

## Logan Together *Stronger Places, Stronger People* Collaboration Agreement 2021 - 2024

### Acknowledgement of Country

Signatories to this Agreement acknowledge the Traditional Owners of country throughout Australia, and their continued connection to land, sea and community. We pay our respects to Traditional Owners and their cultures, and to Elders past, present and emerging. We particularly pay our respects to the Traditional Owners and custodians of the Land on which the Logan community lives, works and plays – the land of the Yugambah and the Jaggera speaking peoples. We seek the guidance and wisdom of the Elders, and other cultural leaders in Logan, as we pursue our shared ambition to ensure all children in Logan get the best start in life and grow up to reach their potential through the care and guidance of their families, their communities and their cultures.

### The Context

*Stronger Places, Stronger People* is a Commonwealth Government initiative being facilitated and stewarded by the Department of Social Services.

The *Stronger Places, Stronger People* initiative combines locally-led social change with government-led policy reform. Collective impact drives a staged and structured long-term methodology to solving complex social problems in communities participating in the initiative. Collective impact makes collaboration work across governments, business, philanthropy, not-for-profit organisations, community groups and local citizens – all of whom have a key stake in the problems and the solutions – to achieve significant and lasting change.

*Stronger Places, Stronger People* communities use the collective wisdom of stakeholders, share power, and devolve decision-making to the community level. They have a local, authorised governance group whose membership is reflective of the diversity of the community. This group organises the work to support the best interests of children, their families and their communities.

Government partners support communities to lead the work locally, meet communities where they are at, and build on approaches and knowledge that are most trusted, valued and impactful in each community.

A comprehensive Partnership Exploration Process underpins the decision by governments and a community to join their resources and efforts for local change with the backing of the *Stronger Places, Stronger People* initiative. The Logan Together *Stronger Places, Stronger People* Collaboration Agreement provides a tool through which to build trust and learn to act together in true partnership to achieve local-level and system-level changes that deliver on the important goals that are shared by both the community and governments.

Signatories to this Collaboration Agreement recognise that the *Stronger Places, Stronger People* policy goals do not represent the totality of the Logan Together ambition or the totality of its priority work. Logan Together, for example, is committed to implementing the ChangeFest 2018 Statement.



This includes Logan Together's commitment to:

- recognising Aboriginal and Torres Strait Islander People as the First Peoples, and advocating for the recognition of their land, sea and water rights in the Australian Constitution, and
- recognising the contents of the May 2017 Uluru Statement from the Heart, and advocating the requirement that its contents be enacted in all relevant statutes in federal, state, territory and local jurisdictions.

Our movement's commitment to the ChangeFest 2018 Statement requires Logan Together to take positive steps locally to act consistently with the national Indigenous consensus position advanced in the Statement from the Heart. Such steps will ensure Logan Together's approach is one enabler to:

- Local Aboriginal and Torres Strait Islander Peoples' empowerment and their roles as leaders at the forefront of all system change design and delivery,
- Aboriginal-led and Torres Strait Islander-led local control of services and programs, and
- a well-supported and strong treaty process in our state and nationally.

Such commitments by Logan Together are outside the scope of the *Stronger Places, Stronger People* initiative and therefore are commitments being honoured through other partnership arrangements and local actions that ensure Logan Together ultimately delivers, with integrity, on our whole agenda.

Similarly, Logan Together partners serve their individual organisation's and funders' agendas which often extend beyond the goals and actions of the Logan Together movement and its Roadmap. This requires partners to maximise opportunities for collaboration and alignment of effort where agendas are shared, while investing time and resources to meet the requirements of their organisations and funders that sit outside the priorities agreed in the Logan community's change plan.

Recognising these issues, Logan Together [the movement and its partners] agreed to join as a partner community under the *Stronger Places, Stronger People* initiative in 2019. The Commonwealth Government activated a five-year commitment to fund Logan Together as a *Stronger Places, Stronger People* community from 1 July 2019, and the Queensland Government announced a five-year commitment to fund the work of Logan Together from 1 July 2019:

- The Commonwealth Government committed \$0.9 million cash per year (GST exclusive) from 2019-20 to 2023-24 comprising –
  - \$0.75 million per year contributing to the operating costs of the Logan Together Backbone Team
  - \$0.15 million per year as a contribution to Logan Together funding and in-kind support for local capacity building.
- The Queensland state government committed \$0.75 million cash per year (GST exclusive) from 2019-20 to 2023-24 comprising –





- o \$0.75 million per year contributing to the operating costs of Logan Together to advance the work of the Logan Together movement by applying the collective impact framework.

Governments' funding for Logan Together is supplemented by cash and in-kind contributions from the community and its other partners from philanthropy, the non-government service sector, volunteers, community groups, and corporate donors. The logos of key partners are highlighted on the final page of this Agreement [behind the signatories' page].

This Agreement does not commit the parties to additional expenditure beyond their current and planned contribution to Logan Together community.

#### The purpose of the Collaboration Agreement

The *Stronger Places, Stronger People* Collaboration Agreement between Logan Together, the Commonwealth Government and the Queensland Government formalises how the signatories will work together and what work will be progressed in what time frame to achieve goals the signatories share in common. Logan Together reference materials outlining the roles and responsibilities of partners, and the terms of reference of Logan Together governance groups, provide further guidance on expectations and accountabilities.

The Collaboration Agreement is not a confidential document. All documents generated as part of the collaboration are open source, unless agreed by two or more partners to be subject to specific privacy parameters.

To the extent permitted by law, no binding contract or other understanding will exist between the signatories. While the Collaboration Agreement is not legally binding, the Collaboration Agreement will be monitored, evaluated for performance and impact, and adjusted to reflect learnings between now and 30 June 2024. The *Stronger Places, Stronger People* annual Learning Circle process will provide the formal point of collaborative review, reflection and recommendations for adjustment to the Collaboration Agreement each year. Signatories will review and re-sign the updated Collaboration Agreement, post the annual Learning Circle process, if they agree the recommended changes.

This Agreement will commence as soon as the Agreement is signed by the parties and expire 30 June 2024, unless the parties agree to an early termination or an extension to the Agreement.

#### The Agreement

##### ***Our shared goals through our collaboration***

Signatories to the Collaboration Agreement will work to achieve the following shared goals in the City of Logan –

1. That by 2025, Logan children will be as healthy and full of potential as any other community of Queensland children.
2. That social capital and civic engagement of local people is built through proven strategies that nurture the capacity for leadership to emerge amongst community members.



3. That service design in Logan is community-led, and that service providers are co-designing and co-delivering with the community and each other to ensure the provision of culturally competent and valued services that:
  - a. respond to community need,
  - b. work in support of family and community aspirations,
  - c. are tailored to the local context, and
  - d. drive learning and knowledge sharing.
4. That Logan's First Nations people and communities will experience positive changes to their lives and experiences through the work of Logan Together, noting the strong alignment of our shared goals and the National Agreement on Closing the Gap reforms that:
  - a. embed joint decision-making,
  - b. build the Aboriginal and Torres Strait Islander community-controlled service sector,
  - c. transform mainstream government services, and
  - d. improve data to support informed decision-making.

#### ***Our shared partnership principles and behaviours anchoring our collaboration***

##### ***1. Trust and Equality***

The City of Logan is recognised as Australia's most multi-culturally diverse local government area. It is home to people connected to 217 different cultures who communicate through around 187 different languages [including multiple Indigenous languages and sign language].

Signatories to this Collaboration Agreement recognise that the co-design and co-delivery of safe, respectful and responsive approaches to early child development are essential to:

- a. building Logan families' trust in service systems and institutions, and
- b. generating equitable opportunities and outcomes for all Logan children and their families and communities to thrive.

This will see signatories to this Agreement actively supporting effective community engagement and community-building actions that both increase the density of community leadership in Logan and enhance the capacity and capability of Logan's community to participate in and shape decisions that affect their lives and opportunities.

In line with Logan Together's commitment to implementing the ChangeFest 2018 Statement, signatories to this Agreement are committed to building trust and equality with and for Logan's First Nations peoples.

The Prime Minister's promise in his 2020 Closing the Gap speech to Parliament endorses this principle – "We must restore the right to take responsibility. The right to make decisions. The right to step up. The opportunity to own and create Australian's own futures. It must be accompanied by a willingness to push decisions down to the people who are closest to where the problems are, and where the consequences of decisions are experienced."

The Prime Minister's commitment can be summarised in the phrase – *nothing about us, without us*.

The new National Agreement on Closing the Gap [30 July 2020], signed by the Prime Minister, all First Ministers of all Australian Governments, the Lead Convenor of the Coalition of Peaks, and the President of the Australian Local Government Association defines the priority reforms all



governments will implement. These reforms are anchored to this fundamental principle of trust and equality.

Practically, this means signatories to this Agreement are committed to ensuring local people in Logan are contributing and participating as equal partners in decision-making processes which affect them, their families, and their communities and sharing equal responsibility for enabling the changes that will ensure strong futures for the next generation of children growing up in Logan.

## 2. *Empowered Leadership, Shared Accountability and Shared Learning*

Pushing decisions down to the people who are closest to the problems and the opportunities requires signatories to shift power from central bureaucracies to well-functioning local governance mechanisms. Governments and the community will value cultural, local community and organisational leadership equally and will design and decide solutions collaboratively. As a general principle, signatories will work through Logan Together governance mechanisms to test and seek input to inform new policies, and co-design new programs, service delivery and funding models in the City of Logan prior to decisions being made.

As equal partners to the collaboration, with community and government leaders authorised to make joint decisions locally within defined parameters, signatories share accountability and risk equally, and commit to participating fully in the ongoing Learning Circle process designed by the Commonwealth to test, manage, reflect and adjust quickly when issues inevitably arise during the ambitious *Stronger Places, Stronger People* journey.

## 3. *Solutions-focused*

Signatories recognise the complexity and risks inherent in driving such an ambitious place-based change agenda in Logan. Identifying, monitoring and remediating risks will be a shared responsibility, as is sharing responsibility for acting and having impact.

Logan Together values and respects the diversity of opinion and experiences of those living and working in the community. Logan Together embraces the opportunity that our diversity brings in generating ideas and co-producing inclusive, effective solutions.

Logan Together also recognises that some risks it confronts cannot be managed or remediated alone at the local level because of limits on its authority and decision-making. In such cases, signatories support the escalation of issues to ask for additional assistance to cut through risks or barriers to progress. The *Stronger Places, Stronger People* National Leadership Group and/or Departmental Secretaries are key people who may be able to broker solutions to ensure momentum is maintained in Logan.

## 4. *Mindsets and Practice*

Signatories endorse the Commonwealth policy that the goals of the partnership will be achieved using the evidence-based Collective Impact methodology. Signatories commit that their staff and organisations working in support of Logan Together will be trained, knowledgeable and committed to the Collective Impact approach and methodology, and will bring a culturally responsive and respectful mindset to their work and contributions to implementing the Logan Together Roadmap for change.

Around 3.2 per cent of the Logan community's population identify as Aboriginal and/or Torres Strait Islander and Logan is recognised as being the urban centre with the highest concentration of Aboriginal and/or Torres Strait Islander people in Queensland. The data show that Logan's First Nations peoples experience disproportionate levels of poverty and disadvantage.



Signatories agree to Logan Together's additional local condition for Collective Impact implementation in their community – First Nations First: Implementing this condition in Logan includes valuing the Warril Yari-Go Karulbo First Nations Leadership Group as an equal partner in local governance mechanisms, and targeting strategies to centre Indigenous knowledge, practice and community-controlled organisations as key to achieving the goals for local First Nations' families as well as to deliver benefits to the broader community.

5. *Action-oriented, co-operative relationship builders, curious and decisive*

All signatories agree to work together in good faith to progress actions and be accountable to the Logan community for progress and impact.

**Agreed Phase 1 Collaboration Agreement Projects: January 2021 – June 2022**

Signatories to this Agreement commit to working together to progress the following priorities in the next 18 months to help achieve their shared goals. These priorities embed key actions identified during the *Stronger Places, Stronger People* Learning Circle workshops during 2019.

The actions have also been updated to incorporate recommendations from the independent Logan Together Progress Review Report conducted by Clear Horizons during 2020 –

*Action 1: Refresh the shared agenda to ensure Logan children belong, are safe and are thriving*

- The expression of the vision for the refreshed agenda will be reflected in the language and aspirations of the community.

*Action 2: Deepen collaboration between Logan Together partners*

- Build on and embed local Indigenous and other culturally safe ways of working with community, and invest in building the capacity [the mindset, knowledge, skill and relationships] of community members and staff working in Logan through Collective Impact practice and cultural understanding and competency training programs.
- Continue to take actions to strengthen community and the authority of its leaders in setting expectations and directions for change.
- Continue to strengthen the voice of community in defining local challenges and opportunities, and co-designing and co-producing local solutions.

*Action 3: Maximise the contributions of governments in advancing the shared goals for change between government and community*

- Broker a change in practice away from traditional government funding models, to a local commissioning model that is responsive to local need, local solutions and local decision-making. This change should be achieved through: governments, service providers and the community actioning the five shared principles and behaviours underpinning this Collaboration Agreement; and, through embedding these shared principles and behaviours in funding agreements for services and programs delivered in Logan.
- Government signatories to this Agreement will convene a working party comprised of Commonwealth, State and Local Governments, to advance their contributions to Logan Together. Terms of Reference will have regard to: how governments can best enable



Collective Impact in Logan: what changes to policy [social, economic and budgetary],

practice and procedure are required to support the shared partnership goals and implementation of the Logan Together Roadmap; linkages to other government policy, for example commitments to the Aboriginal and Torres Strait Islander community-controlled service sector and Closing the Gap reforms; consideration of access to and sharing of data to support Logan Together inform its priorities and demonstrate outcomes; and, how the Logan Together investment and impact can be reported and communicated to the community, its partners and the broader public.

#### *Action 4: Strengthen Logan Together governance*

- Build the capacity and support of local community and government leaders to govern, and of the Backbone Team to organise and enable the Logan Together endeavour with integrity and transparency.
- Recognise the Leadership Table as the peak cross-sector collaborative body of the Logan Together movement, and its role as the key governance group for deciding and driving implementation of the movement's priorities and agenda.
- Ensure members of all Logan Together governance groups understand their role and their responsibilities as members, and are authorised to fulfil their role and responsibilities by their community and/or organisation they are representing.
- Achieve a balance in representation from community leaders, government and other organisational leaders on Logan Together governance groups and work to ensure the composition of governance groups and the Backbone Team are representative and inclusive of the diversity of the Logan community.
- Create opportunities for government officials to provide professional support to mentor, coach and educate community about government policies and processes to help strengthen social and civic engagement and effective advocacy. These opportunities could also provide for community to educate government officials about local context, implementation of policies, programs and processes, and opportunities for these to be adjusted to better meet local needs and improve the lives of local families.

A collaborative process to scope, plan, resource, govern and set targets for these priorities will be achieved by May 2021. Progress with the Collaboration Agreement will be monitored regularly through the Logan Together Leadership Table, and formally reviewed during the 2021 *Stronger Places, Stronger People* Learning Circle process.

Signatories to the Collaboration Agreement between Logan Together, the Commonwealth Government and the Queensland State Government

Chair

Logan Together Board

MARGARET AULSON

*Margaret Aulson*  
[insert name]

[insert name]

24/3/21

[insert date]

Co-Chairs

Logan Together Leadership Table

JANET STODOLKA

*Janet Stodolka*  
[insert name]

[insert name]

12 March 2021

[insert date]

Peter Eather

[insert name]

25/03/2021

[insert date]

Co-Chairs

Warril Yari-Go Karulbo

*Faith Green*

*Warril Yari-Go Karulbo*

[insert name]

[insert name]

12 March 2021

[insert date]

25 March 2021

[insert date]

Signed on behalf of the Logan Together Movement  
[see attached list of Movement partners]

Deputy Secretary  
Department of Social Services

[insert name]

[insert date]

Director-General  
Department of Communities, Housing and  
Digital Economy

[insert name]

[insert date]



LOGAN TOGETHER PARTNERS




Logan Solutions & Reform Project – contract details

Purchaser:	Logan Together
Supplier:	Community Services Industry Alliance
Project Partner:	The Benevolent Society
Start Date:	18 November 2020
End Date:	31 December 2021
Deliverables:	Employ a Project Officer Participate in Governance Group meetings Report on progress and contribute to the final project report
Price:	\$150,000
Reports:	Activity Report #1 – Due 26 February 2021 Activity Report #2 – Due 25 June 2021 Activity Report #3 – Due 29 October 2021 Final Project Report – Due 31 December 2021
Payments:	Payment #1 - \$40,000 – due on acceptance of Activity Report #1 Payment #2 - \$40,000 – due on acceptance of Activity Report #2 Payment #3 - \$40,000 – due on acceptance of Activity Report #3 Payment #4 - \$30,000 – due on acceptance of Final Project Report

Signed on behalf of Logan Together:

Signature: 



Name: M. ALVISON

V. Davis

Position: CHAIR

Director

Date: 24/3/21

25/3/21