



**Community-led futures:**

**why finance matters for  
place-based change**



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# Acknowledgements

As a collective, Logan Together is steadfast in its efforts to work together to improve the life outcomes of our jarjums and families by embedding our pillars: **First Nations First. Children at the Heart. Community-Led.** We believe in First Nations First, which means Aboriginal and Torres Strait Islander community, families and jarjums feel like their Indigenous lives matter, respect is paramount, and they are heard.

Logan Together gratefully acknowledges the investment and collaboration of Hand, Heart, Pocket in this project. This investment has provided Logan Together the opportunity to explore new ways of thinking about financing the work of place-based change and has kick-started a critical conversation about why finance matters when communities share decision-making around their futures.

We also thank the Ethical Fields Team for their facilitation, guidance and for their contribution 'above and beyond', as the initiative gathered momentum and the synthesis, and the subsequent reporting, became increasingly substantial.

This is a confidential document for the Logan Together governance groups and participants in the Funding Model Workshops only.





# Executive summary

Logan Together exists to see *Logan's children happy, healthy and thriving now and for generations to come.*

Logan Together has been at the forefront of the place-based change and Collective Impact movements for over ten years. The Logan Together Backbone Team currently relies on funding from the Queensland and Australian Governments, and some flexible financial support from philanthropic partners who see the immense value of Logan Together's collaborative work.

However, much of the collaborative effort of the Logan Together movement remains unfunded. The true cost of the approach is not realised, relying instead on good will and volunteerism. The suite of work that is essential but consistently underfunded, includes:

- Innovation;
- Codification of learning;
- Appropriate compensation for community leadership, coordination and guidance;
- Funding a sufficient number of Community Connectors;
- Evaluation across the entire initiative (and time to feed into that evaluation);
- Learning offerings provided through the Logan Community University eg Immersion Events, First Nations First Program;
- Informing the development of collateral by intermediaries;
- Mentoring other place-based change initiatives;
- Scaling and networking across other communities; and
- Time to focus deeply on realising financial sustainability.

Those leading Collective Impact initiatives enter into a social contract with the communities they serve to see intergenerational change. This means the work simply has to continue. As a consequence, extreme demands are consistently placed on key community leaders and unrealistic workloads are experienced by Backbone Teams. Nationally, these pressures can - and do - lead to instability within initiatives and teams, with the potential for a corresponding reduction in impact.

The impact of this investment gap is significant. Unless the financing of the work matches local commitment, this groundbreaking initiative and its impact will remain vulnerable.

There is strong support for community-led, place-based social change in the current policy context, but the necessary mechanisms to fully support the work will take time to put in place.

Because of this, Logan Together is committed to finding how to sustainably finance its work in ways that:

- Meet the real costs of the work;
- Allow time for government to get organised to work in partnership and collaborate with community;
- Reduce the impact of misaligned funding cycles;
- Allow funding to shift and change to align with the needs of the work and the Logan community; and
- Support self-determination for the Logan Community.

This project was created for this purpose – to understand and explain the importance of finance for place-based change work, and to find practical ways for finance to nurture and drive community-led futures.

The project began the process of creating a secure, flexible income stream of \$1-2 million each year, within 5 years. In practice, this means that where possible, the income stream is not linked to discrete financial years and/or it sits outside short-term funding cycles.

Logan Together worked with Ethical Fields to deliver the start of this process. This phase saw Ethical Fields lead a codesign process from February-May 2024 with a diverse group of Logan Together people and their allies. Over three workshops, the group explored five possible revenue streams. Additional interviews took place to deepen and expand the information available.

### **The five possible revenue streams were:**

**Establishing a Community Foundation**

**Having a stake in local infrastructure development**

**Charging fees for service**

**Owning local enterprises**

**Payment for Outcomes**

Each of these offered opportunities for Logan Together to diversify its revenue sources with varying levels of investment, return and further investor and market testing, and in a couple of cases set-up costing.

Priorities for the next five years to meet the goal of increased financial independence for Logan Together also emerged:

### **Test up close and then go wide**

This process has highlighted a number of next steps to establish which revenue streams make the most sense for Logan Together. Testing and refining possibilities can happen close to home through the diverse mix of service providers, government and philanthropic stakeholders amongst Logan Together's leadership and allies.

For example the Foundation, once a corpus is established, is a relatively passive approach with limited need for new skill or business case development. In contrast, Childcare centres have some very exciting opportunities for partnerships, some potential for significant profit, changes in practice that are responsive to Logan's people and also require a diversification of Logan Together's management capabilities.

### **Building a new narrative and doing it with others**

In this moment, there is limited understanding that tackling inequity in Australia cannot happen unless resources flow differently and local people have decision-making power over those resources. Logan Together has invested in place-based change making for over 10 years and it is now time to take it to the next level as a contribution to changing how the system supports place-based responses.

### **Setting a value for the work and developing internal policies and systems to support this**

A significant proportion of the Backbone Team and other connecting and collaboration functions go unrecognised, underdone and unpaid in community-led, place-based change work. The first step to changing this is setting value for contribution, and monitoring against this. The over arching value of the Logan Together partnership could also be better quantified.

### **Move to "developmental budgeting" and financial management**

Real time systems that reflect the complexity of the work can serve as meaningful planning, learning and adaptation tools.

### **Start now**

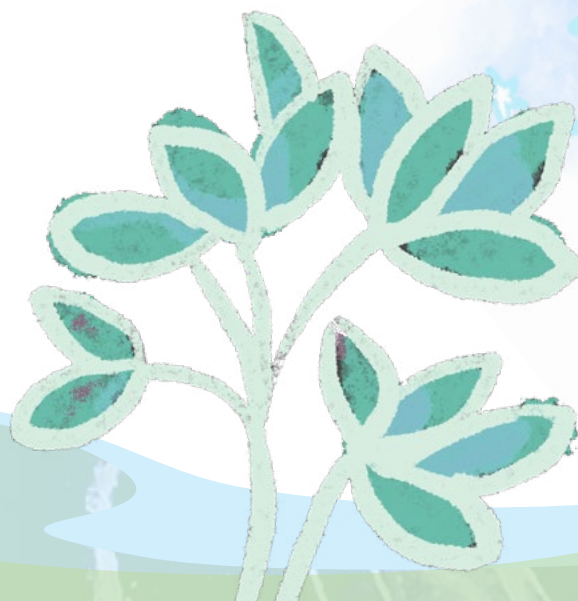
There are many everyday practices that can ensure opportunities to increase revenue and reward for Logan Together's people. These could start soon, and through this, begin to shift culture across the initiative to include a focus on equity through resource flows and economic opportunities.

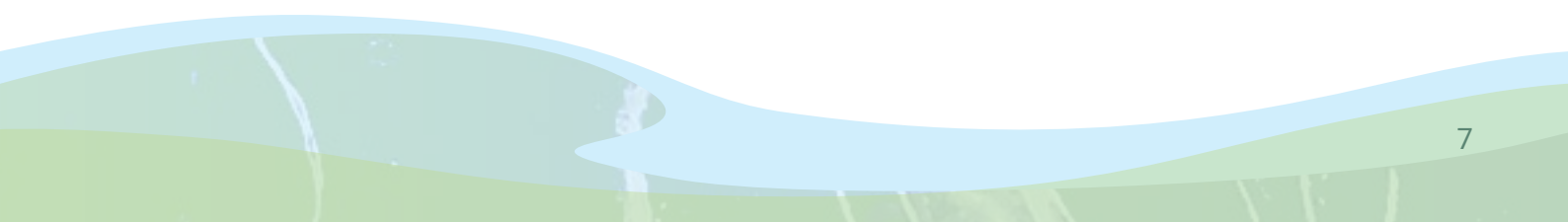
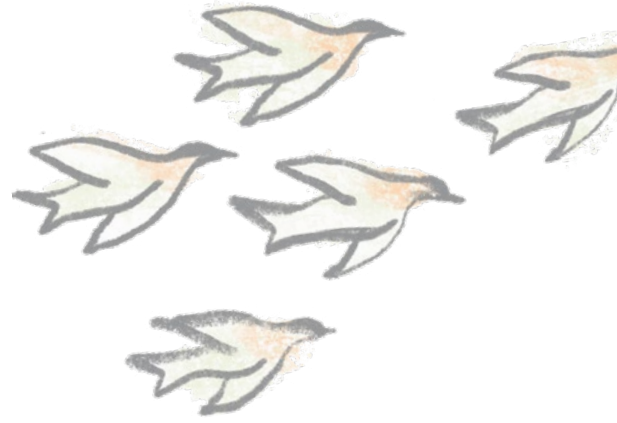
### **Develop the relationships needed**

Relationships with a range of influential people have been a hallmark of Logan Together. An expanded approach to the funding model will also require an expanded approach to the kind of relationships that might be needed: commercial, technological, fundraising and leadership, as examples.

### **Assume Abundance**

Setting a value for Logan peoples' time and intellectual property, and embedding this within partnerships, contracts and field-building, could significantly change not only the funds available to Logan Together but the national story about how to support and recognise this work.







# Glossary of key terms and acronyms

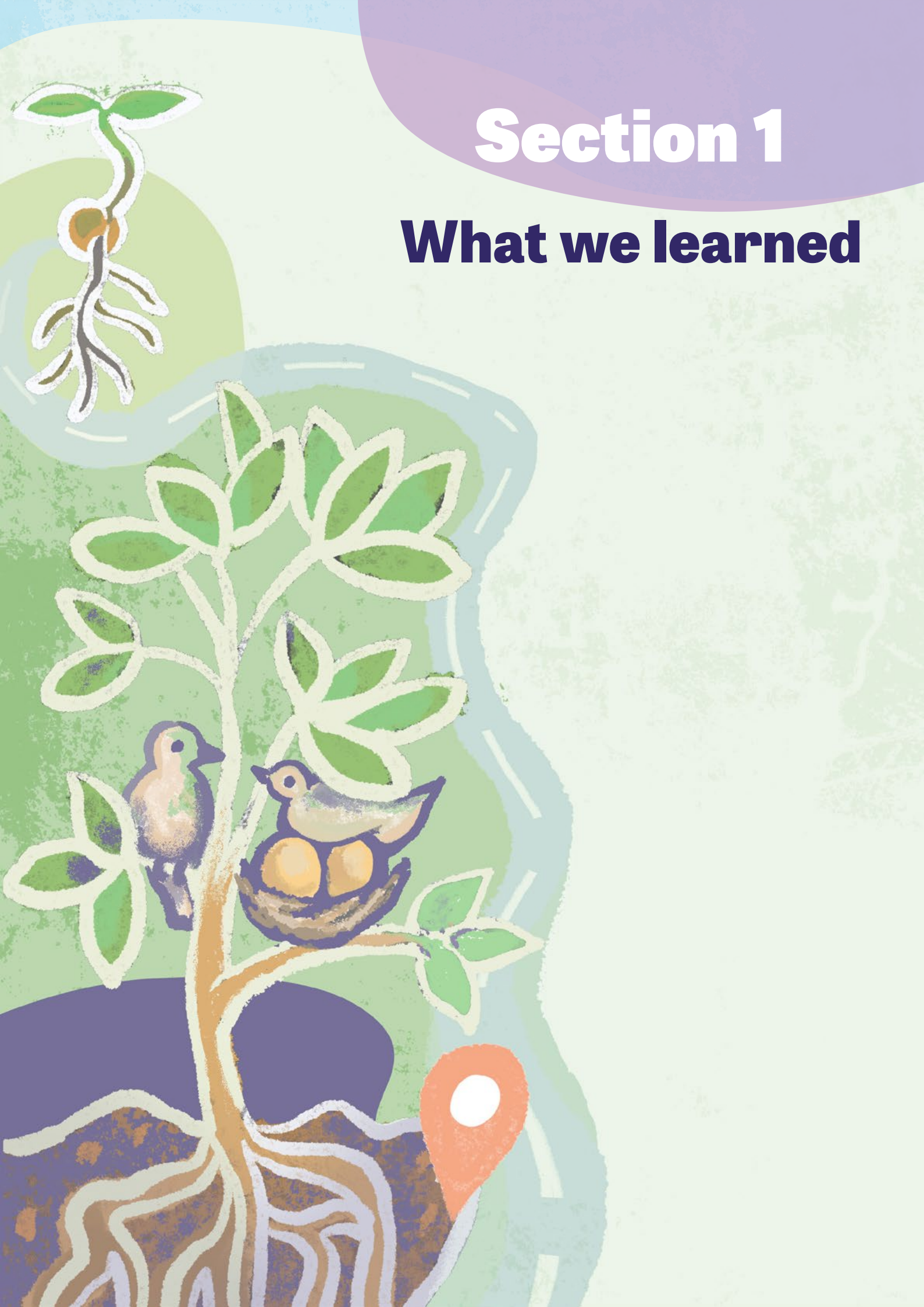
Term	Definition
ARACY	Australian Research Alliance for Children and Youth
Brisbane South PHN	Brisbane South Brisbane works in partnership with health professionals and our communities to improve the health outcomes of everyone in our region.
Central Backbone Team	At the core of Logan Together, sits a group of dedicated change agents who operate as servant leaders to the community and partners. Their role is to: <ul style="list-style-type: none"> <li>- Guide vision and strategy</li> <li>- Support aligned activities</li> <li>- Enable shared decision-making</li> <li>- Support the community movement</li> <li>- Mobilise funding to support the initiative</li> </ul>
Collective Impact	<p>Collective Impact is a community led and cross-sectoral collaborative approach to achieving strong community outcomes. Collective Impact initiatives recognise the unique strengths, opportunities, and challenges of each place.</p> <p>Collective Impact is practised in Logan through workstreams and mindframes aligned with 6 principles:<sup>1</sup></p> <ul style="list-style-type: none"> <li>▪ Container for change</li> <li>▪ Community Mobilisation</li> <li>▪ Two-Way learning</li> <li>▪ Strategic Learning</li> <li>▪ High Leverage Actions</li> <li>▪ Sustainability</li> </ul>
DSS	Australian Government - Department of Social Services
DTATIPCA	Queensland Government – Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
Ethical Fields	<p>Ethical Fields partners with government, non-government organisations, businesses and the community to shape local economies and build community wealth. The organisation convenes partnerships to design and scale interventions that:</p> <ul style="list-style-type: none"> <li>▪ foster local autonomy, resilience and prosperity;</li> <li>▪ build local and regenerative industries and enterprises; and</li> <li>▪ transform the economy to enable local people &amp; places to thrive.</li> </ul>

1 Collective ed. (2019) *Intermediary Roadmap: The Pathway to Enabling Population-Level Social Change*

<b>First 2000 Days</b>	The first 2000 days of a child’s life are critical. From conception to Age 5, a child’s rich development sets the stage for the future and, across Australia, communities and Governments are prioritising these early years and wrapping support around children and families to ensure our youngest children thrive. Our Logan community has created a bespoke Early Childhood System which best meets the needs of Logan’s children and families. This is also referred to as either our plan for the ‘First 2000 Days’, or our ‘Core Suite’.
<b>Logan Together</b>	Logan Together is a community-led, place-based Collective Impact initiative in Logan, Queensland. The focus of the initiative is to ensure all of Logan’s children thrive, from conception to Age 8 years.
<b>Local Backbone Team – focus communities</b>	Logan Together is working at scale and operates on three levels: <ol style="list-style-type: none"> <li>1. <b>Regional</b> – across the whole of the City of Logan</li> <li>2. <b>Place-based</b> – across ‘deeper dive’ Focus Communities around whom we wrap holistic support as agents for change; Eagleby Together, Strong Beginnings (Yarrabilba/Logan Village), Berrinba Collective</li> <li>3. <b>Cultural</b> – across the Pasifika community, hosted by a trusted partner, Village Connect</li> <li>4. In each place-based and cultural Focus Community exists a local Backbone Team and local Governance, each supported through the Logan Together Central Backbone Team</li> </ol>
<b>Logan Together Three Pillars</b>	First Nations First Children at the Heart Community-led
<b>Place-based change</b>	Place matters, and the community members within place know deeply what works in their environment. Our place-based, community-led Collective Impact approach seeks to achieve systems change to improve population-level outcomes for children across generations. To achieve this, we work alongside community, in their space, to create the conditions that they know will enable change.
<b>PRF</b>	Paul Ramsay Foundation
<b>System</b>	The ‘System’ refers to all elements of a child’s life that will influence their trajectory through life: <ul style="list-style-type: none"> <li>▪ family foundations</li> <li>▪ strengthened communities</li> <li>▪ aligned and integrated services</li> <li>▪ policies which reflect the needs and priorities of community</li> <li>▪ environmental domains.</li> </ul>
<b>TQKP</b>	Thriving Queensland Kids Partnership

# Section 1

## What we learned





# Why finance matters for place-based change

Collective Impact has been applied in Australia for over ten years, with scores of communities embracing the approach to creating place-based change, and measurable signs of improved outcomes amongst the more mature initiatives. However, during that time there has also been an innovation gap in the use of financial levers and pooled resources to shift inequity through this work. This is significant, given inequality often relates to unequal access to financial opportunity, resources and support.

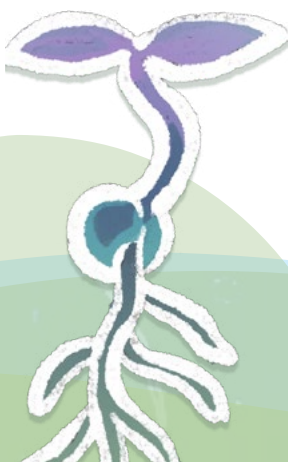
The wicked problems concerning so many Australians can't be solved by individual action, policy or programs. These systems-focused collaborations are necessary, and in fact essential, for both real change across whole populations and for the millions, and sometimes billions, of dollars spent to have some chance of impact.

Amongst more ambitious innovators in this space has been the desire to share power (and resources) on the understanding that this is essential in tackling inequity.

From the beginning, it had been assumed that when inspired coalitions of local people gathered around complex issues and developed shared agendas, measures and actions, that these Collective Impact initiatives would be supported by the redirection of funding into place. This funding would drive action, learning and change across the local system and beyond.

These early expectations of innovation weren't radical but they did assume that in time, significant shifts in the ways finance flowed would take place. Logan Together has been a leader in the Collective Impact movement for over ten years. However, beyond a handful of Australian Government and State Government initiatives to test and try new ways of funding, these reasonable expectations have yet to be realised.

Logan Together currently relies on relatively short-term funding from the Queensland and Australian Governments, and some more flexible financial support from philanthropic partners. This investment is received with gratitude.



However, the timing, the quantum and the scope of the investment creates limitations. For example:

- During the time this project took place, due to government budget and funding cycles, Logan Together was waiting for confirmation of nearly half its funding beyond June 2024.
- Despite being a scaling initiative that is now fielding four local Backbone Teams as well as the central Logan Together Backbone Team, and building readiness in other communities, the growth of the initiative is not reflected in the quantum or longevity of commitment of investment.
- Much of the collaborative effort remains unfunded, meaning that the true cost of the approach is not realised and continues to rely on good will and volunteerism.

Through the highs and lows of this ambitious initiative, the people of Logan have kept turning up, committing time and again to complex long-term change making. Local residents, partners and allies continue to invest in and refine whole-of-place plans and take joint action. Their voices and efforts have been influential in both Queensland and nationally. However, the efforts of many, that could be primarily focused on work to improve outcomes for children, are often spent instead ensuring the initiative is funded.

Unless the financing of this work matches local commitment, this groundbreaking initiative and others like it remain vulnerable. Failing to finance the work in ways that suit the model of place-based change, puts at risk the ability to renegotiate power, grow local community wealth and, ultimately, improve outcomes for children.

There are risks associated with all of the alternative funding options that this project has explored, but the risk of doing nothing looms larger.



# Project purpose and approach

From November 2023 to May 2024, Ethical Fields worked alongside Logan Together and its partners to explore what an innovative and sustainable funding model could look like.

[Ethical Fields](#) partners with government, non-government organisations, businesses and the community to shape local economies and build community wealth. The organisation convenes partnerships to design and scale interventions that:

- Foster local autonomy, resilience and prosperity;
- Build local and regenerative industries and enterprises; and
- Transform the economy to enable local people & places to thrive. <sup>2</sup>

Logan Together and Ethical Fields are aligned in their commitment to build local leadership, autonomy and to realise local aspirations – Logan Together, through convening the local early years system and championing the cause locally and nationally, and Ethical Fields through supporting new thinking and action about finance flows and local economies.

The work together through this initiative was to develop a funding model for Logan Together that:

- Matched the Logan Together commitment to intergenerational change-making for Logan’s children; and
- Allowed for long-term planning and the security and appropriate remuneration of the people needed to support this.

This future model would align to Logan Together’s values, vision, intended outcomes and three pillars (**First Nations First. Children at the Heart. Community-led.**).

## Project Purpose Statement:

*To create a secure, flexible income stream of \$1-2 million each year, within 5 years. Where possible, the funding is not linked to discrete financial years or it exists outside inflexible funding cycles.*

<sup>2</sup> For more information about the Ethical Fields team see Annex 2

Figure 1: Common types of funding streams  
 Articulated after Workshop 1 by Lyn Hamill (Logan Together Board Member)

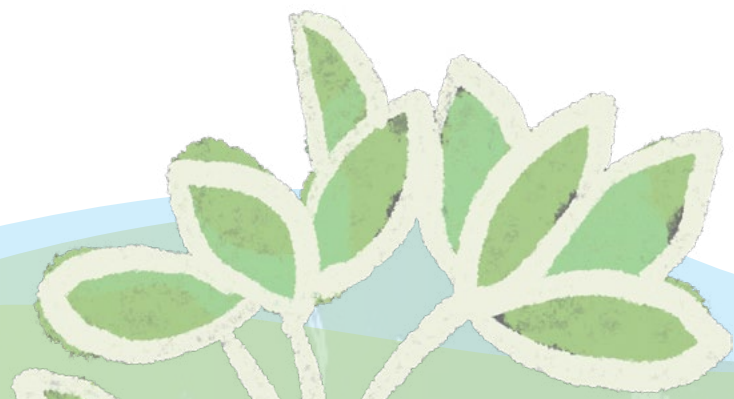
Least flexible		Most flexible		
Specific use grants	General funds	Re-direction of program funding	Philanthropy	Self-generated funds LT Owned
Targeted population	Possible targeted populations			Funds applied in line with Collective Plan + Logan Together Leadership Table Board, Gnirigomindala Karulbo
Targeted activities	Some flexibility in activities			
Time specific	Time specific	Ongoing	Some flexibility in timelines	Fully flexible

This project sets out to start the process to grow the funds available to Logan Together in the “most flexible” zone of possible funding streams (see Figure 1) to meet the investment gaps and to enable the deep work underway to continue to ripple out and create impact.

The intention of this project was also to allow Logan Together people and their allies the space to begin to develop a shared language and understanding of what might be possible and to identify some of the challenges of developing a new funding model. This in turn would support informed decision-making by Logan Together leadership.

Some of the underpinning assumptions in the process were that:

- Under the right conditions, profit does not distract from purpose, it accelerates it.
- Ownership means more than influence over the design and implementation of a shared agenda – it means a real return to community for its care for place and the wisdom of lived experience. That, in turn, is regenerative.



# Project process and lessons

Ethical Fields brings community wealth building and place-based capital mindsets that influence stakeholder engagement, including the questions asked and the options explored. The initial proposal was for a codesign journey that involved:

- Travelling through a number of stages – *kick off, discovery (of what the situation currently is and what’s possible), design and prototyping.*
- Working actively with the central Backbone Team and a small working group made up of a handful of Logan Together people from the various leadership, governance and action groups.

The original process was articulated as follows:

## The process will follow four steps

### Step 1 . Inspiration and scene setting

Workshop #1 - February

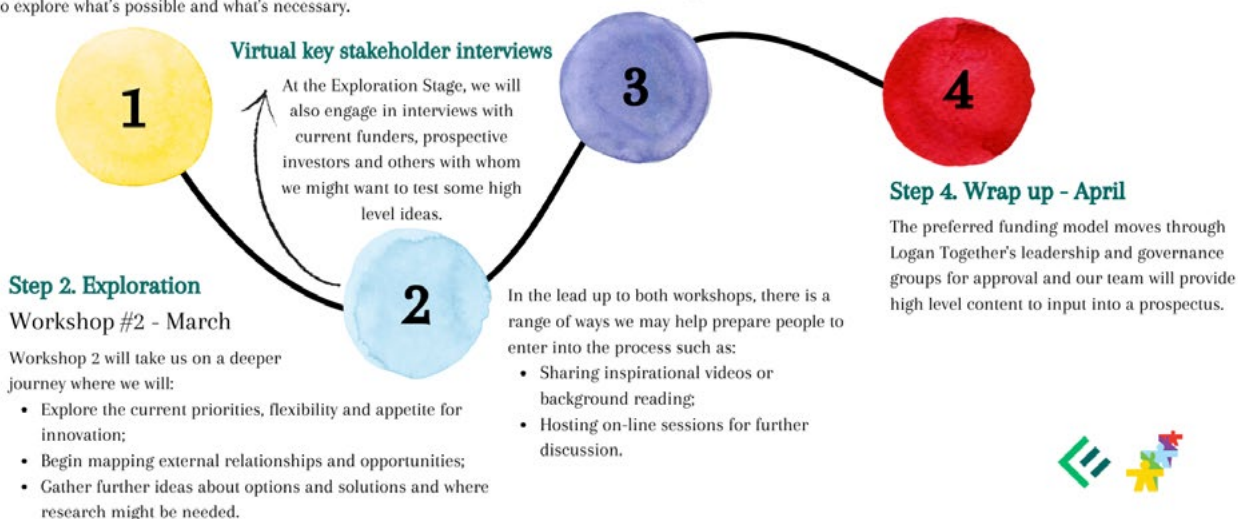
We will come together in Workshop 1 to:

- Connect as a team and agree how we are going to work together;
- Begin to explore what’s possible and what’s necessary.

### Step 3. Design and discernment

Workshop #3 - March

We will present two or three options for you to workshop, refine and sanction.



## The process evolved

**A larger and more diverse group** – The original proposal for the codesign process brought together a group of 6-8 people. After discussion between the Ethical Fields and Logan Together project leaders, this expanded to a larger codesign team, with a group of over 20, including current and potential funding partners, those with business acumen and economic expertise, and others deeply involved in the work of social change.<sup>3</sup>

<sup>3</sup> See Annex 1 – Working group participants and interview respondents



**A slower process to ensure culture set** – The plans for the first workshop changed significantly when Logan Together people had the opportunity to gather the day before and reflect on how they wanted to set culture. This meant the group didn't get as far through the design process as planned at the first workshop, and the three-workshop process was renegotiated.

**A flexible container for the work** – The group experimented with an online option to include those that had trouble travelling. This was discontinued after Workshop 1 because of the logistical challenges around creating relationships and sharing ownership.

**The financial status and projections** for Logan Together continued to shift against a significant advocacy platform for the First 2000 Days initiative, and also in line with potential funders' decision-making protocols and rhythms. This ultimately influenced the amount of income that Logan Together identified as being required from through the emerging Funding Model.

**The shape of Logan Together** also evolved over the six-month period of preparation and design, with the initiative scaling to include further Focus Communities, also influencing the required quantum of income.

## Advantages and opportunities that emerged through the process

The design assumed that by getting a diverse group of people together and meeting with others as required, some of the change we wanted to see, and the opportunities we hoped for, would arrive through the process.

They did, and include:

- Opportunities for new, high value partnerships with Queensland stakeholders.
- Ever-strengthening partnerships with philanthropy.
- Further stretching Collective Impact practice and seeing Logan Together continue to advance new boundaries of systems change.
- New understandings about place-based change developed across sectors.
- Strengthened narrative around Logan Together's scalability.
- Heightened focus on sustainability across Logan Together.
- Increased clarity within the field about the 'true cost' of the work and the associated investment gaps.

## The journey

This report reflects the beginning of the process of establishing a sustainable funding model for Logan Together, rather than the end.

Throughout the six months, a group of diverse, expert and talented stakeholders explored several possibilities, and discovered many valuable learnings and insights.

Five possibilities reflecting the ideas of the working group, the experience of Ethical Fields and current live opportunities, were initially explored as a starting place for this work. These included:

### **1. A community foundation**

Logan Together having a pool of funds that are invested, providing an annual return large enough for Logan Together's leadership to fund the parts of the backbone and the collaborative work that the current system does not support.

### **2. Community co-ownership of infrastructure**

Logan Together holding a true ownership in upcoming local infrastructure projects, returning some of the wealth from these initiatives to the place where the wealth is created.

### **3. Local enterprise**

Logan Together having an ownership stake in, or even initiating the partnerships to create, local enterprises.

### **4. Fees for services**

Logan Together charging fees for offering services, or facilitating the community to offer these services for payment.

### **5. Payments for Outcomes**

Logan Together receiving payments for outcomes (changes in children's and families' lives), rather than the activity of delivering everyday services.

While all five funding possibilities are live opportunities, they were also chosen to start conversations, challenge current assumptions and activate blue sky thinking.<sup>4</sup> Logan Together's funding model will evolve from these ideas, conversations and grand visions, and will likely incorporate various elements across several of the workshopped options.<sup>5</sup>

Ethical Fields facilitated the Workshops and interviews at the centre of this project, and used concepts like 'commercialise' and 'profit' that aren't always part of the social change-making tool kit, and may seem counter to the culture of not-for-profits. This choice of language reflects a shift in mindset and recognition that independent income streams are essential for initiatives like Logan Together to achieve their purpose.

<sup>4</sup> See Section 2 for details about each of these options.

<sup>5</sup> Workshops two and three saw a more concentrated exploration of three options – community foundation, local enterprise, fees for services.

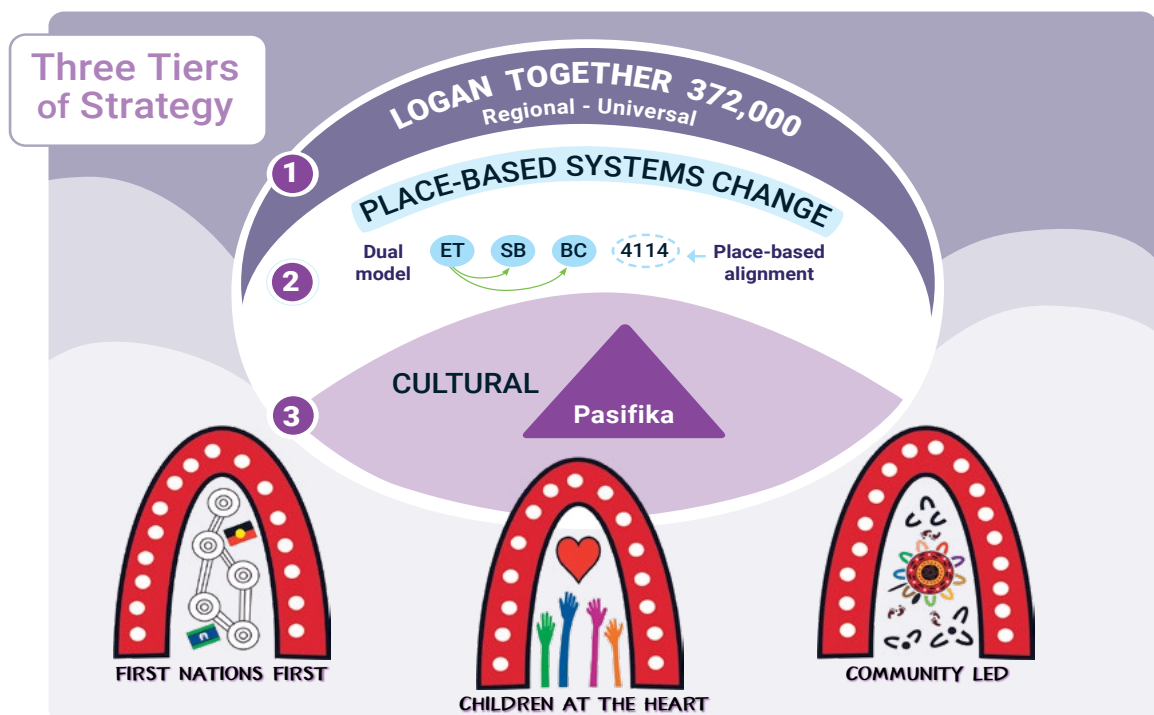
# Logan Together's current financial position

## Overview

Logan Together exists to see *Logan's children happy, healthy and thriving now and for generations to come.*

With a focus on achieving impact for children and families, the Logan Together community-designed Collective Plan identifies three tiers of strategy:

- **Regional** across the whole of Logan (the central Logan Together Backbone Team – nine members).
- **Place-based** across three focus communities working to affect systems change (four local Backbone Team members in total are funded by Logan Together).
- **Cultural**, alongside the Pasifika community hosted by Village Connect (three local Backbone Team members are funded by Logan Together partners).



The Logan Together Collective Plan highlights the importance of these Focus Communities and the data provides clear evidence of social change as a consequence of the tiered strategy.

Logan Together's financial position and funding arrangements can be unpredictable. This

means the Logan Together Backbone Team gap-fill, spend a deal of their limited resources continually sourcing funding, and over-extend to deliver work that is fundamental to improving outcomes for local children as guided by community and the evidence.

There is also a suite of work that is essential but is consistently underfunded, including:

- Innovation;
- Codification of learning;
- Appropriate compensation for community leadership, coordination and guidance;
- Funding a sufficient number of Community Connectors;
- Evaluation across the entire initiative (and time to feed into that evaluation);
- Learning offerings provided through the Logan Community University eg Immersion Events, First Nations First Program;
- Informing the development of collateral by intermediaries;
- Mentoring other place-based change initiatives; and
- Time to focus deeply on realising financial sustainability.

The impact of this investment gap is significant. Unless the financing of the work matches local commitment, this groundbreaking initiative and its impact (and others like it) will remain vulnerable.

Those leading Collective Impact initiatives enter into a social contract with the communities they serve to see intergenerational change. This means the work simply has to continue. As a consequence, extreme demands are consistently placed on key community leaders and unrealistic workloads are experienced by Backbone Teams. Nationally, these pressures can - and do - lead to instability within initiatives and teams, with the potential for a corresponding reduction in impact.

There is strong support for community-led, place-based social change in the current policy context, but the necessary mechanisms to fully support the work will take time to put in place.

Because of this, Logan Together is committed to finding how to sustainably finance its work in ways that:

- Meet the real costs of the work.
- Allow time for government to get organised to work in partnership and collaborate with community.
- Reduce the impact of misaligned funding cycles.
- Allow funding to shift and change to align with the needs of the work and the Logan community.
- Support self-determination for the Logan Community.

This project was created for this purpose – to understand and explain the importance of finance for place-based change work, and to find practical ways for finance to nurture and drive community-led futures.

## A snapshot of Logan Together’s current financial position

Logan Together is currently resourced via a mix of State and Federal Government funding and from contributions from philanthropy. This funding is used to facilitate the work of the Logan Together Central Backbone team, Focus Community Backbones and for the resourcing of community led solutions and connectors. Table 1 provides a snapshot of these costs and Logan Together’s secured funding as of June 2024. As discussed above, Logan Together’s financial position and funding arrangements are unpredictable, as are the needs and readiness of communities, meaning that the 2024-25 figures and beyond will continue to evolve and shift. Logan Together’s budget does not include funding and expenses associated with the many programs that are run through Logan Together partners.

As of June 2024, the core costs of running the Logan Together Central Backbone Team, Community Lead Solutions, the Focus Community Backbone Teams and necessary Logan Together overheads are still not fully funded for the 2025 financial year and beyond, with a shortfall in 2025 of \$185,000, and a shortfall of \$785,000 for 2026 and future years. **This shortfall assumes that Logan Together will fund the Focus Community Backbone Teams ongoing and that further future funding will not be generated by the Focus Communities themselves, nor through current partnerships and advocacy efforts.**

**Table 1: Logan Together’s current financial position**

Financial Years	2024	2025	2026	2027	2028	2029
Philanthropy	\$350,000	\$608,000	\$500,000	\$500,000	\$500,000	\$500,000
Qld Gov	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
Australia Gov	\$1,145,160	\$1,357,100	\$1,357,100	\$1,357,100	\$1,357,100	\$1,357,100
Aust govt DSS (Capacity building)	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Australia Gov Community Lead Solutions	-	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Other income	\$66,320	-	-	-	-	-
Carried over funds (due to community readiness) *	\$617,835	\$386,840	-	-	-	-
<b>Current Funding</b>	<b>\$3,079,315</b>	<b>\$3,351,940</b>	<b>\$2,857,100</b>	<b>\$2,857,100</b>	<b>\$2,857,100</b>	<b>\$2,857,100</b>
Central Back Bone People	(\$1,238,296)	(\$1,680,589)	(\$1,680,589)	(\$1,680,589)	(\$1,680,589)	(\$1,680,589)
Community resourcing - Community led solutions and connectors	(\$1,062,587)	(\$1,062,587)	(\$1,062,587)	(\$1,062,587)	(\$1,062,587)	(\$1,062,587)
Focus Community Backbone Teams	(\$97,977)	(\$500,000)	(\$500,000)	(\$500,000)	(\$500,000)	(\$500,000)
Overheads	(\$293,615)	(\$293,615)	(\$399,000)	(\$399,000)	(\$399,000)	(\$399,000)
<b>Total Expenses</b>	<b>(\$2,692,475)</b>	<b>(\$3,536,791)</b>	<b>(\$3,642,176)</b>	<b>(\$3,642,176)</b>	<b>(\$3,642,176)</b>	<b>(\$3,642,176)</b>
LT CASHFLOW (Current Case)	\$386,840	(\$184,851)	(\$785,076)	(\$785,076)	(\$785,076)	(\$785,076)

\* Funding does not always align with community readiness. In these instances, funding was carried forward across a financial year to meet readiness of the focus community.

## Central Backbone Team Funding

The Logan Together Backbone team is the glue that brings together the whole. They convene the partnerships, champion the cause, secure funding, build awareness and capacity of a wide range of players, negotiate conflict, engage the community, develop new tools to support the work, support planning, learning, monitoring and evaluation. Importantly, they remain nimble, walking alongside community members and other leaders.

In 2024-25, the Logan Together collaboration has a budget of \$1,680,000 to specifically fund the employee costs of the Central Backbone team. An additional \$293,000 is allocated to business expenses such as accounting, legal, catering, consultants, insurance, training, website, travel and office expenses.

The majority of the funding to support this comes through the innovative Stronger Places Stronger People (SPSP) program, which is overseen by the Australian Government Department of Social Services (DSS) and the Queensland Government Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTATSIPCA). SPSP funding is allocated over ten years in two five-year funding cycles. The Stronger Places Stronger People funding commenced in 2019 and is currently due to conclude in 2029.

## Local Backbone Team Funding – Focus Communities

In 2024-25, the Local Backbone teams in Logan Together focus communities have a budget of \$500,000, primarily covering employee costs of Engagement Lead, Administration and two Backbone Leads. There are currently four Focus Communities in Logan.

In addition to the SPSP funding mentioned above, the funding for the local Backbone Teams in three of Logan Together's Focus Communities is supplemented through the Australian Government 'Connected Beginnings' initiative, (provided as outreach through Eagleby Together) and through a joined-up resourcing pool involving Communities for Children investment (a further Australian Government place-based funding arrangement). Together, these sources of funding support a dual model of practice that joins up First Nations and universal approaches to Collective Impact systems change.

Each of these Government initiatives (SPSP, Connected Beginnings, Communities for Children) applies a more flexible approach to working in place than is held more broadly across Government.

Currently the Logan Together investment into the Local Backbone Team roles for the focus communities is in place for one year only, and notionally will need to be sought each year. The small central Logan Together Backbone Team offers alignment and Collective Impact learning and support to the focus communities, and builds the research and evidence bank to

measure impact. The co-ordinating, capability building and evidence-generating aspects of this work within the focus communities are not currently funded.

### **Funding for Community Initiatives**

The power of Collective Impact in Logan comes from the actions and initiatives of community and its partners. There are currently over 50 strategic initiatives associated with the Logan Together collaboration (and many more applications of each of these initiatives in different places across Logan). These initiatives range from Maternal and Child Health Hubs offering cultural safety and continuity of care, to reformed systems approaches to Kinship Care, from community and workforce development around neuroscience and on to the Logan Community University.

These initiatives are usually funded individually by Australian Government, Queensland Government, philanthropy and a range of Logan Together partners and stakeholders. Further, in many cases, the work is managed and co-ordinated by community agencies through good will in the absence of dedicated funding for this role. Philanthropy has also previously gap-filled the central Backbone Team's budget to enable resource allocations directly into community.

### **Evaluation**

Evaluation is critical to the work of Logan Together, and Government and philanthropists are keenly interested in Logan Together building a strong evidence base. The central Backbone Team contributes to the generation of this evidence. At the same time, robust evaluation needs to be supported by independent specialists. This is a costly endeavour. By way of example, independent evaluation of the separate elements of the First 2000 Days Early Childhood System for Logan has been quoted at around \$1.5 million in the first year (reducing somewhat in subsequent years once the frameworks and methodologies have been described).

### **Innovation and scale**

As a region of almost 400,000 people and more than 250 languages and cultures across 72 suburbs, Logan is large and extremely diverse. The central Backbone Team of Logan Together acts like an intermediary and a hub for an expanding group of networked local Collective Impact sites. In an ideal world, each part of the Logan Together ecosystem will be trialling, learning and adapting to what works in their context, from local place to whole systems.

Access to some flexible funding is a prerequisite for innovation and responsiveness.

Being one of Australia's more mature Collective Impact initiatives, there is a significant interest in the ground-breaking frameworks and approaches underway to lean into the next phase of the work. Despite generating significant new knowledge that has been shared widely along the way, there is no specific investment in this kind of innovation.

Logan Together are taking on a role to identify the elements which support scalability. This work is of interest to Australia, State and Territory Governments and philanthropy, but it remains unfunded.

### **Logan's Early Childhood System – proposing a new way of working**

The work done to design a bespoke and integrated Early Childhood system for the first 2000 days of life is an example of the effort invested trying to find new ways of getting finance to flow, and the challenges the system offers. The system is based on community voice, the data and evidence and is underpinned by the practice principles of impactful service delivery in Logan. This suite of five initiatives and five enablers sits at the centre of Logan Together's 'High Leverage Actions' for intergenerational change and has the potential to be life changing for Logan's children. In November 2023, a proposal valued at \$16.68 million for 2024-25 was developed by Logan Together and Brisbane South PHN to implement the system.

Over a period of ten months spent co-designing the Logan Together advocacy and investment approach alongside a range of philanthropic and government partners, an initial investment requirement for 2024-25 was identified as:

- Australian Government: \$5.88 million.
- Queensland Government: \$6.02 million.
- Philanthropy: \$4.78 million.

The initial five-year phase was intended to enable high quality implementation across Logan Together's focus communities. The energy and support amongst the group was high and positive. The policy context was extremely favourable at both the national level and state-wide. However, only limited direct investment was forthcoming. Reasons for this were identified as:

- Government and other investors needing time to establish the mechanisms to invest in new ways.
- Other partners needing to step-back from investment in the immediate term to re-set their own strategies to enable place-based investment.

In light of this, Logan Together has prioritised investment in local and central Backbone Team roles to support ongoing efforts to design and deliver the First 2000 Days in its focus communities, and to co-ordinate this work across Logan. This has reduced opportunities to invest directly in community-led solutions and community engagement in 2024-25. The core Backbone Team is picking up the functionality that is not funded and in place within the focus communities.



# What we've learnt about the financial context

**Logan Together's funding and financing context is both fast moving and stuck.**

At an Australian and State Government level there is significant interest and momentum around place-based approaches. This is leading to an increasingly dynamic, competitive and extractive context. However, this also sits in contrast to low levels of readiness in existing funding, financing and investment systems to support this approach.

Old challenges still exist:

- Short funding cycles for long term work.
- Activity-based funding for population outcomes.
- Low awareness of impact investing or grant making for impact.
- Low prioritisation of changing practices.
- Impact investors that want financial returns that are consistent with market rates and impact.
- Very low awareness of the role of place in terms of mobilising concessional capital (capital that expects a wider range of returns than purely financial) and therefore new ways of resourcing local priorities.

New challenges are emerging:

- Exponential rise in expectations that the Backbone Team and active community members share their knowledge and expertise with others who are building brands and businesses on this knowledge and information.
- Efforts to harness current interest in place-based work, will take longer than immediate funding permits and for the Logan Together movement.

There is also some new thinking and action in relation to financing in this space such as:

- The Logan Together commitment to sustainability evidenced in this initiative.
- The Ethical Fields [Place Based Capital Program](#) (Logan Together are part of this).
- PRF work focused on supporting [Community led impact funds](#) and a new strategy focused on place, people and conditions.
- The Queensland Kids' Funders Alliance are committed to supporting place-based responses for Queensland's children.
- Thriving Queensland Kids 'Smarter Investment' strategy.

As a result of this context, Logan Together will need to:

- Be clever about how it consolidates and stretches existing funding and investment arrangements.
- Be considered in its work to commercialise opportunities to create independent and flexible income streams.
- Integrate work around a new narrative and approach to funding in national conversations and work focused on place-based change.



A yarning and learning circle led by members of Gnirigomindala Karulbo.



# Everyday practices to get finances flowing

Throughout the project period, several principles, policies and practices emerged that might be applied to shift the collaboration towards a natural growth and diversification of its income. It is anticipated that these practices will continue to be refined and tested by Logan Together's leadership bodies.

## Put the foundations in place

During the workshops, a number of participants emphasised the need to get the right foundations in place to guide new approaches to funding and income generation.

The foundations for finance need to include:

- Logan Together's three pillars: First Nations First, Children at the Heart, Community-led.
- The ethical use of community voice and an equitable return to community.
- Funding for the 'glue' – the practices and collaborative actions that enable the conditions for place-based change.

## Develop the new story

A precondition for Collective Impact work is the need to establish a sense of urgency and develop a compelling call to action. An essential part of systems change work more broadly is forming a vision of what we are setting out to change together. It is essential that Logan Together follows this same process for financing and funding, linking this to the integrity of the work on equity and empowerment.

This might take the form of a communications strategy and action that establishes:

- Why new funding and financing arrangements are urgent and essential.
- What they might look like.
- Who has a role (and how you might work with them).
- How developing strategy and action can take place.
- The channels that are most likely to both influence and build the movement.



This new story will need others to begin to tell it too and may be best developed in partnership.

## Value the work

Ultimately it all revolves around the question of 'What is the value of Logan Together?'

To answer this, a handful of questions could help to embed the need to value and measure (financially) early years investments and Logan Together's contribution in leadership and governance cycles:

1. What is the **current investment in early years and family support across the Logan region?**
2. What is the **shared value that the collaboration is managing?**
3. What **resources have been pooled or shared** as a result of this partnership?
4. What is Logan Together's **value to partners?**
5. What is the **value of Logan Together staff and contributions from community?**
6. What does it **actually cost to do this work?**

## Assume abundance and set a price

There is a huge amount of investment in related work and many people turning to Logan Together for advice and mentoring. Logan Together has deep collaboration in its DNA. It's also noticing a trend towards extraction where well-resourced collaborations or intermediaries are building businesses based on the experience of the people of Logan and Logan Together (and others) without a reasonable return.

Setting a value for Logan peoples' time and intellectual property, and embedding this within partnerships, contracts and field-building, could significantly change not only the funds available to Logan Together but the national story about how to support and recognise this work.

This might include:

- A 5% Logan Together levy on all new early years grants into the Logan region or inviting partners to offer the interest earned on grants with permission from their funders.
- Membership fees for Logan Together – each Logan Together partner contributes a set annual Logan Together membership fee.
- 20% mark up – peers charge out at 30-50% on top of hourly costs for management and administration.
- A practice of always covering costs unless Logan Together actively chooses not to do so. When intellectual property and experiences are given away for free, register that this is an explicit gift from Logan Together. Include pro bono contributions on invoices.
- Set an hourly rate (\$250 is a base consulting rate for this work) for people with over

5 years' experience and a lower one for emerging professionals (\$150) that includes a return to a community foundation for advice, mentoring, engagement. Grow the Logan Together pool of people available to guide work elsewhere.

- Say yes to offers now of contribution where it positively adds to the work (and finances) of Logan Together.

## Developmental budgeting and the four dimensions of Collective Impact

Many who have been involved in Collective Impact over time will have heard of [developmental evaluation](#). Developmental evaluation is an evaluation approach that better suits this type of dynamic systems shifting work than some forms of traditional evaluation. Real time and iterative, it allows the work of the collaboration to morph and shift according to changes as they occur, wherever they occur (policy influencing, partnership, funding, collaboration, community opportunity and crises).

Maybe the time has come for 'developmental budgeting'. The Logan Together team have shared that every week is different in terms of the commitments they have for funding and support. Compared to service-providing not-for-profits, they work in another dimension or two and their budgeting and financial reporting needs to reflect this and support it. These dimensions include:

1. Backbone Team work;
2. Funds to community;
3. Funds to the collaboration and special initiatives; and
4. All underpinned by the social contract to community.

It is this fourth dimension that keeps significant pressure on the Backbone Teams. Even if funding falls over, the commitment to the community stands from their perspective.

Simple steps towards developmental budgeting could include:

- Separate bank accounts for 1, 2 and 3.
- A budget that is broken down into 1, 2 and 3.
- Systems that allow the Logan Together Executive Director to understand expenditure against budget and staff allocation in real time (or at least within the last fortnight).

## Consider this as field development

In a context where investment in Logan Together in some of the ways proposed here is novel and innovative, thinking about how this could benefit others, act as a prototype or be done in a multi-site partnership is worth considering. Multi-site partnerships might make funding Logan Together proposals more attractive and could include things like:

- No interest loans to Logan for 5 years on the understanding that the learning is documented and the funds are available to others afterwards as a revolving fund.
- Joining up to offer multiple trial sites where there is an interest in scaling sideways (same approach for multiple sites) and up (to influence policy and practice).

## Be propositional and encourage partnerships

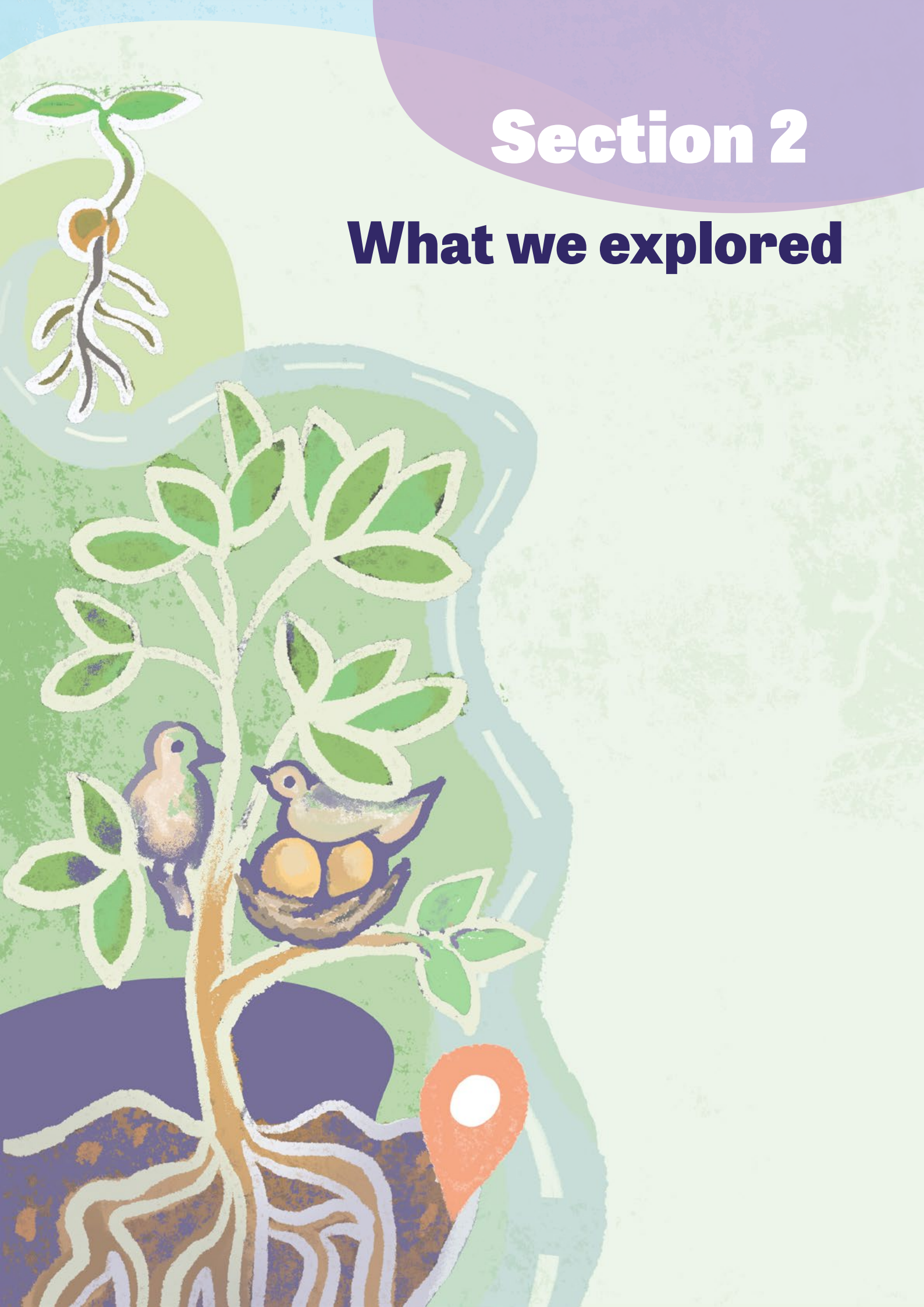
Building on the great work of the First 2000 Days, when sharing the Logan Together experience, resources, and tools, this could be accompanied by an invitation into partnership with a relevant cost included. It should be expected that Logan Together avoids situations of straight forward information sharing, and instead uses these opportunities to build valued and valuable partnerships.




Eagleby South State School students with Principal, Mr Andrew Barnes, hosting community activities for *Walking Together for Logan's Children*, 2023.

# Section 2

## What we explored



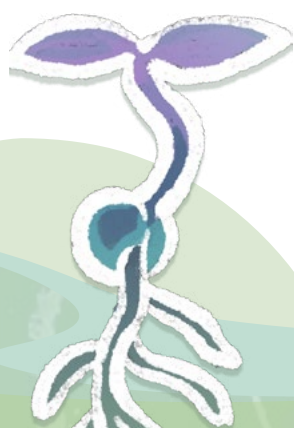


The funding possibilities that were explored during this process are all live opportunities, but were also chosen to start conversations, challenge current assumptions and activate blue sky thinking. The outputs from conversations about those five possibilities are presented here in some detail.

Logan Together's funding model will evolve from these ideas, conversations and grand visions, and will likely incorporate various elements across several of the workshopped options.

1. **A community foundation** – A pool of funds that are invested, providing an annual return large enough for Logan Together's leadership to fund the parts of the backbone and the collaborative work that the current system does not support.
2. **Community co-ownership of infrastructure** – Logan Together holding a true ownership in upcoming local infrastructure projects, returning some of the wealth from these initiatives to the place where the wealth is created.
3. **Local enterprise** – Logan Together having an ownership stake in, or even initiating the partnerships to create, local enterprises.
4. **Fees for services** – Logan Together charging fees for offering services, or facilitating the community to offer these services for payment.
5. **Payments for Outcomes** – Logan Together receiving payments for outcomes (changes in children's and families' lives), rather than the activity of delivering everyday services.

During the workshop process, community co-ownership of local infrastructure was subsumed in two of the other options (local enterprise, community foundation). Each of the other four have been developed into Logan Canvases and recommendations have been made about next steps based on these. Depending on the decisions of Logan Together leadership, each of the possibilities will require some further exploration and upfront investment financially to realise the rewards they offer.





## Possibility One: A Logan Together Foundation

### What could it look like?

Coming into the workshop we asked people about their “wild idea”. The quotes scattered throughout reflect these.

*A world where ‘billionaire business leader’ is synonymous with ‘social investor’, not just for a few but all of them*  
– Logan Together Backbone Team member

*Pooling of funds across the child and family sector*  
– Logan Together Leadership Table member

*Create a sustainable ‘place’ fund with initial investment supporting (a) social bonds associated with measured social, financial return (b) local social enterprises supported through venture capital with expected market/below market return. The returns support ongoing social, health responses in community.*  
– Logan Together Leadership Table member

### The opportunity

*“It’s 2029 and the Logan Together Foundation holds a \$25m corpus returning \$1m in income a year that funds the backbones and the things local leadership prioritise. The establishment costs and corpus were built up over 5 years from a range of funders - government, corporate and philanthropic - all early adopters with an interest in improved outcomes for children and shifting how finance and power flows to locally led solutions. Innovative and trail blazing! The number of Logan Together focus communities are growing, with work underway to scale the funding model to support this.”*

The proposal is to build a corpus of \$25 million to be invested in the ASX, bonds and fixed interest. With a target return of 4.5% above CPI less 0.5% management fee (assuming a subsidised fee), the fund could generate \$1 million revenue annually. This revenue could fund the regional and local backbone functionality or other unfunded pieces of Logan Together's work, as determined by local, community-led decision-makers.

The foundation offers the opportunity to shift the decision-making power towards local community and Logan Together values and principles. Logan Together has a strong reputation, demonstrated outcomes (a powerful proposition!) and many valuable relationships with corporates, government and philanthropy who wish to support their work.

Once a corpus is established with aligned partners, the revenue stream is reasonably passive. The foundation can scale and grow, and offers a foundational structure to manage other funding streams that might include an ownership stake of local infrastructure, a Logan Together Levy or investment in childcare centres.

### **Thinking Bigger**

The working group were encouraged to think bigger – they envisaged the following:

**Logan Together partners with others (such as SPSP, SEIFA, AEDC or IDAC) establishing a multisite collaboration that scales this approach and shares set up and management costs.**

**The Logan Together foundation grows to a \$100m corpus, with \$5 million in revenue. A documentary about Logan Together's work spearheads fundraising efforts, and local Olympics infrastructure development generates large contributions from corporates to help return some wealth back to local people. The revenue from the foundation funds the growing number of Logan Together Focus Communities and fuels innovation – like investment in local social enterprises.**

### **What would it take?**

For both the initial scoping and the 'think bigger' opportunities, the success of this option depends on the ability of Logan Together to raise the necessary funds from corporates, philanthropy, government and from Logan Together partners, and the need for the corpus to earn sufficient income each year (the current goal being \$1 million per annum).

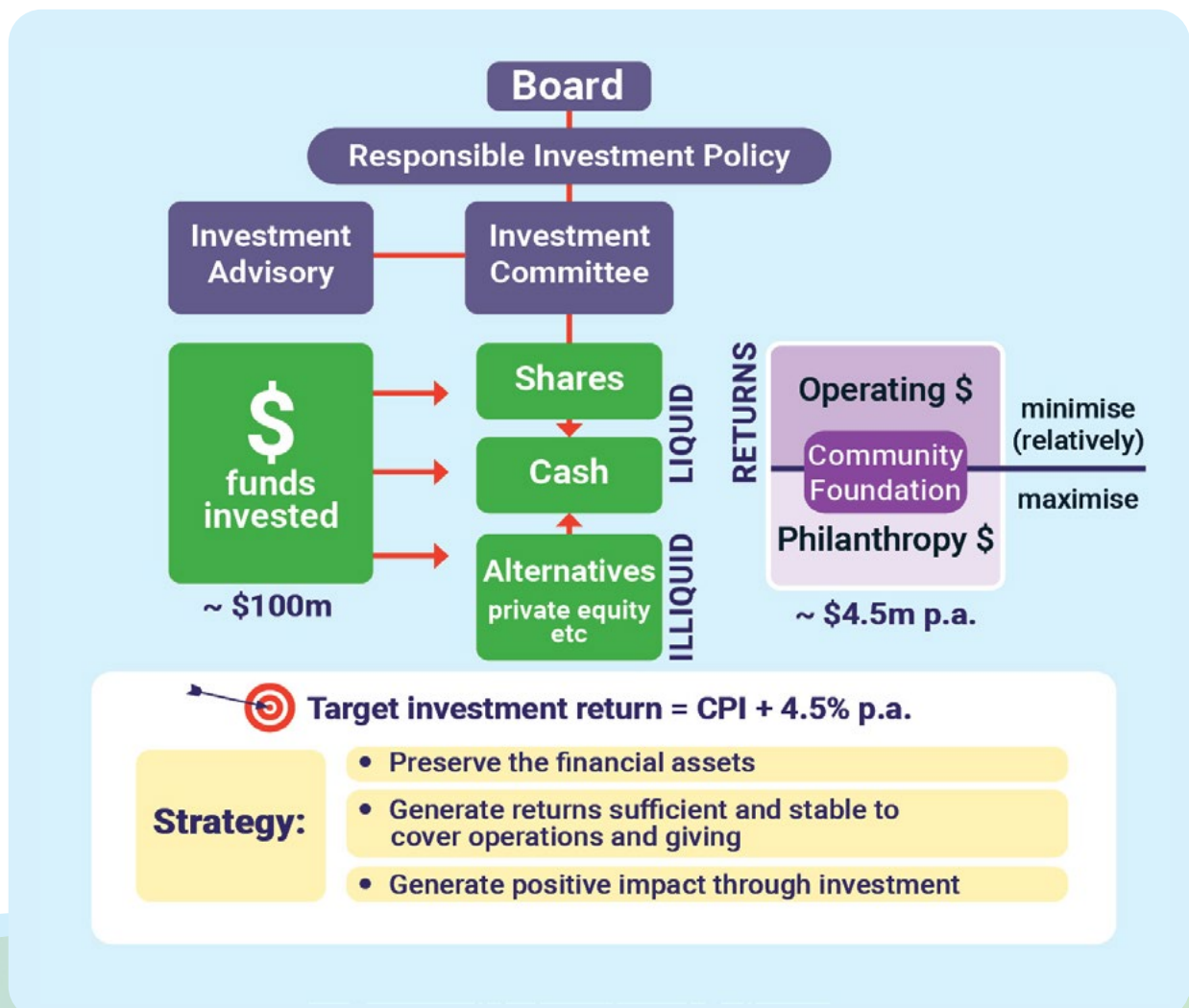
## A legal entity

The Foundation's approach would require a legal entity to 'hold' the funds that are raised, and a governance structure that is aligned with the current way of working for Logan Together and that ensures that funds are invested responsibly. Logan Together does currently have a charitable trust that is established and functional and, from initial advice, appears to be fit for the purpose. This would reduce the establishment time and costs. However, use of this structure would require further legal advice.

## Responsible management of funds

The Foundation would need to engage an investment management firm to manage the investment of the corpus. Investments are made according to a Responsible Investment Policy that Logan Together would establish alongside an investment manager. A foundation typically has an investment committee that holds specific finance/investment knowledge and experience and may consist of representatives from partners who have contributed to the foundation.

The figure below shows the governance structure of a Community Foundation which was shared with the working group during the workshop series. This Community Foundation operates a similar funding model where grants are made using the annual earnings of the corpus held in the Foundation.



## **Funds to establish the corpus**

The critical success factor for this option is the ability to raise funds to create a corpus of \$25 million or more. Many ideas of how these funds could be raised were discussed both in the workshops and during additional conversations with partners and working group members. These included the following:

### ***Zero or low interest loans***

A zero or low interest loan (concessional debt financing) could fill the funding gap for Logan Together whilst undertaking other fundraising. This immediately transfers decision making powers of funding towards the Logan Together community. This strategy would catalyse the Foundation structure itself and its governance, and allows time for Logan Together to develop its partner proposition. Once a corpus is built from other funding sources, the loan would be repaid.

Concessional debt financing could be explored in the following ways:

- Concessional debt financing (such as a zero interest loan) is in its relative infancy in Australia but a small number of philanthropists such as PRF and Hand Heart Pocket have begun to explore this as part of their philanthropic offering. They may wish to continue to test and innovate in this space, or combine concessional debt financing with traditional grant contributions.
- Government initiatives seeking to innovate in this space may also be interested in testing this with Logan Together.
- Building relationships with local or Queensland banks who have aligned values.

### ***A Logan Together Levy or Logan Together membership fee***

New ways of getting finances flowing, such as creating a Logan Together levy or membership fee for partner initiatives, could form a revenue stream to build the Logan Together Fund, where Logan people hold the power to direct these funds towards current priorities, like the funding of backbone teams.

### ***Infrastructure ownership***

Although in its infancy in Australia, there are many examples of communities holding some form of direct ownership of infrastructure in Europe. Holding a stake in local developments could be a space within which to experiment with innovative corporate partners in the future.

### ***Ownership of other enterprises***

Whilst this will be discussed in greater detail using the example of childcare centres below, the Foundation could provide the holding structure for profits that are made from an investment in enterprises.

## **Gifts and grants**

The initial funding to build the corpus could be gifted by philanthropy or corporates, or received as upfront funding for future periods. Funding from the corporate sector has not been tested in Logan.

## **Getting specialist corporate partnering expertise on board**

Our conversations with partners and experts confirm that fundraising is complex. This complexity includes the fact that prospective funders and investors:

- Often seek demonstrated impacts from their partners that are aligned to the impact their organisation is seeking (based on their values, focuses and ways of giving). Some will be able to articulate this, others will not.
- May seek different returns – for example, some prospective funders wish to position their brand name locally, are seeking collateral like branded case studies, wish to promote their social impact internally to retain staff, or seek genuine outcomes. Not all of these returns will align with Logan Together's values.

Within the fundraising profession there are specialisations that include major gifts and corporate fundraising. These roles help to develop the value proposition (the story about why and how to support), build the engagement strategy and work to an agreed fundraising target. They also actively support senior staff's partnership development work, bringing rigour and creativity to partnership development. A fundraising expert would need to ensure the voice of community is heard and could also upskill community in fundraising.

## **What could come next?**

### **Philanthropy**

Logan Together has strong relationships with several partner philanthropic organisations, attracts ongoing interest nationally for its place-based work and has demonstrated outcomes. This was reflected in many of the conversations with working group members and other Logan Together partners, and is a solid starting place to further explore attracting funds from philanthropic interests. However there have been quite different responses from supporting philanthropists with regards to their propensity to support funding for a foundation.

One philanthropist recommended interest free loans over grant funding, suggesting that some philanthropists will be limited in their ability to gift money to a corpus style foundation. Another advised that there would be more opportunity and interest in direct grant funding.

Further work to explore this funding stream could include:

- Sound out the interest from philanthropic partners and others in supporting Logan Together's work, and their ability to invest in a corpus style foundation.

- Sound out the interest in supporting the establishment of the Foundation itself, including the funding of a fundraising expert for a fixed number of years.
- Where contributions to a corpus style foundation are constrained, explore concessional debt financing with philanthropic partners as discussed further below.

## Government

Conversations with government representatives on the working party have been inconclusive. Whilst there is strong support for Logan Together's work and interest in alternative ways to fund it, there seem to be systemic impediments as to how much this can currently shift.

Further conversations with government may uncover what needs to change to enable either contributions to a corpus, or interest free loans to be legitimate options. One specific idea from the working party that could be tested is whether government has the ability to provide upfront funding for longer periods, allowing for greater returns on investments.

## Fundraising

There are a range of ways to begin to explore what would best support Logan Together's fundraising needs:

- Speak to a specialist recruiter – For example, [NGO recruitment](#) has its roots in fundraising.
- Speak to a specialist consultancy – [Be partner ready](#) who also have great tools.
- Ask for advice from the fundraising staff of partner organisations.
- Look at existing position descriptions for corporate and philanthropic fundraising roles to get a sense of what a reasonable expectation might be.



## Examples and resources shared

### **Primary Ethics**

Primary Ethics is an independent, not-for-profit organisation, providing ethics classes to NSW public school children. The organisation is aiming to fundraise to the point where the return on investment covers their annual costs, creating a perpetual funding stream. Their current strategy is to raise \$20 million and to invest this in the ASX. The return on this investment will fund their annual operating costs (\$1 million annually).

[Primary Ethics Website](#)

### **Muswellbrook Shire Council Future Fund**

As Muswellbrook transitions away from coal, the Future Fund seeks to support local industry, facilitating new and emerging industries, and securing ongoing job opportunities for local workers. The council invests 50% of its mining rates revenue into the fund, and invests these funds according to their Future Fund Policy.

[Muswellbrook Shire Council Future Fund Policy](#)

### **The Gladstone Foundation**

The Gladstone Foundation was mentioned in workshop one as an example of a fund set up to manage voluntary contributions made by infrastructure projects in the Gladstone region. LNG companies contributed almost \$14 million to the fund to help ensure there was sufficient social infrastructure in the region as it grew. The fund was intended as a perpetual fund, but wound up after 13 years.

### **KODA endowment**

Supported by Australian Communities Foundation, the Koda Endowment is a unique platform that empowers team members of the finance firm, Koda Capital, to build philanthropic capital over time and contribute to causes they are passionate about via personalised giving accounts. Employees' contributions are match funded by their employer - Koda Capital. "When we first began thinking about what our foundation might look like, we knew we wanted to empower our people to follow their passions and support the causes they care about".

[Where ambition and innovation meet: KODA endowment](#)

## Possibility Two: Infrastructure

### What could it look like?

*What would it look like for public investment in place (physical infrastructure, transport, construction, energy generation etc) to include a requirement that community has a role both in procurement and a stake in the financial benefit created?*

– Logan Together Backbone Team member

### The opportunity

The possibility here was that Logan holds an ownership share of upcoming infrastructure projects like road and rail, renewable energy or major property developments. Even a 1% share of profit could return a significant amount for Logan Together to allocate for improved outcomes for local children.

### What would it take?

Although there are few examples of this in Australia, internationally there are many local communities demanding to share in the wealth generated through infrastructure. We started with the example of Fintry Scotland. Here, the local people asked for a stake when consulted about a wind farm proposal near their village. [Fintry Development Fund](#) now owns one of the turbines of the development, returning £6 million to the Fund over the life of the project.

### What could come next?

This possibility was not prioritised by the working group. Following workshop one and further conversations leading into workshop two, people preferred to focus on ownership of smaller scale local enterprises (eg child care) which Logan Together could establish themselves.

However, this possibility stays live through both the 'Community Foundation' and 'Ownership of local enterprises' possibilities.



## Examples and resources shared:

[Scottish wind farms providing a return to community](#)

[Scottish villagers stun developers by demanding extra turbine](#), Guardian 2009  
Read more about the Fintry development Trust [here](#).

[NSW gov proposes 'standard' benefit sharing and revised approval pathways to accelerate renewables](#)

[Guide to Benefit Sharing Options for Renewable Energy Projects](#)


### Coonooer Bridge Windfarm

The Coonooer Bridge Wind Farm is a high performing wind energy project located in rural Victoria. The Project is jointly owned by the local community, Windlab Limited and Eurus. This is the first renewable energy project in the country with an ownership structure that includes the local farming community in this way. Windlab won the Clean Energy Council's Community Engagement Award for this innovative approach. [Coonooer Bridge Windfarm Website](#)



## Possibility Three: Fee for service – systems services

### What could it look like?




*Adopting First Nations models of care for everyone across the child and family sector.*

– Gnirigomindala Karulbo member

*Democratising data, and enabling the community to use it to redesign and redirect funding to where the community knows it is needed most.*

– Philanthropic partner

### The opportunity



*“In 2029, the responsiveness of the early years system to the needs of local people has been transformed using a real time systems analysis available for a range of purposes. Interactive dashboards, bespoke community engagement and high quality analysis are the cornerstones of the systems service offerings. The maps marry government, industry, service and community data sets for Logan and beyond to produce insights not otherwise available. Hover over a blockage and understand how often this is happening and how this impacts on local lives. Analysis and visualisations are built using publically available data, partner data and rich community engagement. They are multi-layered and searchable across a range of domains (eg health, disability, early years participation, jobs and skills) depending on the sponsor. The Intellectual Property and associated capacity building is also available to others for a fee.”*

During workshops and conversations, the working group suggested and explored a range of opportunities for Logan Together to offer services for a fee, including some work that is already being undertaken on a regular basis and includes:

- Programs and opportunities delivered through the emerging Logan Community University;
- Garnering and responding to the voice of Logan's people;
- Sharing Logan Together generated frameworks and approaches;
- Data and evidence;
- Access to both our Scientific and Community Sense-making panels;
- Mentoring for start-up initiatives;
- Government and philanthropic capability building, including the series of Immersion Events;
- Secondments; and
- The Logan Together 'tick of approval'.

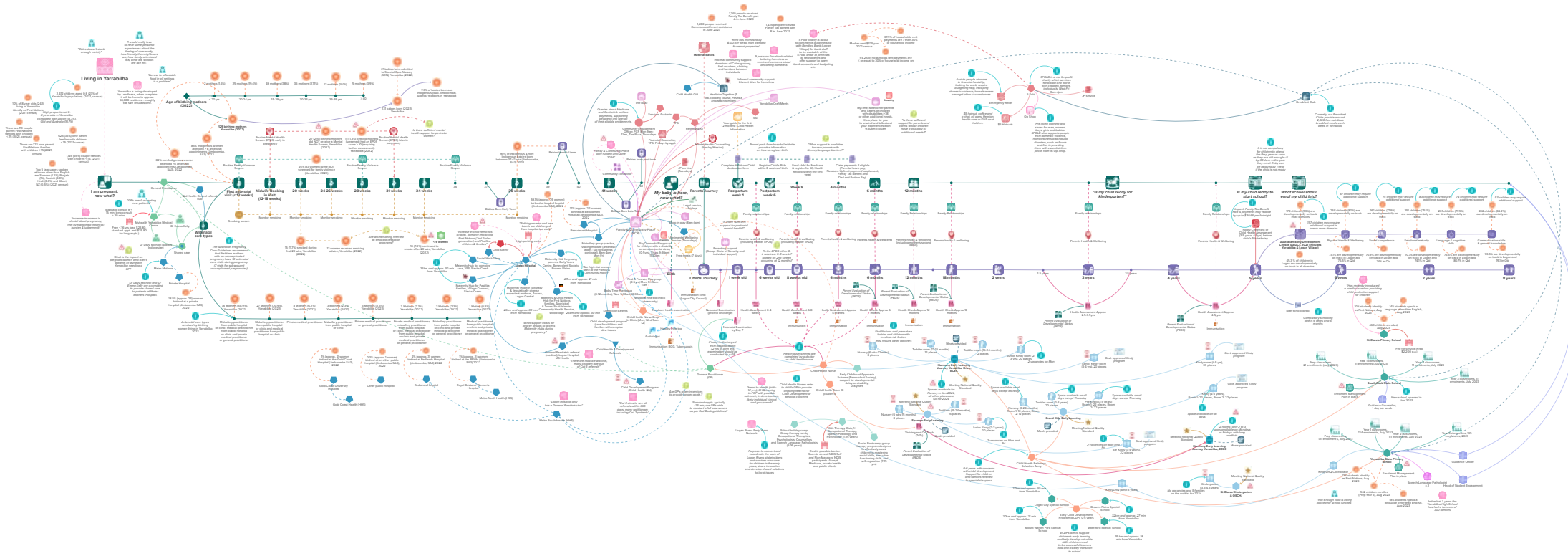
In workshops two and three, we chose to focus on just one example of the types of things Logan Together could be charging fees for, to "stress test" the wider fees for services opportunity. **That example was the systems map and associated services.**

A current example was interrogated; the *Yarrabilba early years systems seen through the eyes of a parent, caregiver or child*. This map was generated through the Logan Together Backbone Team and the Restacking the Odds team and shows the range of services and the blockages and fractures in access, as seen from the perspective of the community. It also shows the hard data against lead indicators on quantity, quality and participation, as well as outcomes data. This example was chosen because there is currently a strong interest in the systems mapping from a number of government departments but currently no other model in place to offer this service at the required level of detail from a community and evidence-based perspective.

It also made sense to explore this option given the make-up of the working group (a mix of government and philanthropic partners alongside the Logan Together leadership teams that could test and add value).



Yarrabilba - the early child development system through the eyes of the parent/carer and child, November 2023  
Developed for Logan Together by Sherena Zanus, Restacking the Odds (Murdoch Children's Research Institute)



Systems map: Yarrabilba early years systems seen through the eyes of a parent, caregiver or child

Through the ideation process, the thinking around this offering shifted from selling systems maps for Logan and beyond, to systems services: a package of services that spans authentic engagement, mapping and analysis. The people on the team exploring this came from the Australian Government, philanthropy (government liaison), the Logan Together team, Leadership and Board.

The maps and the analysis that comes with these maps, communicate the strengths and weaknesses of the current system, potentially allowing anyone interested (from local mums to policy makers) to understand how it is functioning in real time. They are based on authentic community participation made possible by years of involvement. These visuals and the accompanying analysis offer a real systems perspective allowing adaptation and experimentation, highlighting systems flows (bottle-necks/spaces/waitlists) for user navigation and policy and practice change.

These services could address equity gaps, make savings and realise a social and economic return on investment by better-targeted efforts and funds to disrupt disadvantage. Partners would leave with developed skills and tools that could be applied elsewhere.

Maps could be responsive to changes in local circumstances through being linked to the normal cycles of reflection, engagement and monitoring and evaluation. They are likely to require data gathering and participation by others to supplement the described services.

The advice of the group, after generating a wide range of revenue generating possibilities, was to explore a high value partnership with a single government agency initially and charge appropriately for the work. There was general agreement that even if a different route was taken to commercialise this asset, Logan Together should be working on the assumption of a minimum of actual cost + 20% Logan levy.



A panel of women respond to a Q&A during the 'Walking Together for Logan's Children' event

## Thinking Bigger

When asked to think bigger, the working group visioned the following:

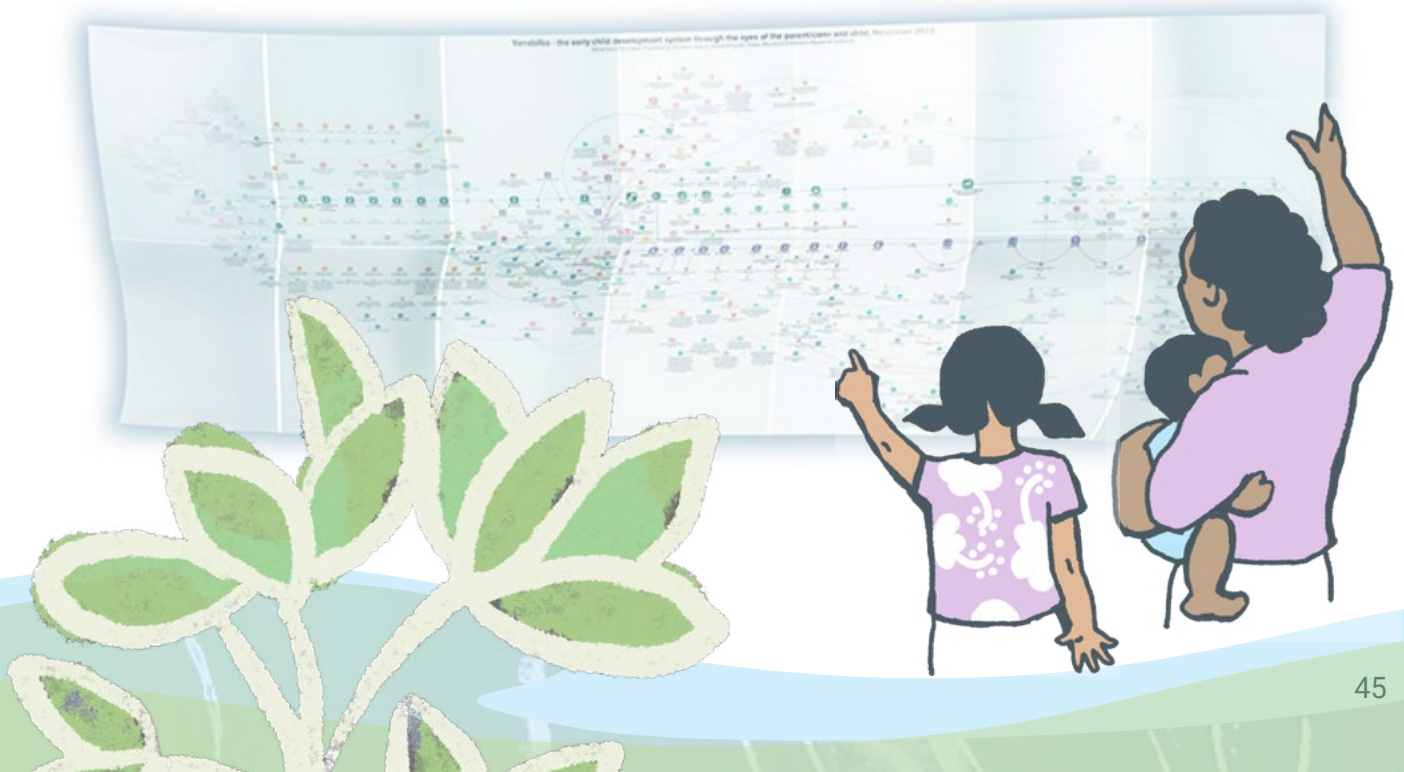
*Logan Together has a specialist mapping team that is deployed nationally.*

*A sophisticated systems mapping tool has evolved, underpinned by AI.*

*The Logan Together systems mapping team also builds capacity of other organisations to use the methodology and technology. Government and service providers see the enormous value of the mapping tool for identifying cost savings by uncovering potential mergers, acquisitions, consolidation and gaps. The business model for the systems mapping service has evolved in line with this interest - government and service providers now direct a percentage commission of any systems savings that are identified from the mapping tool to Logan Together. Local councils are also using the tool in urban planning to help people navigate their communities.*

A wide range of applications, services and products emanating from the Service Map were explored which might also be worth further consideration. These included:

- identifying systems savings;
- annual licensing fee for a dynamic version of the map and quarterly analysis;
- bespoke systems mapping and capacity building for other sites; and
- partnering with local government to develop a local navigating app for community members.



## What would it take?

### Additional resources

For real commercial viability, the group suggested that the product would need to be developed to represent a Logan-wide early years system view (rather than one locality within). This could be done with minimal cost using off the shelf technology. The Logan Together team would need to expand beyond the one staff member dedicated to the work (75-150K) and a review undertaken as to whether current or gifted software is fit for purpose.

### Potential sources of initial investment

At the final workshop, the majority of the team working on this possibility had recent experience working in Australian and State government. They proposed a model where Logan Together partners with one agency in year one, setting an initial entry price at \$500,000 with a budget growing to \$2 million the following year. Logan Together and the government partner would develop the product with a shared team, pooling resources, staff and data. Together they could explore opportunities to scale down (understanding Logan better), widen (to other sites) and scale up (to influence government and funder policy and practice).

These figures are ambitious, and have not been tested or budgeted, but indicate perceived government appetite by the group.

More detailed work would need to take place around the costs associated with creating and operating this service offering, whilst still ensuring a secure return to Logan Together. If the venture required more sophisticated software beyond “off the shelf” options, tech partnerships may be worth pursuing. Atlassian (specialists in collaboration with a large foundation focused on education) and Amazon Web Services have expressed broad interest in supporting Logan Together over time.

### Options to start the Systems Mapping fee for service offering

Logan Together brings a solid value proposition for Systems Services:

- Authentic engagement connecting with hard to reach communities. This builds on and expands the rich network of trust and relationships built over time.
- The prototype of the model and experienced staff.
- Influence with other stakeholders.
- The capacity to cost the process fully, based on existing experience (consultation, technology, analysis etc.).

Testing this service offering could be as simple as seeing if there is a market for the existing Yarrabilba systems map that has been developed.

Members of the group suggested the mapping process be replicated at least three times

to iterate, get feedback from clients and identify high potential areas or domains to market (based on profit opportunity). One opportunity that was discussed was the extension of the Walking Together for Logan's Children project (First Nations, Pasifika, CALD community) focusing on child safety.

Exploring the development of the mapping service could be done in partnership with an early adopter from Australian Government or Queensland Government. Current Australian Government functions expressing an interest include the NDIS and Employment.

### What could come next?

*Every public servant wants this – will their decision-makers get it?*

We already understand that the interest for these Systems Services is live, as a consequence of the Logan Together Government Executives' Immersion Event, a presentation at IDAC and the direct approaches of two departments. The propensity to pay for the output, and how much, requires further testing. This could be explored further by:

- Refining the offering with government partners on the Leadership Table.
- Testing with those who have expressed an interest.

There is only one staff member currently doing this work for Logan Together and this is a significant risk that needs to be addressed if this proposition is to be scaled.

There are also differing views about the level of investment required into technology. Those that saw the significant demand that could grow from this option pointed to the potential burden of the development and maintenance. Some mentioned the need for a senior software engineer, hundreds of thousands of dollars in platform development and concern about the administrative load of technology development. Ethical Fields has had an initial conversation with a global specialist on futures, foresight and systems thinking. They advised that off-the-shelf products for systems and journey mapping provide sophisticated offerings suggesting they are variable alternative routes for most system and journey mapping. The initial positive response from the government to the prototype might also indicate these are worth exploring further. Exploring off shelf technology solutions is a useful step forward here.

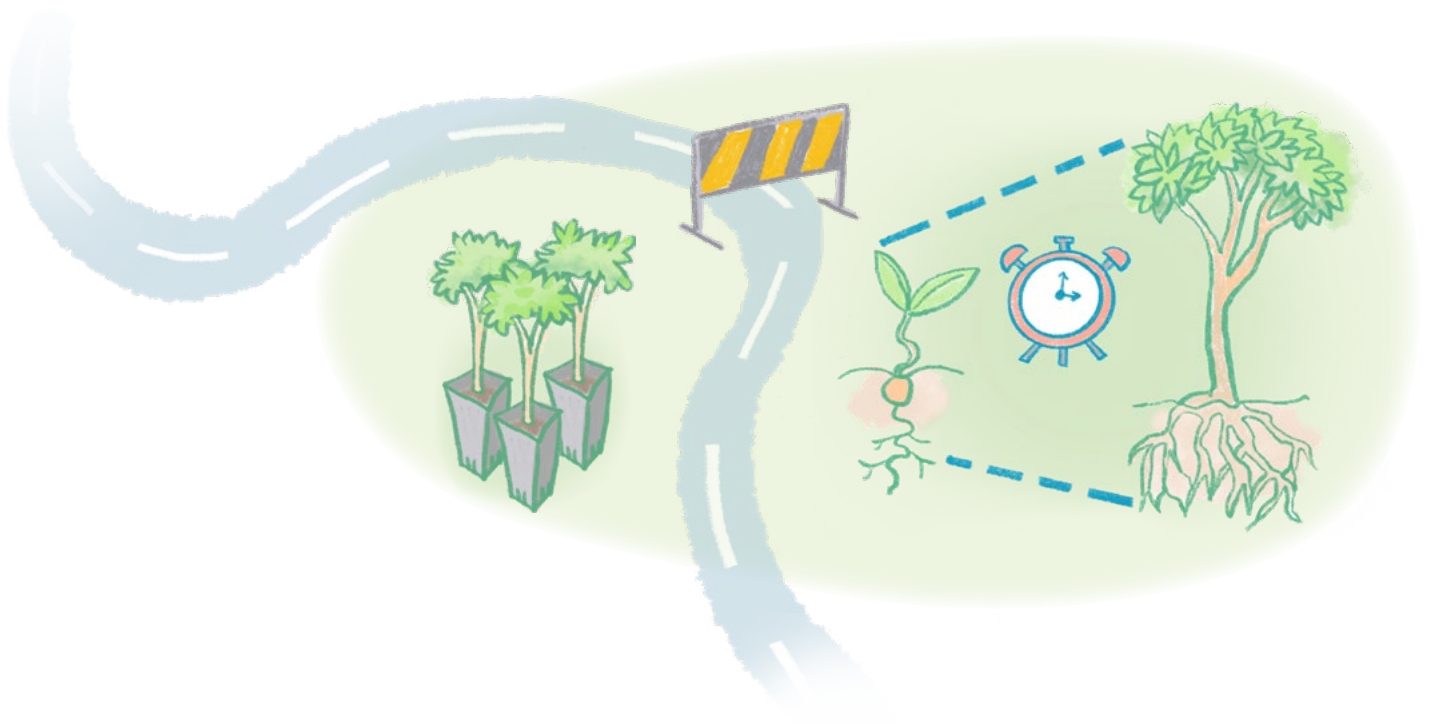
Other issues to watch for:

- A concern was raised that this offering may take too long to scale and profit margins may be too low. These concerns can be addressed through further refinement and some initial market testing to understand willingness to pay.
- A perception of 'Naming and shaming' of others (blockages or breakdowns in the system) could also have a range of repercussions and would sit well outside of the Logan Together principles.



- Potential 'like offerings' in the market from emerging and existing intermediaries could also limit the value of this offering as a prospective revenue stream.

A canvas was created for the system map proposal. Canvases were also developed for other fees for service offerings: hosting Immersion events and a Community University<sup>6</sup>.



## Examples and resources shared

### [Dartington Service Design Lab](#)

A research and evidence based approach in their consultancy.

### **KOWA**

Kowa Collaboration is a First Nations led and staffed "profit for purpose" enterprise. It was established to elevate First Nations excellence and practices in impact measurement, evaluation and learning.

[Kowa Collaboration's Services](#)

### **YLAB**

YLAB designs better systems and services with young people. It is a consulting social enterprise that brings young people and partners together to co-design solutions in the health, employment and education systems. Clients hire YLab when faced with a youth engagement challenge, or a challenge that requires youth-led innovation.

[Case studies here](#)

<sup>6</sup> See Annex 3 – Canvases.

## Possibility Four: Owning local enterprises (childcare)

### What could it look like?

*Are there opportunities in circular economy/ waste / environmental outcomes that governments or investors will pay for?*

– Philanthropist

*Each agency working with children and families in Logan commits to fund and develop an apprenticeship model (credentialed)*

– Collective Impact Intermediary CEO

*That local community people own the assets in their community, not just for profit but to have a say and make the local asset the best it can be, solving for maximum utility and that this type of community ownership is the most common form of ownership!*

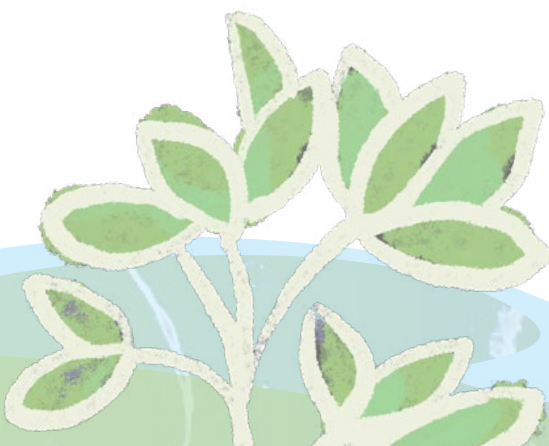
– Financial modeller

*Co-design and co-investment into 'village' type living spaces where safe play spaces and community area is at the heart.*

– Logan Together Backbone Team member

*Intergenerational opportunities that build mentorship and connection.*

– Logan Together Backbone Team member





*"It's 2029 and Logan Together owns five childcare centres returning \$1.5 million in income. It is a fully integrated model for the holistic wellbeing of Logan's children, possibly co-located at schools. The initial establishment costs were built up over the five years from a range of funders – government, corporate and philanthropic. The childcare centres are managed by a high quality, accredited operator in partnership with Logan Together, Logan Together's values are entrenched in the curriculum and there is a training and development path for Logan locals to become educators in these centres."*

Initial discussions around opportunities for Logan Together to invest in local infrastructure or establish a social enterprise, quickly narrowed to concentrate on the natural synergies of childcare and the work of Logan Together. **The focus here on investment in childcare centres reflects the deeper interest, discussions and live opportunities that exists for this option, but does not discount the many other opportunities that could exist for Logan Together.** Other ideas that were mentioned in the workshops and conversations included waste management and family day care, and these could each be explored more deeply in the future if opportunities or interest emerges.

Under this scenario, Logan Together would own one or multiple local childcare centres, with the profit from the centre/s contributing to the financial viability of the Logan Together collaborative. Preliminary financial modelling suggests that a 60 place childcare centre, using the Queensland Child Care Subsidy (CCS) average of \$107 per day, could expect a profit of approx. \$313,000. If Logan Together scaled this to 5 child-care centres, they could expect a profit of \$1.5 million per annum.

## Table 2: Early Childhood Centre financial modelling

### Logan Together Childcare Centre Financial Model

		per day	per month	per year		
<b>Revenue</b>						
Number of Children	#	60				
Rate	\$ per day	107				
		<b>\$6,420</b>	<b>\$139,100</b>	<b>\$1,669,200</b>		
<b>Student Expense</b>						
Number of Children	#	60	60			
Food	\$ Food per child per day	(10)	(\$13,000)			
Materials for Activities	\$ Material per child per day	(5)	(\$6,500)			
		<b>(\$900)</b>	<b>(\$19,500)</b>	<b>(\$234,000)</b>		
<b>Staff Expense</b>						
Ratio of Children to Workers	ratio	6.0				
Number of workers	#	10				
Hourly rate	\$ per hour	30.00				
Hours (Long Daycare)	Hours per day	11.00				
		<b>(\$3,300)</b>	<b>(\$71,500)</b>	<b>(\$858,000)</b>		
<b>Fixed Costs</b>						
Rent	#		-\$6,000	-\$72,000		
Utilities and Insurance	\$ per day		-\$1,000	-\$12,000		
Management Salary	\$ per day		-\$10,000	-\$120,000		
Bookkeeping/accounting/Admin	\$ per day		-\$5,000	-\$60,000		
Spare	\$ per day		\$0	\$0		
		-	<b>(\$22,000)</b>	<b>(\$264,000)</b>		
<b>Profit</b>		<b>\$2,220</b>	<b>\$26,100</b>	<b>\$313,200</b>		

	Capacity	Break even
Covered by CCS/philanthopists ramp up if a new centre	100%	78%
	\$1,669,200	\$1,304,935
		(\$234,000) (\$182,935)
1:4 24mths and below, 1:5 up to 36mths and 1:10 thereafter		
Would you want to pay above 7am to 6pm, long daycare		
		(\$858,000) (\$858,000)
		(\$264,000) (\$264,000)
	<b>\$313,200</b>	<b>(\$0)</b>

The ownership or co-ownership of childcare centres locally is highly aligned to Logan Together's principles and presents many opportunities for advancing Logan Together's work beyond contributing to the financial viability of the collaboration:

- **Children at the heart** – The option could offer quality childcare in Logan communities where this is lacking, and help to encourage at-risk children to attend Early Childhood Education and Care (childcare centre).
- **First Nations First** – This could be the basis of training and development for staff and could underpin the curriculum for the children.
- **Community Led** - The centre and curriculum could be culturally appropriate, designed for community by community.

Logan Together is in a unique position to understand the childcare centre needs and gaps within the community, and the working group identified many ways to integrate current Logan Together programs such as the Core Suite, TOT's, indigenous and cultural development and brain building as curriculum, as well as possible workforce development opportunities. There are also a multitude of community wealth building activities that could develop from this initiative such as supporting local people to develop businesses that feed into the childcare enterprise - food preparation, bookkeeping, family day care, or delivery of education services to other childcare centres. However, the working group did note that child care services represent a shift away from the current core roles of the Logan Together Backbone Team. Establishing smart structures and functionality would be needed to protect the current functionality of the team.

The working group acknowledged that this shift towards enterprise investment does introduce a level of risk for Logan Together. There is also a tension felt by the Team relating to the deep commitment to preserving and enhancing existing partnerships within Logan, without potentially being seen to compete with these partners. The childcare sector specifically is highly competitive, with an array of compliance requirements.

Based on the conversations we had as part of this process, we know that while childcare can be profitable, this relies on an 80% occupancy rate based on standard profit margins of childcare in Australia (this is supported by our own modelling - See financial modelling above having break even at 78%). We know however that Logan Together's high quality childcare centre offering would be located in areas with a known lack of high quality, culturally safe and sustainably staffed childcare centre options, and Logan Together is in the unique position of being embedded in community where the offering could be tested. Logan Together is in a prime position to de-risk occupancy concerns before establishment.

## Thinking Bigger

*Logan Together has developed a profitable bespoke model of childcare for the Logan community, underpinned by community values, preferences and priorities. The profits from the centres contribute to the financial viability of Logan Together. The culturally safe childcare space is attracting attendance from children that have not typically attended any form of early child education. The centres have become family hubs, with food pantries, support services and child health programs. A speech therapist and occupational therapist are regulars. Local CALD women have had the opportunity to train as early childhood educators through the Logan Together Registered Training Organisation, and a small group have been supported in starting a business that prepares all the childcare centre's meals. The centres also provide the opportunity to volunteer and receive the Child Care Subsidy - the CCS support worker helps families across Logan Together centres with this.*

### What would it take?

There were rich conversations during the workshops and with other partners around opportunities to bring this possibility to life. Some of these are envisioned, others are emerging from live opportunities.

### A physical location

Establishing a centre would require a physical location. This could unfold in a variety of different ways:

- An existing childcare centre could be purchased (An investment upwards of \$2 million is likely for this based on an assumption of purchase price being close to annual revenue).
- Logan Together could be gifted or given free lease land upon which to construct a purpose built centre. Build costs would be significant and would need to be explored further.
- Logan Together could start by using existing building infrastructure - ideally gifted or with a peppercorn lease.
- New Logan housing developments may provide the opportunity for free or subsidised buildings to be integrated into the proposal.

## **Specialist operational and compliance expertise**

Establishment of a child care centre must undergo a provider approval process and meet various regulatory requirements. Centres need resources such as curriculum, staff and training. Logan Together would need to seek assistance with these processes and draw on external expertise and/or partnerships. Exploratory conversations are beginning in this regard with several prospective partners.

## **An initial investment**

The establishment of a childcare centre, regardless of the starting point, will require initial funding or in-kind contributions for the building and land required, the pre-operational stage costs, such as safety and compliance, syllabus creation, and potentially the ramp up stage before the childcare reaches maximum capacity.

In kind contributions such as peppercorn leases or gifted land are real opportunities based on recent conversations. There have been some early conversations with prospective partners exploring this.

Partnerships with existing community organisations who have unused space or where land developments are in planning, could also be potential concessional sites. A concessional or free lease building further improves the possible profit margin of childcare centres for Logan Together.

Any remaining start up and infrastructure costs could be funded via corporate or philanthropic giving, zero interest loans or government support. One option which emerged during our conversation with philanthropy was for a philanthropic partner to buy the asset and own it for two years while the partner (in this case Logan Together) fundraised to own it; a task made more straightforward with the tangible asset in place. These funding sources have not been tested during the workshops or conversations with the working group and partners.

## **Child Care Subsidy for Everyone**

The financial modelling of childcare centres is based on the assumption that all childcare places receive the full CCS. Introducing CCS to the conversation led to some rich insights and possible opportunities in the context of exploring a Logan Together childcare centre. A rich and insightful conversation emerged around CCS during the process. Many families are not eligible for full CCS funding (for example those that are unemployed or choose to stay out of the workforce), and as a result their children do not enter a childcare centre. Full CCS funding also still leaves a minimum 5% gap for families to cover, which can be cost prohibitive.

Logan Together childcare centres or childcare centre partnerships open the opportunity to explore ways to assist families to access CCS, for example training or volunteer opportunities for parents, and initiatives where any gap could be funded by philanthropy or other.

## What could come next?

The synergies between early childhood education opportunities and Logan Together could be explored at various levels.

**Lighter touch** options for Logan Together could include:

- Exploring partnerships with existing childcare centre operators. Any potential partnerships need to be considered with a financial lens. This work is seeking revenue streams to sustain Logan Together's work long term, as well as meeting the broader principles and values of Logan Together.
- Exploring Logan Together's entry into early childcare via establishing a family day care program.
- Considering the provision of specific curriculum offerings, such as a First Nations lens.

Further exploration might include:

- Explore possible locations - particularly those that are live opportunities.
- Gain a greater understanding of what a Logan Together childcare centre would look like and how it would operate. A Logan Together childcare centre offering may vary from a standard childcare centre, such as offering higher wages to employees, investing more in staff training and development or rolling in other services such as child health programs. Some of these offerings, like a child health program, could be funded via other initiatives and funding streams. Other variations would change the operating costs of the childcare centre, and its profitability. The working group discussed the potential to engage a business specialist to undertake this analysis. Another option is to leverage the financial modelling templates created during this project and the expertise of Logan Together Partners.
- Firm up the initial financial model. Again, a business specialist or existing childcare centre providers who are partners of Logan Together could also assist with this work.

In the third workshop the group explored some other alternatives:

- Create a business that supports at home childcare/family daycare. The idea was to follow a model such as Uber, where Logan residents are the 'drivers' and have family daycare at their house, but where the enterprise would be the booking and management company.
- Create a Registered Training Organisation for best quality Early Educators.
- Create a business arm within Logan Together and hire a business consultant to help with scenarios, potential, risks and business planning.



## Examples and resources shared

### **GoodStart Learning**

GoodStart was founded on a vision of giving children the best possible start in life through access to quality early learning. They are Australia's largest provider of early learning and care, and all of their profits are reinvested back into their centres, programs for children, and their people.

[GoodStart Learning's website](#)

### **ADRA Op Shop - Morisset NSW**

The ADRA Op Shop in Morisset is one of the most successful examples of investment into local enterprise. Occupying a warehouse of over 2000m<sup>2</sup> of floor space, the op shop generated over \$1 million in revenue in its first two years of operation from the sale of affordable goods to local people. After overheads, the enterprise returns profits to local community priorities such as scholarships and support for the homeless in the region.

[ADRA Op Shop Morisset becomes one of the largest in Australia - ADRA](#)

### **SEFA - Social Enterprise Finance Australia**

SEFA seeks to enable purpose-driven organisations to have equal access to finance to be both sustainable and to maximise impact. SEFA was established in 2011 when it received grant funding of \$10 million from the Social Enterprise Development and Investment Fund. In 2023, SEFA had a loan portfolio of over \$11 million, returning almost \$1million in revenue.

[SEFA's Annual Report](#)



Community celebration participants at "Walking Together for Logan's Children"

## Possibility Five: Payment for Outcomes

### What could it look like?

*Establishing a context in which Logan Together is entrusted with a percentage of every regional corporate's RAP and CSR budget (having contributed to its generation) with an accountability to deliver the change.*

– Logan Together Backbone Team member

*How do we incentivise innovation and reinvest the avoided costs of high-cost tertiary and reactive systems when community led solutions increase community safety?*

### The opportunity

*"In 2029, Logan partners and financial supporters pool resources and efforts through a shared plan for the first 2000 days of Logan's children's lives. The plan draws on global evidence-based Early Years good practice and agreed areas of innovation and experimentation. Partners include three tiers of government, philanthropy with an interest in these outcomes, community elders and leaders and service providers.*

*A diverse group of funders agree to fund their part of the work plus a 10% Logan Levy every three years as milestones are reached.*

*This diverse cross section of the system is celebrating the five-year transition from activity based funding and competitive tendering to an outcomes/results model of funding that supports collaboration, learning and the pursuit of outcomes. The systems ripples from this are significant in terms of policy and practice. It's driving required systems change locally through outcomes contracting, real time learning about what's working and shared problem solving at the leadership table. Partner conversations and accountability are shifting too."*

This possibility had mixed levels of interest from members of the team with some seeing setting outcomes and measuring them as too complex. Others saw this as an important possibility because the earliest vision for Collective Impact assumed that funding for place-based work would transition to this.

The Australian Government has recently established an Outcomes Fund, and the Early Years already has such strong national outcomes frameworks and associated measures and evidence-based practice. These include:

- The AEDC - national census plus national research agendas.
- The ARACY Nest - indicators for holistic wellbeing and impactful practice principles.
- Stronger Places Stronger People, Connected Beginnings and Communities for Children practice guides.
- Re-stacking the Odds – evidence-based practice.

### Thinking Bigger

In the youth justice arena there has been significant interest in justice reinvestment models. This is a process where the future costs of ongoing incarceration are invested instead in what the evidence and the community say would work to reduce the number of people entering the justice system.

Given strong early years development is clearly a determinant of positive life chances, and that the evidence about what works is also available, the argument could be made for 'early years reinvestment'.

### What would it take?

This option builds on existing skills and systems at Logan Together. The First 2000 Days proposal is developed, and the Understanding, Measurement, Evaluation and Learning and existing governance and financial management is in place.

Its success depends on (re)negotiations of expectations with current and prospective funders of the First 2000 Days, and on the quality of the culture amongst partners.

Currently the work nominated as Collective Impact in the proposal is largely unfunded. Future negotiations need to thread Collective Impact costs into every element of the proposal. Without this, the actual costs of managing, learning, adapting and communicating the work will remain unfunded.

## What could come next?

Some outcomes are hard to evidence and price, and currently the system offers no incentives to meet outcomes.

Progressing this opportunity would include continuing to develop strong relationships with governments and other investors who are interested in investing for impact.

## Examples and resources shared

The Australian Government's Tackling Entrenched Disadvantage Outcomes Fund will see the Commonwealth partner with states, territories and social enterprises to tackle disadvantage by funding projects that deliver outcomes in communities. The question for Logan is, do they have a place in this?

[The Outcomes Fund \(Webinar\)](#), The Treasury, Australian Government 2024

The [Life Chances Fund Uk](#) is influencing the thinking around the Outcomes Fund.

### **Maranguka**

Maranguka (in Bourke) takes the type of work Logan does (Collective Impact) and applies it to reducing the number of young people being incarcerated through a justice reinvestment approach. The government funder invests in work that supports young people and keeps them from entering the juvenile justice systems on the understanding that this is better for all involved, and saves the government money in the medium term. Payment from the government is based on outcomes.

[What is justice reinvestment?](#) (4 minute video) 2016

[Justice reinvestment Discussion Paper](#), Attorney General's Department, Australian Government 2023

[Maranuka Justice Reinvestment Project Impact Assessment](#), KPMG 2018

# Section 3

## Looking ahead



# A potential five-year trajectory

In testing the options for income streams potentially available for Logan Together to pursue, the project considered what a rough five-year trajectory might look like for three income-generating options that were explored in the workshops:<sup>7</sup>

- **Local enterprise** – Logan Together having an ownership stake in local ECECs (involvement in three ECECs modelled in the graph below).
- **A community foundation** – A pool of funds that are invested, providing an annual return large enough for Logan Together’s leadership to allocate and prioritise funds to the parts of the backbone and the collaborative work that the current system does not support.
- **Fees for services** – Logan Together charging fees for offering specific services.

The figures in the following table (Table 3) include many assumptions but were presented to the working group, and in this report, to provide an illustration of how the cashflows for each scenario could look over time. Some scenarios will have a lower initial outlay, whilst others are more capital intensive and would require a greater upfront investment such as the establishment of ECECs. Some scenarios will also have a greater lead time, such as the time required to build a corpus for a foundation.

**Table 3: Illustrative cashflows of the three scenarios for Logan Together**

ECEC		financial years	2025	2026	2027	2028	2029
		LT Establishment Costs	(2,000,000)	(2,000,000)	(2,000,000)	-	-
		Potential Net Revenue for LT	-	333,333	666,666	1,000,000	1,000,000
		ECEC	(2,000,000)	(1,666,667)	(1,333,334)	1,000,000	1,000,000
Foundation		Corpus funds raised	\$0	\$5,000,000	\$10,000,000	\$15,000,000	\$25,000,000
		financial years	2025	2026	2027	2028	2029
	Net return of 4%	LT Establishment Costs	(300,000)	-	-	-	-
		Potential Net Revenue for LT	-	200,000	400,000	600,000	1,000,000
		Foundation	(300,000)	200,000	400,000	600,000	1,000,000
Fee for service		financial years	2025	2026	2027	2028	2029
		LT Establishment Costs	(200,000)	-	-	-	-
		Potential Net Revenue for LT	-	300,000	500,000	500,000	500,000
		Fee for service	(200,000)	300,000	500,000	500,000	500,000
Illustrative incremental cashflows of the three scenarios for LT		financial years	2025	2026	2027	2028	2029
		LT Cashflow (Current Case)	(184,851)	(785,076)	(785,076)	(785,076)	(785,076)
		LT Cashflow (Incl. above revenue streams)	(2,684,851)	(1,951,743)	(1,218,410)	1,314,924	1,714,924
		ECEC	(2,000,000)	(1,666,667)	(1,333,334)	1,000,000	1,000,000
		Foundation	(300,000)	200,000	400,000	600,000	1,000,000
		Fee for Service	(200,000)	300,000	500,000	500,000	500,000

Notes: Figures in this table are for illustrative purposes only, with many assumptions. For greater detail of what we learnt for each scenario, see the scenario sections earlier in the report.

<sup>7</sup> Section 2 provides details of the nature of these income streams and how they were considered by the codesign working group.

**Figure 2: Potential cashflow trajectory of scenarios against the LT's current forecasts**

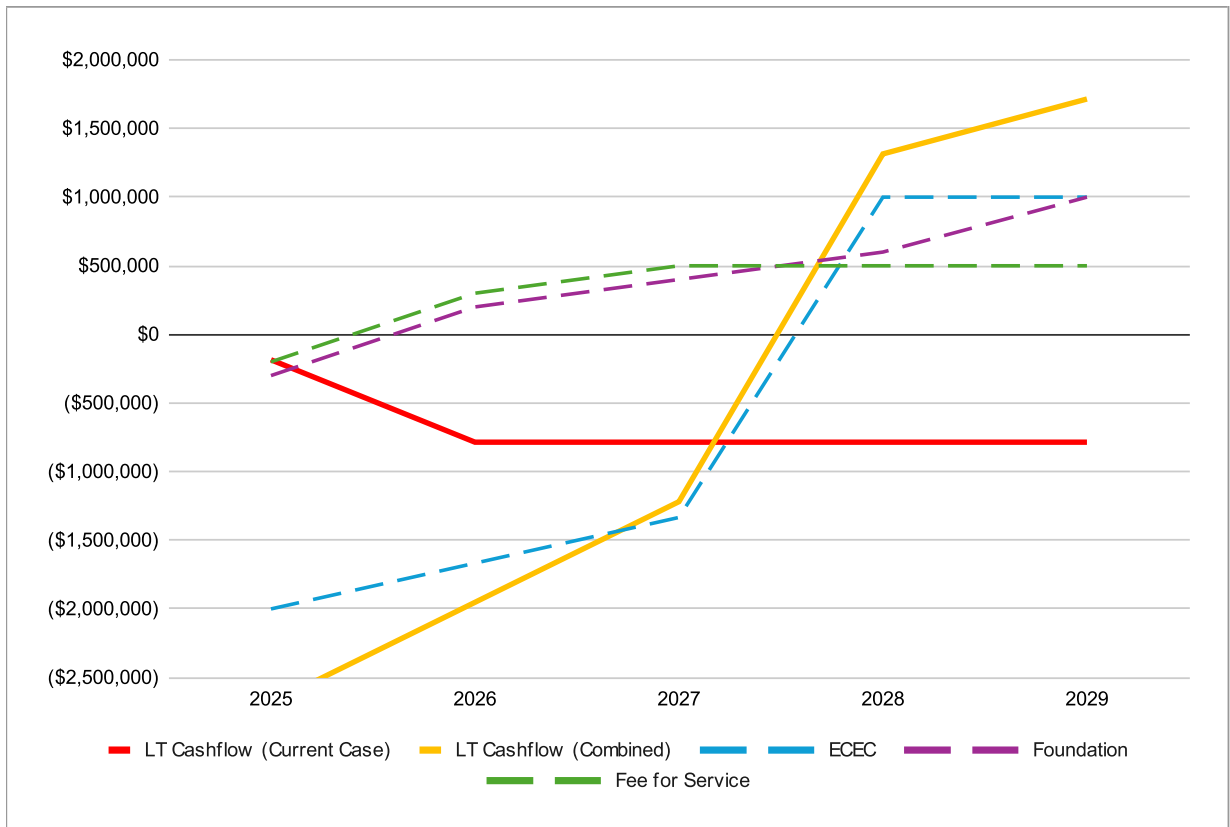


Figure 2 specifically shows the trajectory of establishing three childcare centres over a period of three years, with a capital expenditure of \$2 million for each. Scenario 2 introduces a foundation, with a first year cost for a professional fundraiser and establishment costs totalling \$300,000. In this scenario, the corpus grows to \$25 million by 2029. Scenario 3 models the potential growth of a fee for service offering, with an initial expenditure of \$200,000 for costs such as software and expertise that delivers up to \$500,000 in revenue by 2027.

These financial scenarios are best case illustrations, but they demonstrate the potential of these alternative and innovative approaches to financing. Combining all three scenarios could see Logan Together exceeding a \$2 million annual revenue within the 5 year objective (2030).



# Conclusion

The Logan Together team describe the way they work as engaging as ‘a flock of birds’, with the highly aligned team shifting leadership responsibilities for specific purposes. This makes sense in the context of systems change because it allows movement towards those activities that are most likely to have an impact as they emerge.

But this approach sometimes also masks gaps in resourcing and runs the risk of burnout and collaboration stress. In systems work, boundaries are essential. Even when these are in place, the number of moving parts makes the work exciting, dynamic and sometimes unruly.

Logan Together, with the ambitious goal of improving the wellbeing of 47,713 children in one of the most diverse regions in Australia, is now regarded as a Collective Impact initiative working at a mature stage of development, and at scale.

In its role as one of the forerunners for this type of work in Australia, Logan Together is continuing to push ahead, stretching into the much-anticipated work needed to get the resourcing right and understand that equity won’t arrive if we don’t tackle the economic and financial factors driving inequality in Australia. At a minimum, increasing the power local people have over decisions relating to the flow and allocation of resources is needed, and that is where this project fits.

Given the scale of Logan Together’s actions and ambitions, having \$1-2 million of untied funding that allows local people to decide where it is best applied, is a humble ask.

This process showed that there are a number of revenue raising possibilities that could contribute to the goal and that justify further exploration. The detail of these follow in Section 2 below. Most require some initial investment. All require further discussion and testing. Logan Together has the relationships to do this in the most part through its existing leadership and funding partners. However, they will be doing this in an external context that is in the early stages of readiness. There will be new influencing agendas required too, for more flexible funding in the forms of loans and outcomes payments, partnering on enterprise development and innovation.



Priorities for the next five years to meet the goal of some financial independence for Logan Together also emerged through the process:

### **Test up close and then go wide**

There are a number of recommendations made here about next steps. Logan Together's diverse leadership, combined with the members of the codesign team, have a solid mix of service-providing partners, government and philanthropic stakeholders with which to test and refine possibilities.

### **Building a new narrative and doing it with others**

Tackling inequity through Collective Impact in Australia cannot happen unless resources flow differently and local people have decision making power over them. At this moment, a fundamental understanding of this is patchy at best. Logan Together has been leading this type of ambitious change making and it's now timely to take it to the next level through having a clear and compelling story about why, what and how this needs to happen and sophisticated ways of telling this beyond the current strategy of face-to-face relationships. Joined up (with peers, allies and partners), professional and compelling communication will be an essential element of the work of the next five years.

### **Setting a value for the work and developing internal policies and systems to support this**

There is a significant proportion of the Backbone and connecting functions that go unrecognised and unpaid. The first step to changing this is setting value for time and contribution and monitoring against these.

### **Move to "developmental budgeting" and financial management**

Real-time systems reflecting the complexity of the work can serve as a meaningful planning, learning and adaptation tool.

### **Start now**

There are many everyday practices that can ensure opportunities to increase revenue and reward for Logan Together's people that could start soon and, through this, begin to shift culture across the initiative to include a focus on equity through resource flows and economic opportunities.

### **Develop the relationships needed**

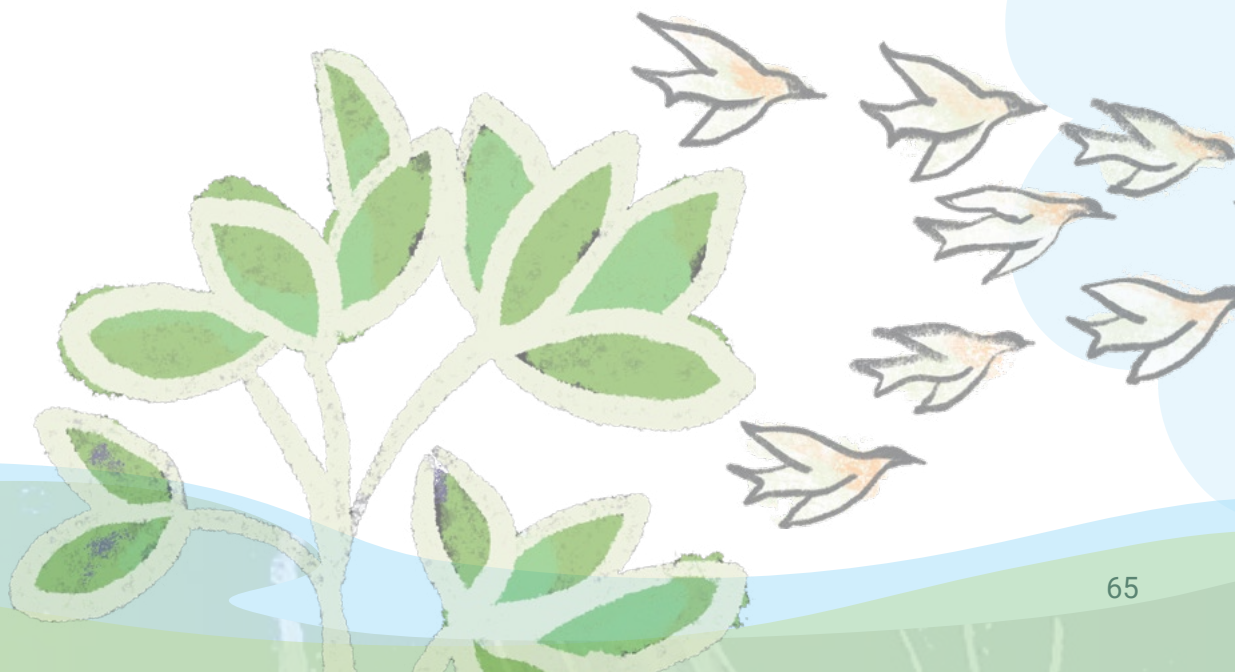
Relationships with a range of influential people has been a hallmark of Logan Together. An expanded approach to the funding model will also require an expanded approach to what kind of relationships might be needed: commercial, technological, fundraising and leadership, as examples.

It's been a dynamic context inside and outside of Logan Together. No doubt this will continue, and ideally Logan Together's leadership will be able to garner the opportunities offered to deepen the ability for Logan people to set the agenda and take the actions they know are needed to improve outcomes for their children.

### **Assume abundance and set a price**

There is a huge amount of investment in related work and many people turning to Logan Together for advice and mentoring. Logan Together has deep collaboration in its DNA. It's also noticing a trend towards extraction where well-resourced collaborations or intermediaries are building businesses based on the experience of the people of Logan and Logan Together (and others) without a reasonable return.

Setting a value for Logan peoples' time and intellectual property, and embedding this within partnerships, contracts and field-building, could significantly change not only the funds available to Logan Together but the national story about how to support and recognise this work.



# Annex 1

## Working group members and interviews conducted

### Working group members

- Louisa Whettam – Logan Together Leadership Table Co-Chair; Member, Gnirigomindala Karulbo; Business Owner, Ngiyambalgarra Consultancy.
- Debbie Miscamble – Communities Program Manager, Communities for Children Logan, Salvation Army.
- Fiona Roebig – Community member; Strong Beginnings Backbone Co-Lead; Business Owner, Thom and Ann's.
- Kenny Duke – Logan Together Leadership Table Co-Chair; Community Leader; Multicultural Organisation leader; Community Connection & Wellbeing Lead, Settlement Services International (SSi) Logan.
- Amy Maynard – General Manager, Social Impact and Engagement, Hand Heart Pocket.
- John Dryden – CEO, CMM Social Change.
- Kathryn Dyble – Director, Strategy and Engagement, Community Services, Queensland Government Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTATSIPCA).
- Marnie Wettenhall – Branch Manager, Community Partnerships, Department of Social Services.
- Jen Andersson – Acting Director, Stronger Places, Stronger People initiative, Community Policy and Engagement Group, Department of Social Services.
- Sara Parrott – CEO, Hand Heart Pocket.
- Michelle Steele – Chief First Nations Officer, Paul Ramsay Foundation.
- Sacha Edema – Head, Government Affairs, Paul Ramsay Foundation.
- Tiffany Deamer – Assistant Secretary, Economic Policy Branch, Australian Government Department of Treasury.
- Luke Collins – Assistant Director, Targeting Entrenched Disadvantage Taskforce, Social Policy Division, Australian Government Department of Treasury.
- Matt Statham – General Manager Child, Family, Older Persons and Cultural Diversity, Brisbane South Primary Health Network (BSPHN).
- Penny Goodall – Community member; Logan Together Leadership Table; Community Development Worker, Communities for Children Logan, The Salvation Army.
- Michelle Lucas – Executive Director, Logan Together.

- Sarah-Jane Bennett – Director, Systems Change, Logan Together.
- Thea Anderson – Place-Based Learning and Impact Lead, Logan Together.
- Jodie Booth – Inclusion and Equity Lead, Logan Together.
- Shelley Gawronski – Partnership Support and Administration Manager, Logan Together.
- Lyn Hamill – Logan Together Board member.
- Kevin Mar Fan – Logan Together Board member.
- Kate Simpson – Facilitation, Collaboration and Impact, Ethical Fields.
- Shane Arthurson – Financial Modeller, Ethical Fields.
- Samantha Doove – Economist, Researcher, Ethical Fields.
- Meaghan Burkett – Executive Director and Chair Board of Directors, Ethical Fields.

## Flash conversations and interviews

Before the first workshop, everybody on the co-design team was offered a flash conversation – a quick introductory conversation. The people who took this up were:

- Luke Collins
- Sara Parrott
- Kenny Duke
- Louisa Whettam
- Sacha Edema
- Kathryn Dyble
- Jodie Booth
- Jen Andersson

Other interviews were undertaken to test ideas and deepen engagement.

These took place with:

- Amy Maynard – Hand, Heart, Pocket - Establishing a foundation.
- Sara Parrott – Hand, Heart, Pocket - Feasibility of Childcare centres for investment.
- Marnie Wettenhall and Jen Andersson – Australian Government Department of Social Services – government readiness to finance differently.
- Tiffany Deemer and Luke Collins – Australian Government Department of Treasury – Targeting Entrenched Disadvantage outcomes fund and the implications for Logan Together.
- Kathryn Dyble – Queensland Government Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts – government readiness to finance differently.
- Kevin Mar Fan – Logan Together Board Member, Ernst and Young – business model for systems map.

## Conversations beyond the codesign working group included:

- Sacha Edema and Genevieve Timmons – Paul Ramsay Foundation – community foundations.
- Sacha Edema and Ben Collins – Paul Ramsay Foundation – financing intermediaries and outcomes funds.
- Sandra Cheeseman – Childcare & Kindergarten Association (C&K) – Establishing Childcare Centres.
- Lorna McGinnis – Executive Director, Gladstone Region engaging in action Together (GRT) – lessons from the Gladstone Foundation.
- Dr Areilla Helfogot – Director of Strategic Foresight, Department of the Premier and Cabinet, South Australia (formerly Ethical Fields) – systems and journey mapping software and tools costing.
- Amy Maynard and Ben Stevens, CFO – Hand Heart Pocket – community foundation.





## Annex 2

### The Ethical Fields team

#### **Kate Simpson**

##### **Project Lead**

Kate works from the grassroots to systems change on complex social, economic and environmental issues. From change making in local places to the large scale influencing global and national forums. This includes, 10 years in catalytic roles in the Collectice Impact movement (alongside Logan Together on a number of occasions) and has been coached by a number of international leaders of this work (incl [Michael McAfee](#) and [Liz Weaver](#)).

Kate cares passionately about creating environments and opportunities for diverse groups of people to shape the decisions that affect them. She is a skilled facilitator and led the project's process design and the engagement with Logan people and allies.

#### **Shane Arthurson**

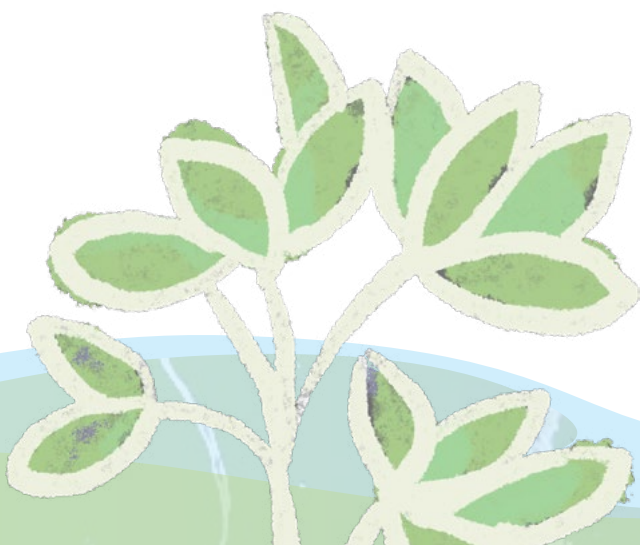
##### **Finance Lead**

Shane has spent 20 years in banking and investments, primarily for infrastructure assets in Australia and America. He is now focused on social impact, being on the frontier of a revolutionary shift and designing capital structures of the future that are more transparent, just and inclusive. Shane led the project's business analysis, modelling and planning.

#### **Sam Doove**

##### **Sythesiser**

Sam is a change maker, a community builder and economist. Sam has over 20 years' experience in varied roles including research economics, government policy and advisory, accounting and business. Her work for the Productivity Commission and the Department of Treasury South Australia and a range of other roles informs her knowledge of and interest in systems thinking.



### What will it look like in 5 years

Immersive professional learning experiences tailored to the specific needs of decision-makers, policymakers, program designers and frontline service staff across emerging community-led initiatives, government, the service sector, philanthropy, and private enterprise. Logan Together is seen as an expert partner capable of walking alongside organisations and communities to equip people with the mindsets, skills, information, and experience to understand and deliver systems-change. Participating in an immersive event is seen as a fundamental part of the policy toolkit, and is seen as a high-value and high-impact investment. If you are working with and in communities in Australia, Logan Together is seen as the best choice to get equipped and continue to stretch and strengthen your practice – to create thriving, self-determining communities.

### Benefits

- We are already doing a lot of this – we have proven the appetite and the concept for immersive events, supported by follow-up engagement with attendees.
- Grounded, authentic, experiential = the point of difference
- Events are responsive to the needs of individual organisations
- Community leadership and facilitation of the offerings wherever appropriate
- Cultural leadership

### Risks

- Growing competition - NEXUS, Thriving Queensland kids, CFI.
- Existing competition - Changefest cheaper
- Significant administrative load to develop and manage.
- Ongoing capability amongst the community and the team to sustain this expert contribution
- Profit margin may be low.
- Product relies on relationships and key individuals – risk to sustainability of the business.
- Focus on profit detracts from purpose of Logan Together's work.
- Finding the core team – staff and community – who have the experience, understanding and expertise to lead the offerings
- Burden upon current community leaders
- How to keep community organisations and partners engaged in providing content for the program - what is the benefit to them?

### How does this align with LT Values/strengths

- Pillars will underpin the design and delivery of paid services:
- First Nations First – to be embodied throughout the event design and delivery.
- Children at the heart – to be at the centre of immersion
- Community led – to be embodied throughout design and delivery of events
- Values and strengths
- Immersive events will be focused on bringing communities, organisations and individuals on a journey to greater collaboration – understanding what it takes and how they can make change
- Community leadership, ownership and co-design

### What skills to set this up? do we have them? if not can we get them and from whom?

- Subject matter expertise already in place - but not at a capacity to do this as a separate stream of work.
- Need seed funding to appropriately resource the work in the first instance
- Need business development skillset in team to lead the work – understanding what the market looks like and how to navigate it successfully to build business
- Need to ensure that we can provide events that are designed and delivered by community members and/or team members who have done (are doing) grounded work in community – this is important to deliver a truly immersive experience
- Need to ensure that the events do not rely on a single team member or partner – sustainability needs to be built in from the outset

### What does a Minimum Viable Product look like? Create a Launch Decision?

Product already tested without charge. MVP for a fee needs to be considered.

### How does it make money?

- Who are customers? Who pays? Public servants
- What's the price? \$3500 (20% profit) [conservative estimate of cost - human resourcing support likely higher than flagged at the outset - reducing as a immersive events become "business as usual"]
- How many can we sell? 100 attendees a year (5 events)
- What are variable and fixed costs?
- Human: Core Team, Jinndi, Village connect, CALD, Teaching, Children,
- Hard costs: venue, equipment/printing, catering, graphic design, video/photo, transport
- Customers: Governments / Philanthropy / Service sector / Private enterprise / Academics looking to work in community / Partnerships with universities / Communities looking to start Collective Impact work / Intermediaries supporting systems-change and working across communities and systems
- Potential for scaled pricing

### Cost to set up

- Who is funding? Existing funders
- What conditions? - great question
- Seed and/or in-kind funding and support from philanthropy and/or intermediaries to establish a separate workstream?
- Early adopters
- Logan Together's existing resources

### How long will it take to set up and produce profit?

Already tested. Can be reproduced. BUT uncertain regarding willingness of attendees to cover costs of running the events

### What do we measure?

- What can we measure Key metrics/indicators?
- Customer satisfaction and changes in the system
- Outputs – number of immersive events, number of attendees, number of attendees continuing to be engaged in Logan Together through Community of Practice
- Before/After analysis – what change was created by participants who attended training or commissioned a product?
- Change in organisational focus and culture?
- [What measurements are valuable to us? What measurements are valuable to potential clients?]

### Think bigger

- Corporate partnership
- A formal partnership with IDAC, and a number of government partners co-design the work and guarantee a number of participants each year
- Embed immersive experience in graduate programs for policy, program and design roles across government, services and industry partners
- Build a strong alumni of attendees – where people are connected within and across sectors to other champions of change, and can find people to connect with for new and emerging work knowing they can start from the "same page" with a commitment to collaboration, principles-based working and community-led change.

### How might it fail?

#### What will it mean if it fails?

- Cost means people don't come and that objective for influence and financial return not met.
- If we lose the connection between the product and the methodology of Collective Impact and the Logan Together three pillars, the product loses its value and purpose
- We damage relationships with community partners and friends - reducing engagement with Logan Together as a movement and having financially-focused endeavours overshadow the purpose of the work

### What does your intuition say?

Plausible – there is a need for professional education and development, and immersive experiences are compelling and memorable. To make them as effective as possible, it needs to be accompanied by efforts to maintain connections and build an alumni of participants – growing a workforce for change that sits across sectors.

We can make money from this initiative, and concurrently create change for the families of Logan.

The profit margins are limited – it would need to be one component of the overall, multi-tiered funding strategy.

### What will it look like in 5 years

- A suite of professional learning experiences, services and products that are tailored to the specific needs of decision-makers, policymakers, program designers and frontline service staff across emerging community-led initiatives, government, the service sector, philanthropy, and private enterprise.
- A Logan Community University – a place of expertise and learning that is accessible to community, paid for by organisations operating with power and decision-making functions in Logan (and elsewhere) who commission learning, research and products
- Logan Together is seen as an expert partner capable of walking alongside organisations and communities to equip people with the mindsets, skills, information, and experience to understand and deliver systems-change.
- Undertaking a Logan Together course or experience is seen as a fundamental part of the policy toolkit. Commissioning and accessing Logan Together products and resources is seen as a high-value and high-impact investment. If you are working with and in communities in Australia, Logan Together is seen as the best choice to get equipped and continue to stretch and strengthen your practice – to create thriving, self-determining communities.

### Benefits

- We are already doing a lot of this – we have proven the appetite and the concept for various components of the bigger offering.
- We will be codifying the work ongoing anyway, so the generation of new opportunities/frameworks will be quite seamless
- Grounded, authentic, experiential = the point of difference
- Tools and co-designed methodologies practically tested in the field
- Products are responsive to the needs of individual organisations and see efforts to create systems change embedded into organisations that might otherwise be hard to reach.
- Creates a shared understanding of issues and systems challenges.
- Can drive social investment.
- Communities can benefit from the products created and navigate them in self-directed ways.
- 'Grow our own'
- Community leadership and facilitation of the offerings wherever appropriate
- Cultural leadership
- Potential micro-credentialing amongst community and others

### Risks

- Significant administrative load to develop and manage.
- Ongoing capability amongst the community and the team to sustain this expert contribution
- Profit margin may be low.
- Product relies on relationships and key individuals – risk to sustainability of the business.
- Focus on profit detracts from purpose of Logan Together's work.
- Competition in the market – Nexus, Thriving Queensland Kids, CFI, other intermediaries and consultants.
- Finding the core team – staff and community – who have the experience, understanding and expertise to lead the offerings
- Burden upon current community leaders

### How does this align with LT Values/strengths

Pillars will underpin the design and delivery of paid services:

- First Nations First – to be embodied throughout the product and services that are designed and offered. First Nations Charter and First Nations First are specific offerings that could be part of the suite of work supported to be delivered.
- Children at the heart – to be at the centre of strategy and decision-making through existing governance
- Community led – to be embodied throughout the product and services that are designed and offered
- Values and strengths
- All products and services will be focused on bringing communities, organisations and individuals on a journey to greater collaboration – understanding what it takes and how they can make change
- Community leadership, ownership and co-design

### What skills to set this up? do we have them? if not can we get them and from whom?

- Need seed funding to resource the work in the first instance
- Need business development skillset in team to lead the work – understanding what the market looks like and how to navigate it successfully to build business
- Need to ensure that we can provide products and services that are designed and delivered by community members and/or team members who have done (are doing) grounded work in community – this is important to set us apart from other consultants offering services
- Need to ensure that the product or service does not rely on a single team member – sustainability needs to be built in from the outset

### What does a Minimum Viable Product look like? Create a Launch Decision?

- Identify key products generating interesting – for example, systems-map, immersion opportunities, professional learning courses for the public sector.
- Create and test each product with interested potential clients. Understand what likely profit margin is.

### How does it make money?

Who are customers? Who pays? Whats the price? How many can we sell? What are variable and fixed costs?

#### Customers

- Governments
- Philanthropy
- Service sector
- Private enterprise
- Academics looking to work in community
- Partnerships with universities
- Communities looking to start Collective Impact work
- Intermediaries supporting systems-change and working across communities and systems
- Potential for scaled pricing

### What other things do we need to consider?

- There will be a mixed appetite for professional learning that is underpinned by an explicit philosophy of how to create systems-change – the products can be tailored to organisational needs, but not to the detriment of the values that underpin Logan Together's work
- Is this considered an ethical approach to creating sustainable funding?
- Ethical considerations for community
- Where does the IP sit?
- How do we maintain data sovereignty across the offerings
- What is the lost opportunity of going down this path?
- We need both our best people to be running the Community University, and also to be leading and guiding the grounded work to improve outcomes for children
- How do we ensure our diverse community can access and lead some of the work?
- How do we optimise our relationship with Griffith University?
- How do we set the pricing so community can benefit at no or minimal cost, and others pay an acceptable fee?
- How do we establish the Logan Together tick of approval?

### Think bigger

Logan Together certification – creating a process to review and certify work, programs, approaches and ways of working – having the certification recognised (and expected) by community, funders, government and others investing and working in place

### How might it fail? What will it mean if it fails?

Pre-mortem  
If we lose the connection between the product and the methodology of Collective Impact and the Logan Together three pillars, the product loses its value and purpose.

### Cost to set up

- Who is funding? How much? What conditions?
- Seed funding from philanthropy?
- Early adopters
- Logan Together's existing resources

### How long will it take to set up and produce profit?

20% profit margin – if \$1 million is needed to cover the costs of the Logan Together Backbone function, the business would need to generate \$5 million revenue each year.

### What do we measure?

- What can we measure Key metrics/indicators?
- Outputs – number of services, attendees, products commissioned etc
- Before/After analysis – what change was created by participants who attended training or commissioned a product?
- Change in organisational focus and culture?
- What measurements are valuable to us? What measurements are valuable to potential clients?

### What does your intuition say?

Plausible – there is a need for professional education and development, but it is a product that would be competing with many others in the space – albeit with a significant point of difference, being practically grounded and directly informed and led by community. It also relies on organisations wanting to change and inviting disruption into their work. There could also be a change in the policy-settings of government, where place-based community-led change is no longer sought out. We can make money from this initiative, and concurrently create change for the families of Logan. Whether we can make \$5 million pa is the question. It might become a component of the overall, multi-tiered funding strategy





## Get in touch

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