each partner may require significant time to satisfy internal processes for adoption. As such, community partners could be initially invited to participate in Logan Together with the knowledge that a Charter may be developed at a later date. Each prospective partner could be invited to participate in the development of that Charter, with the Roadmap Workshops offering a suitable forum.

Models for development of the Charter are available through existing initiatives both locally, such as the Logan Communities for Children initiative, and overseas such as Vibrant Communities Canada.

If a Charter is to be implemented, care should be taken to ensure that it is implemented early and widely accepted to enable it to be included in the development of procedures within each Chapter and the broader Logan Together initiative.

Communication, reporting and evaluation

In order for each component of Logan Together to work collaboratively, regular communication and reporting is needed. Additionally, it is necessary that regular feedback and evaluation occur for continuous improvement to better meet our goals in a complex environment.

Research of other collective impact sites around the world indicates that traditional methods of episodic evaluation do not effectively capture nuances that make a difference and drive forward collective impact practice.¹ Instead “developmental evaluation” is particularly well suited to dealing with complexity and identifying emerging themes that will enable continuous improvement.⁴

Key tenets of developmental evaluation are a focus on the relationships between people and organisations over time, and the problems or solutions that arise from those relationships.^{1,4-5}

For example, the Vibrant Communities initiative in Hamilton, Ontario developed a simple two-page weekly “outcomes diary” to track changes in impact on individuals, working relationships within the community, and system level policy changes.¹

Question 7: What information may be useful for increasing collaboration and providing a seamless service to families? How can this information be used to inform progress against the Roadmap?

Question 8: What level of reporting to Cross-Sector Leadership Table, Chapters and the backbone organisation should be expected from community partners delivering services under Logan Together? Conversely, what reciprocal information should Chapters and community partners expect from the Cross-Sector Leadership Table and backbone organisation?

Question 9: What formal communication channels or signals should be developed to ensure that opportunities and risks are communicated and actioned?

⁴ See Preskill H and Beer T. Evaluating Social Innovation [Internet]. Washington DC (USA): Center for Evaluation Innovation; 2012 Aug [cited 2015 Apr 23] 25 p. Available from: <http://www.evaluationinnovation.org/publications/evaluating-social-innovation>

⁵ FSG. Collective Impact Practitioner Insights: Paul Born & Liz Weaver, Tamarack Institute [video on the Internet] 2013 Jul 27. Available from: <http://vibrantcanada.ca/resource-library/collective-impact/collective-impact-reducing-poverty-canada>