

Cross Sector Leadership Table

Friday 10 February 2017

9:00am coffee for 9:30am. **Meeting concludes at 11:30pm.**

Venue: Griffith University Logan Campus building L05 room 2.12

Secretariat: Kellie Hinchy (e) k.hinchy@griffith.edu.au (ph) 3382 1163

Agenda

Item	Time	Papers / notes
1. Coffee and informal meet and greet	9:00am-9.30am	
2. Acknowledgment of Country and welcome and introductions	9:30am-9:35am	
3. Minutes and actions from previous meeting	9:35am-9:40am	Attachment
4. Update on Community Maternity Project developments	9:40am-9:55am	Matthew and general discussion
5. Recap on annual reflection workshop in December and forward planning for 2017	9:55am - 10:10am	Matthew and general discussion Refer December minutes
6. Project of the month: Community Mobilisation Campaign: 0-8 Community Partners	10:10am-10:35am	Lauren and Karen Attachment
BREAK	10:35am-10:45am	
7. Focussing in 2017: prioritising the Gamechangers	10:45am-11:20am	Workshop activity
8. Revised Roadmap: quick look at proposed structure and process	11:20am-11:30am (may be held over if insufficient time)	Matthew and Sherena Attachment
9. Wrap up and agenda forward planning	11:30am	Margaret Allison

Membership

Margaret Allison	Chair	margaret.allison4@gmail.com
Alan Bunce	Logan Village State School	abunc3@eq.edu.au
Allison McClean	Waterford West State School	Amccl10@eq.edu.au
Amanda Currie	Dept. of Communities, Child Safety & Disability Services	amanda.currie@communities.qld.gov.au
Andrea World	Community Representative	worldy@bigpond.net.au
Angela TuiSamoa	Community Representative	angelange72@hotmail.com
Annette Turner	Logan City Council	annetteturner@logan.qld.gov.au
Cath Bartolo	YFS	cathb@yfs.org.au
David Crompton	Addition and Mental Health	David.crompton@health.qld.gov.au
Debbie Miscamble	Communities for Children	debbie.miscamble@ae.salvationarmy.org
Aunty Faith Green	Community Representative	fgreen1965@gmail.com
Geoff Woolcock	Logan Child-Friendly Community Consortium	g.woolcock@wmb.org.au
Gracie Perry	Community Representative	Gracie.ellen94@gmail.com
Dr Jacinta Powell	Logan Hospital	Jacinta.Powell@health.qld.gov.au
Janet Stodulka	Dept. of Social Services	janet.stodulka@dss.gov.au
Jennifer Crimmins	Child and Youth Community Health Services	jennifer.crimmins@health.qld.gov.au
Josephine Aufai	Community Representative	aufaijo@gmail.com
Karen Dawson Sinclair	Community Representative	k.dawsonsinclair@griffith.edu.au
Kim Wright	K.E.N.G	manager@keng.org.au
Leith Sterling	The Benevolent Society	leith.sterling@benevolent.org.au
Lesley Chenoweth	Griffith University	l.chenoweth@griffith.edu.au
Matthew Cox	Logan Together	Matthew.cox@griffith.edu.au
Melanie McKenzie	Community Representative	melanie@harrisonslittlewings.org.au
Michael Jacobs	Community Representative	admin@keng.org.au
Michael Tizard	The Creche & Kindergarten Assoc	m.tizard@candk.asn.au
Niki Gooch	Access Community Services	nikig@acsl.org.au
Aunty Robyn Williams	Community Representative	robbie59williams@hotmail.com
Roger Marshall	Logan East Community Neighbourhood Assoc.	rogermarshall@bigpond.com
Pastor Ross Smith	The Vine Community Church	thevine@ozemail.com.au
Sarai Tuuga	yourtown	stuuga@yourtown.com.au
TBC	Dept. of Education and Training	TBC
Soraya Shah	Anglicare Southern Queensland	sshah@anglicaresq.org.au
Sue Scheinpflug	Brisbane South PHN	sscheinpflug@bsphn.org.au

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Cross Sector Leadership Table

Friday 9 December 2016

9:30-12:30pm

Attendance: Note membership list attached to these minutes

Apologies: Prof Lesley Chenoweth, Prof David Crompton, Amanda Currie, Jane Frawley, Alison McClean, Jacinta Powell, Sue Scheinpflug, Soraya Shah, Janet Stodulka, Michael Tizard, Geoff Woolcock.

Proxies: Luke Robinson for Janet Stodulka.

Visitors: Nutrition Project group members: Angela Jones (Volunteer), Catherine Hannell (YMCA), Aloysa hourigan (Nutrition Australia, Queensland)

MINUTES

2. Welcome and Introductions

Ms Margaret Allison, Chair, welcomed everyone to the December meeting of the Cross Sector Leadership Table and noted the apologies.

3. Minutes and Action from the previous meeting

The minutes from the November meeting were confirmed. Matthew Cox reported that all action had been completed or were scheduled for discussion in 2017.

4. Project presentation: Ensuring Logan children P-2 have adequate nutrition to learn and grow

Matthew Cox advised that we are trying to be more disciplined about how projects are presented to the Cross Sector Leadership Table and a two-step process has been developed. Step one is that a project concept is presented which includes some ways forward. Step two is for a more detailed proposal presented for endorsement.

Matthew Cox invited Project Group members to present the draft Nutrition project.

The project team highlighted some of the current issues regarding children and nutrition including children skipping breakfast, being overweight or obese and getting their energy intake from food low in nutrients. They also outlined some of the barriers and challenges to overcoming these issues and the desired outcomes of the project - the outcomes being to reduce the number of children hungry at school and to reduce the incidents of obesity.

The project team advised that they will be working with researchers from QUT to run an already devised pilot program in three Logan state schools: Berrinba East, Marsden and Woodridge.

When asked if the project team had talked to parents about the issue the project team stated they had talked to school principals, had received feedback through current programs and had conducted a Facebook survey.

Decision: The Cross Sector Leadership Table gave concept approval to the project subject to more community co-design being undertaken.

5. Reflection process - introduction

The Chair introduced the session with the following comments:

- The December meeting is an opportune time to reflect on the year, what we've achieved and haven't and what improvements we can make to our governing structure and processes, and how we can better progress our ultimate ambitions around children aged 0-8 in Logan.
- We have been very focussed on the formal service structure to date. We need to consider the role of businesses, churches and faith communities, sporting clubs, service clubs etc – would like to see us develop some broader strategies that may not be about paid services.
- Have been pondering our governance issues and the role of the CSLT in particular. The role of chapters needs more consideration. There are a number of tensions about CSLT – broader representation from other programs but increase in size will further diminish people's opportunity to speak and participate.
- Need to further develop a common understanding about project scope and design, measurement outcomes and evaluation.
- Need to focus on a few core issues verses letting a thousand flowers bloom.

6. Reflection workshop

The following is a summary of group discussions on each topic.

Focussing our effort: What are the game-changers and how to deal with the 1000 flowers

Key issues

1. Strongly endorsed concept of zeroing in on some high-leverage initiatives and having a tighter focus each year. Focus may / should shift over time.
2. Accepting that in order to focus, some projects may not get progressed in the coming year, but they may be a focus area in a future year.
3. Need some framework for defining what a game-changer is – as opposed to “normal project” and set out implementation pathway for each

Way forward

1. Engage Leadership Table in identifying game-changers for 2017 and agree implementation pathway for these and for other projects.
2. Agree process for wider community input.

Investment and system redesign – approaches

Key issues

1. “Ideal” system should encompass services, but also non-service community capability solutions
2. Set out broad themes, but proceed with manageable proof of concept initiatives
3. These proof of concept projects could be issue-specific, geographic-specific (hot spots) or population-specific
4. Start with lower risk things where partners volunteer to make change, build trust, then tackle harder things
5. Design the reinvestment approach together with all stakeholders

Way forward

1. Establish a project group with appropriate representation to progress. Propose as a 2017 Gamechanger.

Community leadership and governance structures

Key issues

1. Great opportunity to tap into the energy of community leadership that is out there e.g. grey nomads, church congregations – need to find a way to harness and still a long way to go.
2. Essentially Logan Together partner organisations need to be better at building relationships between community leaders and government departments and NGOs.
3. Training – similar to partnership brokerage for Government and NGO workers – to upskill community leaders. Parent Leadership Training discussed as possible solution.
4. Gender balance – we need to engage men – who are fathers, uncles, sons, grandfathers
5. Consider a Community Engagement Chapter as part of refreshed governance arrangements.

Way forward

1. Create dedicated Community Engagement working group to develop strategies
2. Consider as part of wider governance reforms discussion
3. Engagement Chapter could work across all projects to assist with engagement
4. Develop engagement plan – who needs to be engaged on what topics, when

Focussing our effort: geographic and demographic micro communities

Key issues

1. Support for focussing action on defined sub-communities, achieving change and then scaling to other sites

2. Be data informed: look at the data → progress what it is telling us → what areas?
3. Act on high-leverage issues where there is rich data → clear linkages e.g. smoking and pregnancy
4. Look at specific geographical areas and apply the intent of Logan Together (community engagement, specific project concepts) → hot spots

Way forward

1. Examine geographic and demographic sub-communities that can be proof of concept sites and agree these at Leadership Table.
2. Then start to layer up effort in those locations.

The Roadmap, planning and the project portfolio

Key issues

1. Roadmap identified high level goals – but need further work to position strategies within a framework and to translate into concepts and action people can engage with.
2. People are a bit lost and don't understand how to connect the dots
3. Need highly navigable presentation: One page of roadmap – ability to go deep if needed
4. Narrow the focus – focus on gamechangers
5. Also need clearer planning process to guide projects

Way forward

1. Revised Roadmap to be prepared to capture learnings from last 12 months and be a stronger “navigational aid”
2. Roadmap to focus on game changers and link in data and be set within a clear logic model
3. To be supported by a data and progress monitoring framework

Shared frameworks, learning and knowledge

Key issues

1. Are we really getting a better shared understanding of key concepts like collective impact, community engagement, evidence based practice and community based governance?
2. We need to focus on practical knowledge based in good theories explained in everyday language
3. Try to get universities to take leadership in an educational/learning project for people involved and interested in Logan Together – large scale symposia

Way forward

1. Create a project group to look at shared learning around key concepts
2. Set out a rolling 12 month learning program with different learning opportunities
3. Interest in an annual symposium

Governance and collaboration arrangements: Leadership Table, Chapters, Project Groups

Key issues

1. Agree need to refresh governance arrangements based on learnings from first 12 months
2. Organisational chart or something similar to clearly define governance and decision making, e.g. role of management committee, role of backbone; clarify roles and responsibilities.
3. Access to information in one place re who is involved in each project and chapter.
4. Clearer criteria for projects and concepts – tested before coming to CSLT. CSLT members to be identified as Project Sponsor.
5. Bring to a future meeting of the CSLT following the development of an options papers or similar – a starting point for discussion.

Way forward

1. Leadership Table to consider options in early part of 2017
2. Link closely with community engagement and community leadership discussion

Meeting close

The Chair thanked all for attending. Meeting closed at 12.30pm. The next meeting of the Cross Sector Leadership Table will be scheduled for February 2017.

Membership List

Margaret Allison	Chair	margaret.allison4@gmail.com
Alan Bunce	Logan Village State School	abunc3@eq.edu.au
Allison McClean	Waterford West State School	Amccl10@eq.edu.au
Amanda Currie	Dept. of Communities, Child Safety & Disability Services	amanda.currie@communities.qld.gov.au
Andrea World	Community Representative	worldy@bigpond.net.au
Angela TuiSamoa	Community Representative	angelange72@hotmail.com
Annette Turner	Logan City Council	annetteturner@logan.qld.gov.au
Cath Bartolo	YFS	cathb@yfs.org.au
David Crompton	Addition and Mental Health	David.crompton@health.qld.gov.au
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Dr Jacinta Powell	Logan Hospital	Jacinta.Powell@health.qld.gov.au
Janet Stodulka	Dept. of Social Services	janet.stodulka@dss.gov.au
Jennifer Crimmins	Child and Youth Community Health Services	jennifer.crimmins@health.qld.gov.au
Josephine Aufai	Community Representative	aufaijo@gmail.com
Karen Dawson Sinclair	Community Representative	k.dawsonsinclair@griffith.edu.au
Kim Wright	K.E.N.G	manager@keng.org.au
Leith Sterling	The Benevolent Society	leith.sterling@benevolent.org.au
Lesley Chenoweth	Griffith University	l.chenoweth@griffith.edu.au
Matthew Cox	Logan Together	Matthew.cox@griffith.edu.au
Melanie McKenzie	Community Representative	melanie@harrisonslittlewings.org.au
Michael Jacobs	Community Representative	admin@keng.org.au
Michael Tizard	The Creche & Kindergarten Assoc	m.tizard@candk.asn.au
Niki Gooch	Access Community Services	nikig@acsl.org.au
Roger Marshall	Logan East Community Neighbourhood Assoc.	rogermarshall@bigpond.com
Pastor Ross Smith	The Vine Community Church	thevine@ozemail.com.au
Sarai Tuuga	yourtown	stuuga@yourtown.com.au
TBC	Dept. of Education and Training	TBC
Soraya Shah	Anglicare Southern Queensland	sshah@anglicaresq.org.au
Sue Scheinpflug	Brisbane South PHN	sscheinpflug@bsphn.org.au

Action Register

Action Number	Date	Action	Who	Due by
16	15/07/16	The Logan Community Response to Domestic and Family Violence action plan to be included on the agenda of the October 2016 meeting.	Secretariat	Future meeting
22	09/09/16	Community mobilisation campaign to be included on the agenda of a future meeting.	Secretariat	Completed - Feb 17 meeting
23	09/09/16	Project of the month: Decrease smoking, drinking and drug consumption to be included on the agenda of a future meeting.	Secretariat	Future meeting
26	11/11/16	Multicultural Advisory Group to be further considered as part of a wider citizen engagement and leadership framework	Matthew Cox	Future meeting
27	11/11/16	Information to be sought on how the establishment of a Multicultural Advisory Group sits with Logan City Council Cultural Strategy	Matthew Cox and Jane Frawley	Future meeting
28	11/11/16	Community Representation issues paper and matters contained therein scheduled for discussion at future meeting	Kellie Hinchy Matthew Cox	Future meeting

Decision Register

Decision Number	Date made	Decision
1	11/03/16	Accept the Terms of Reference as a working document.
2	11/03/16	To allow for additional proxy members as long as they are fully briefed prior to attending the meeting.
3	13/05/16	A long-term Roadmap to be delivered at the end of 2016
4	10/06/16	The Leadership Table endorsed the statement of project priorities as reflecting the Table's views.
5	12/08/16	The Leadership Table endorsed the Maternity Continuity of Care proposal in principal, subject to the detailed written proposal being finalised with stakeholders.
6	14/10/16	The Leadership Table endorsed the concept proposal for the Early detection and support for developmental vulnerabilities project and supports further development of the project.
7	14/10/16	The Leadership Table endorsed the Multidisciplinary support for Early Childhood Centres project proposal in principal and supports progress towards the development of a co-designed model of delivery
8	11/11/16	Leadership Table endorsed progressing the following 3 focus projects arising from Project 11 (Early Detection and Support) for further

		<p>development:</p> <ul style="list-style-type: none"> • the development of transdisciplinary support teams to work across early childhood services in several priority districts in the city • the integration of public education messaging and activities relating to child health support as part of a wider Logan Together community engagement and mobilisation campaign • the development of tools and processes to support better joined up clinical pathways.
9	09/12/16	The Leadership Table provided concept approval for the <i>Ensuring Logan P-2 children have adequate nutrition to learn and grow</i> project for further development, subject to an explicit community co-design component to the project.

Proposal for the development of a 0-8 Community Partners program in Logan

Background

Early on in the Logan Together journey, it was identified that in order to achieve its ambitious goals, a focused effort on 'community mobilisation' was required to identify energy, unlock leadership, build community connections, activate networks and communicate information both up and down stream.

Drawing on research from the [Frameworks Institute](#), ARACY, and the [Queensland Family & Child Commission](#) into community attitudes to - and the effectiveness of - communications in the area of child development, as well as the vast literature on effective community engagement within the international Collective Impact community, the concept of a 'peer to peer', grass roots community engagement strategy emerged.

Challenges

During initial scoping conversations with industry and community stakeholders, three key challenges presented themselves:

1. **Resources** - *limited campaign team and budget*
2. **Scale** - *with a population of over 300,000 people from 217 nationalities over a geographically vast region, which community/ies were we looking to mobilise, and on which issues?*
3. **Honouring CI principles** - *how would we produce effective communications products underpinned by sound communications theory while honouring our commitment to genuine co-design? (It was clear from the parents at the table that if they were to be asked to disseminate messages and conduct community conversations with their peers, they wanted to be involved in developing the messages in their own words).*

In late 2016, the decision was made to use part of a \$25k contribution from The Benevolent Society to engage Red Suit – a communications agency specialising in social marketing/behaviour change communications – to assist in the development of a set of strategic communications recommendations which would form the basis of ongoing, co-designed activities.

From October until December 2016, Red Suit conducted extensive desktop research and detailed interviews with 15 key Logan Together stakeholders in order to develop a clear, shared narrative from which future communications would emerge. In January 2017, creative concepts for the campaign are being developed for presentation to LT leadership and inclusion in future co-design activity.

Campaign focus areas/themes

In late December, based on the first phase of Red Suit's findings, it was decided that the community mobilisation task would focus on the following in 2017:

1. A broad **0-8 child development awareness campaign** – introducing new concepts, forming relationships, testing our theories and providing opportunities for people to connect on issues of importance to them
2. An opportunity also exists to focus on a specific issue within the broader 0-8 agenda such as **pre and post birth support** or **Kindy attendance**

It is proposed that the initial campaign activity focus around the following at risk micro communities identified in The State of Logan's Children & Young People Report

- Eagleby/Beenleigh
- Browns Plains/Regents Park
- Marsden/Crestmead
- Logan Central/Woodridge
- Kingston/Slacks Creek
- Yarrabiliba (not an identified top 10 at risk suburb but recommended for inclusion as an emerging community)

Role of community partners

Inspired by the [Public Allies](#) model of citizen leadership, it is proposed that Logan Together prototype a volunteer based, community leadership, engagement and capacity building model in targeted micro-communities, with opportunities for future scalability across the city.

Volunteers would come from and have strong ties within their respective micro communities, and have both the lived experience and capacity to lead local mobilisation efforts. Careful consideration to be given to ensuring diverse participation of participants including:

- Those from CALD backgrounds
- Aboriginal and Torres Strait Islander people
- Young parents
- Dads
- Faith groups
- Youth leaders
- Seniors

Although a primary focus of Community Partners will be to activate their local networks, engage their peers and share information up and down stream about child development, once activated, Community Partners will likely engage in a range of roles and activities. Broadly these would fall under 2 categories:

1. **Formal community partner** - limited number of these roles (proposed 20-30 during initial model prototyping period to 30 June 2017)
 - Provided with training and support, and hosted by the backbone
 - Access to ongoing training and networking opportunities
 - Access to resources to conduct community engagement activities
 - Formal reporting back to the backbone of community insights, energy, leadership and opportunities
 - Gatherer of community stories/voices to feed back to LT backbone to inform projects/service design
 - Hosts local events
 - Advocates for children and families

- Amplifies Logan Together messages
- Identifies and fosters leadership within community and connects to backbone staff
- Connects peers to information relevant to them and their family
- Shares events and digital tools on personal social networks

2. Informal community partner

- Interested in the campaign
- Subscribes, keeps up to date with campaign activity
- Increases own knowledge of themes discussed and talks about it among peer networks
- Shares resources online
- Attends events

Community Partners (both formal and informal) are also strong candidates to participate in Logan Together governance structures at the project, chapter and Leadership Table level, should they have an interest in doing so.

Training & support

Training requirements will be explored with community members via a detailed co-design process, but it is believed that training would include core competencies such as:

- Induction and orientation including OH&S and HR policies
- National standards for volunteering
- Cultural competency/engaging with CALD communities
- Logan Together background information including Collective Impact
- Child development theory 0-8
- Logan Together key messaging and brand – how to use it
- A community engagement framework/model such as Community Rhythms, Community Organising or Community Development (for discussion)
- Basic event management
- Data and reporting

It is proposed that Logan Together explore partnership opportunities with Children’s Health Queensland and Department of Education to assist with facilitation of relevant training modules.

Additional specialised training packages may be developed depending on volunteers’ areas of interest such as digital storytelling, maternity – pre/post maternal support, or providing early education experiences in play groups.

Resources to be developed to support the Partners’ engagement work to include:

- Detailed volunteer handbooks
- Policies and procedures
- Community profiles
- Contact lists for existing stakeholders
- A suite of branded collateral/brochures/resources to be distributed, and information on where people can get support if needed
- Event packs

Physical resources will be supported by digital tools including a 0-8 campaign website, and digital sharable tools such as animations and videos (yet to be developed – dependant upon findings of co-design process and availability of funding)

Co-design

During Q1 2017, and in parallel with the creative and strategic work being undertaken by Red Suit, the backbone team will engage in a co-design process to further develop this model. It is anticipated that this will include detailed co-design workshops in each of the prototype areas, and incorporate the following elements:

- Identification of energy, emerging leadership and existing networks
- Test our thinking and further develop messages around broad 0-8 awareness and focus issue campaign/s
- Identify additional training requirements
- Explore roles of community partners – how do people want to be involved?
- Deeply understand each issue/developmental stage from community lens
- Consider additional resource requirements – how do people want to be supported, and what tools will help them do their work?

Recruitment

Recruitment opportunities may exist within the following networks:

- Social media (owned and partner channels such as Gotta Love Logan, Logan Mums & Bubs, Go Duckling)
- Parents Next
- Young parents' groups
- Parents and Citizens committees
- Queensland Community Alliance
- Logan City Council volunteering programs
- Community publications such as 'Our Logan'
- Volunteering Qld
- Local and metro media

Governance

It is proposed that a small steering committee be formed to help drive the project's strategy and sustainability. The group should consist of key stakeholders (including current and potential funding partners - Dusseldorp, C4C, PHN and TBS) with roles to consist of the following:

- Members required to have direct service delivery in prototype cluster area or live within targeted geographic micro-community
- Community participation to be representative of diversity and include at a minimum 2 Indigenous and 2 CALD members
- Industry representatives to provide advice and industry insights to inform decision making by community members and backbone
- Strategic industry membership based on diverse representation from industry chapters
- LT to facilitate co-design and assist group members with development of program logic/theory of change
- LT to assist with development of shared measurement tools informed by co-design process

The following model depicts the proposed governance arrangements:

Proposed governance model for 0-8 Community Partners



Outcomes measurement

The project will need to include a clear program logic/theory of change to articulate the difference we want to make and establish a measurement framework as a basis for understanding outcomes and learnings as the work progresses.

It is anticipated that Logan Together will facilitate a program logic development session between governing group members in mid-late February, once the overall concept proposal has been endorsed by the Cross Sector Leadership Table.

Scalability and sustainability

This scope of this proposal extends to prototyping a community partners model within target micro-communities by 30 June 2017. Beyond this time, it is anticipated that Logan Together would seek to

enlist industry and community partners (e.g. C4C, an RTO, Dusseldorp Forum, TBS) to drive the scalability and long term delivery of the program.

It is recommended that Logan Together maintain long term ownership of the project and facilitation of the governing group to ensure continuity of co-design and Collective Impact principles. With current funding only extending to 30 June in support of the prototyping phase, additional funding will be required to sustain the initiative beyond this date, and to support the expansion of the campaign team in line with future increases to project scale.

Resources

Contributions totalling \$50,000 have been made available to complete the initial project scoping, co-design, volunteer infrastructure development and on-boarding of the first 20 community partners by 30 June 2017.

These funds comprise of:

- \$25,000 from Dusseldorp Forum – to fund a dedicated project officer 3 days per week from Jan – Jun 2017 to complete the development of the volunteering infrastructure, and the recruitment and on-boarding of the first cohort of Partners
- \$25,000 from TSA Communities for Children – to support the development of training materials and campaign resources

Project milestones and timeline

Although more detailed deliverables, dates and resourcing requirements will emerge as we progress through the co-design process, below is a preliminary timeline based on information currently available:

What	Who	When
Explore availability of engagement framework/training e.g. Community Rhythms	Lauren	Mid Feb
Meet with prototype site hub leaders to plan co-design activity	Lauren/Matt	Mid Feb
Develop proposed creative/brand concepts and recommended campaign key messages for review by leadership	Red Suit/Lauren	Mid Feb
Present proposal to CSLT community members	Lauren/Karen	10 Feb
Develop volunteer program and infrastructure	Karen	Jan - Feb
Develop program logic	Lauren/Sherena/governing group	End Feb
Conduct co-design workshops to flesh out model and identify potential partners	Lauren/Karen/Matt	Feb – Mar
Detailed campaign development	Lauren/Red Suit	Feb - Apr
Develop core training packages based on needs identified in co-design process	Lauren/Karen	April
Develop suite of resources to support engagement activity	Lauren	April - May
Plan and deliver a project launch/media event to coincide with Volunteering Week – week commencing 8 May	Lauren	Mar - May
Community partners commence engagement activity	Karen/Lauren	May - Jun

Logan Together Revised Roadmap 2017

Logan Together Roadmap – Journey so far

We made a commitment in the framework for action that we would revisit the draft roadmap in late 2016/early 2017. The following attempts to summarise the roadmap and its journey so far and identifies possible opportunities for refinement.

In November 2015 following a number of community, industry and government conversations, Logan Together developed and launched a draft roadmap outlining 28 priorities for action. The 28 priorities identified provided a compelling proposal for how we could collectively achieve great life opportunities for children aged 0-8 in Logan.

Feedback received on the draft roadmap in early 2016 found that a number of the 28 priorities identified could merge as they were closely aligned. In addition the backbone team were able to further cluster the priorities into 9 strategic and 11 industry chapter based projects. The newly merged priorities (strategic and industry chapter projects) were mapped across the life course and were included in the Logan Together Framework for Action (January 2016). The Logan Together Framework for Action was developed with the purpose of identifying:

- How will we organise ourselves/deliver on the strategies identified?
- How will we scope, design and execute strategies?
- What are the quick wins and direct actions that need to occur? and
- How are we going to measure whether our strategies and actions are making a difference?

During the roadmap consultation process the beginnings of defining an agreed set of population results/outcomes commenced. 15 initial population results were identified across the life course which were considered to be fundamental in raising healthy children.

What have we learnt?

The last year has provided many opportunities to increase our knowledge, form strong relationships and test our initial thinking on where we should collectively direct our efforts. We have identified the need to balance long term strategic projects with quick wins which allow us to try, test and learn from taking immediate action.

In 2016 we took the draft roadmap in its current form and worked collectively to turn it into action. In April we came together and held a workshop on how we would prioritise our collective effort. We were also committed to taking action where there was an identified energy and desire across community, industry and government. On the positive side this has resulted in the emergence of shared priorities and a high level of energy and commitment which may provide a focus for 2017.

Our partners have expressed the desire to work in small sub communities of Logan as initial place based areas of focus. Allowing for adaptation to the specific population characteristics and circumstances of the community.

On the negative side the strategy of turning the roadmap into action resulted in some confusion amongst stakeholders on the volume of the task and the time in which priorities had to be completed. Stakeholders have expressed that they are unsure how collectively the 20 priorities will achieve population outcomes and how they as stakeholders can positively contribute towards the achievement of these.

There is a desire to go deep, with stakeholders wanting to focus in the first instance on where the energy is, building strong partnerships and scaling up (placed based approaches). Partners have described the challenge of staying connecting and informed of each projects progress.

In short the draft roadmap in its current form has not been as successful as we would have liked in providing a true north for Logan Together.

The Opportunity

In light of our commitment to review the draft roadmap, the following opportunities have been identified for further discussion, review and development.

Based on the insights and learnings from 2016 we have an opportunity to refresh the roadmap by consolidating the foundation roadmap and framework for action into a one page strategy roadmap. It is proposed that the one page strategy roadmap is further supported by the development of an interactive online roadmap which will allow partners to track action and progress towards the achievement of our big goals. This integrated product will provide a central location for data, action and progress against our big goals and result areas. Providing a platform for continuous improvement, learning, reflection and innovation.

Recommendations are as follows:

1. Develop and seek feedback on revised roadmap (one page strategy map)
2. Develop an interactive online roadmap that connects project activity and progress against population results. The objective of the interactive roadmap being to drive and measure change. (see proposed web layout)
3. Propose adoption of place based approaches where applicable within identified micro communities before going to scale
4. Identification of priorities for 2017