



Logan Together

Implementation Review – Final Report

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Good thinking

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1. Introduction

Logan Together is a Collective Impact initiative focused on improving the wellbeing of children aged 0-8 in Logan City. The Collective Impact framework involves the establishment of a backbone organisation to:

- coordinate participant agencies and related activities
- galvanise these agencies through common goals and shared measurement systems,
- build on existing networks.

It involves collaboration between all three levels of government, a wide range of non-government organisations and charitable foundations.

This report presents the findings of a review of the establishment phase of the project (up until roughly July 2015). It is based on a review of the key documents related to the establishment phase of the project, a series of 19 one-on-one interviews with key informants conducted in November and December 2015, and a workshop with a group of 18 project participants held on 18th February, 2016.

2. Logan Together Establishment Snapshot

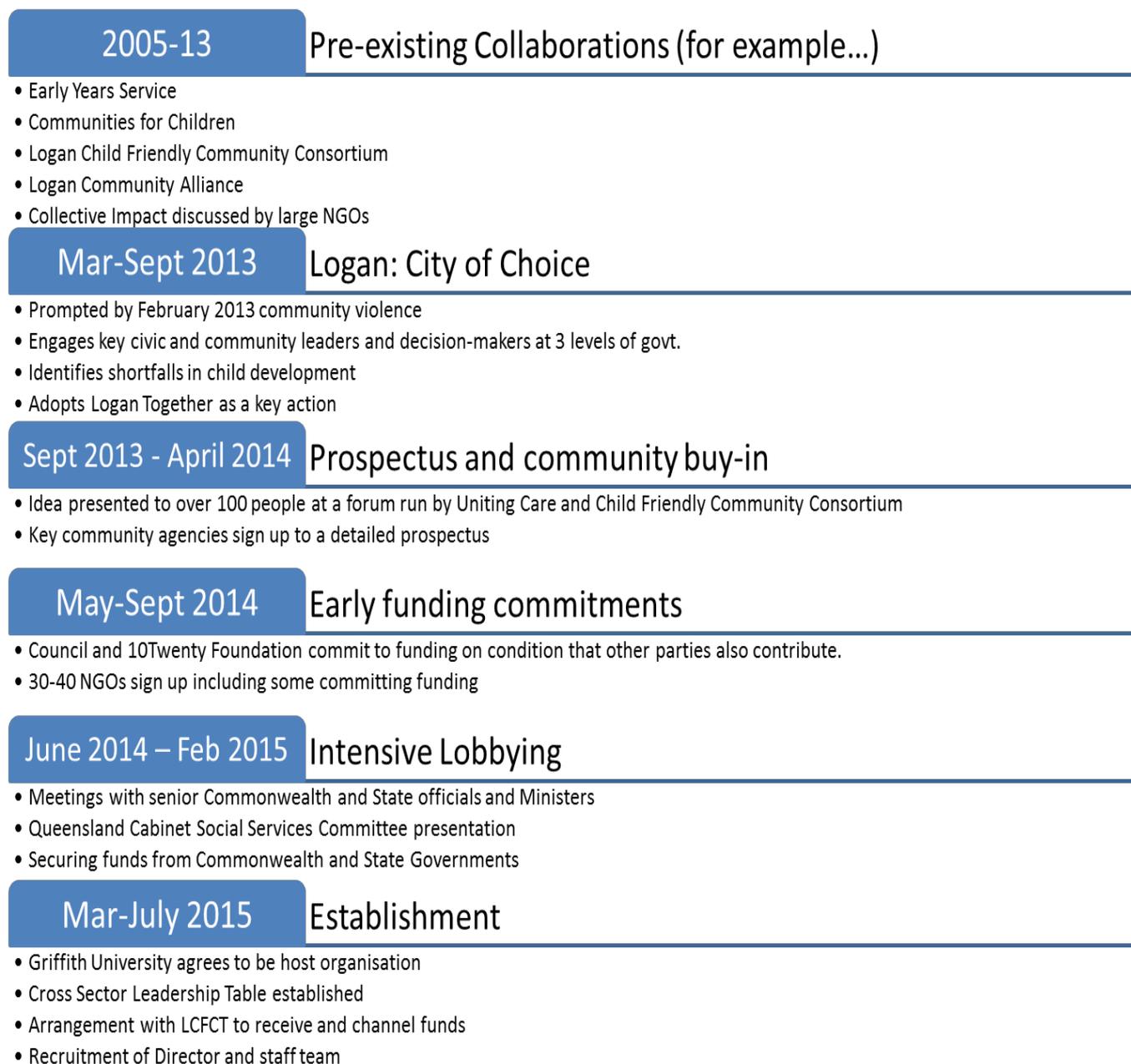
Figure 1 below provides a quick summary of the process that led to the establishment of Logan Together.

This summary shows that a number of elements came together to allow the key partners in Logan Together to muster support, attract funding and launch the initiative. These include the following:

- There was a history of previous collaborations in child and family welfare in Logan. These collaborative processes prepared the ground for Logan Together by building relationships in the industry and legitimising the practice of collaboration, while their perceived shortcomings (despite the best efforts of those involved) made participants eager to take the “next step” in collaboration represented by Logan Together and the Collective Impact approach. Many of these also provided a direct pathway for the Logan Together proponents to discuss the concept with large gatherings of stakeholders.
- The Logan City of Choice process which commenced in 2013 provided a catalyst and rallying point to make this collaboration happen. The fact that it was able to attract high-level buy-in from all three levels of government and from the non-government sector gave it a power and influence that previous collaborative processes lacked.
- There was an intensive process of rallying support for the project, first within the Logan community and then with key funders, particularly Commonwealth, State and Local Government. This process took considerable time, energy and skill from a number of key players.
- There was then a period of establishing the “nuts and bolts” of the project - determining the host organisation and financial processes, establishing the governance mechanism, recruiting key staff, establishing the office and commencing work.

The key elements of the establishment timeline are discussed in the sections that follow.

Figure 1: Establishment Timeline



3. Pre-Existing Collaborations

One of the key factors in the successful establishment of Logan Together was the existence of a well-established, wide range of collaborative mechanisms in Logan. Some of these stretched back a decade or more, while others were of a more recent date. Interviewees mentioned a large number of such collaborations, with the ones emphasised depending to a large extent on the perspective of the interviewee.

A particularly strong stimulus for the direction these collaborations were taking in 2013, was the experience of significant funding cuts in Government-funded programs at that time. There was a strong expectation that these cuts would be long-term and that a strategy based on simple protest would not be effective in bringing about positive change. It was also recognised that despite the efforts and initiatives of numerous agencies there had been no material change in the key metrics associated with children aged 0-8 in Logan City. As a consequence, industry players were actively seeking new ways of carrying out their business which could save resources, achieve positive societal impact and fit more closely with the philosophy of the then-government.

3.1 Local Collaborations

At a local level, there is a long history of projects and networks which attempt to bring people together to address community issues. Some of the most significant for the Logan Together project are as follows.

The Logan Child Friendly Community Consortium

This consortium grew out of the Early Years Centre in 2008-2009, with the aim of bringing together interested agencies to promote initiatives aimed at improving child wellbeing. It has largely operated as an unfunded organisation aside from occasional project grants, but has enjoyed the support of various better-resourced agencies which have acted as secretariat and contributed staff time and other in-kind resources over the years. The Consortium also established a trust fund which acted as an independent repository for project funds.

This consortium is significant in the development of Logan Together for a number of reasons:

- Its members participated actively in the creation of Logan Together and promoted the concept in the community.
- It had already done significant thinking about what was involved in improving child wellbeing, and had important research and practice partnerships in place.
- The Trust established by the consortium provides a ready-made mechanism for holding funds independently of any of the key service providers.

Communities for Children

Communities for Children has been operating in Logan since 2005 and represents a long-standing collaborative mechanism. It is funded by the Commonwealth Government and aims to deliver positive and sustainable outcomes for children aged 0-12 and their families in disadvantaged communities in Logan. The Communities for Children Facilitating Partner

(the Salvation Army in Logan) aims to develop and facilitate a whole of community approach to support and strengthen local service networks that contribute to child safety, with a strong focus on prevention and early intervention. The Facilitating Partner provides planning, guidance, decision making, community consultation and community development resources and funds community partners who deliver services which include parenting and child wellbeing supports. While it has a slightly different focus, this program shares many of the goals of Logan Together and provides much of the collaborative platform on which it is based.

Interagencies and Community Networks

As well as these two more formalised collaborations there were a number of existing interagency networks. Two were mentioned by a number of participants:

- The Logan Community Group Alliance attempted to bring together various sector-specific networking groups in a larger “network of networks”. As a result this was fairly large group with a wide reach into the local service industry.
- In 2012-13 Uniting Care resourced a community engagement project (Uniting Care’s community networking project) which attempted to improve collaboration across the Logan community services sector. The result of this project was that there was already considerable discussion under way about ways to improve collaboration. This project intersected with Logan Together in an important way in September 2013 when Matthew Cox, acting in his capacity as the Logan City of Choice Social Infrastructure Portfolio Leader, presented the concept of Logan Together to a group of over 100 community group representatives at a forum organised by this project.

3.2 Collaborations Beyond Logan

As well as these processes taking place in Logan there were a number of events in the wider community sector. Of particular importance to this project was a series of conversations which took place at State level between the CEOs and senior managers of some of the larger State-wide charities. These discussions, in the environment of minimal improvements in key metrics and cuts to funding, focused on ways that these organisations could work better together to deliver their mission. Collective Impact methodologies were among the key ideas discussed by this group, and there was a strong sense of goodwill around the possibility of collaboration along these lines. These discussions were significant both in leading to the willingness of Red Cross to support Matthew Cox’s extensive involvement in creating Logan Together, and in a number of the other large charities that were active in Logan being willing to participate in its creation.

Another precursor at the national level was the Commonwealth Government’s move towards a regional focus on employment and skills development in the Rudd and Gillard years. A succession of programs focused on regional coordination, development of regional plans with multi-agency partnership and created a climate in the Commonwealth government where such programs were viewed in a positive light.

4. Creating Logan Together

The creation of Logan Together itself was a key initiative of the Logan City of Choice process. In this section we provide a brief summary of the key elements of its creation before moving on in the following sections to analyse the success of the project so far and draw some lessons for future improvement.

4.1 Logan City of Choice

Logan City of Choice was initiated by Logan City Council in response to a significant and widely publicised incident of community violence in early 2013. In response to this incident and the public concern it generated, Council and the State Government initiated an ambitious community planning process aimed at mobilising all sectors of the community, business and government to improve the economic and social life of the city. The initiative involved a broad process of community consultation including a well-attended community summit in February 2013. This process resulted in a Community Action Plan covering the areas of education, employment, housing, safety and social infrastructure.

The creation of Logan Together was a key Social Infrastructure action in this plan, and it also promotes some of the aims of the Education theme. City of Choice was crucial in the success of Logan Together for a number of reasons:

- It engaged people at the highest levels of government and the non-government sector. It had the endorsement of the Premier and the active engagement of a number of Ministers and heads of department at State level, as well as senior level Commonwealth managers, the Mayor and senior Councillors and CEOs of key community organisations. This meant that it had direct access to and engagement with decision-makers and was able to mobilise these to take action.
- It was skilful in marshalling evidence to back its priorities. In the area of child welfare, this included statistics which showed that a substantially higher proportion Logan children were failing to reach key educational and developmental benchmarks compared to the rest of the State. This was crucial in supporting the case for change - it confirmed for participants that the current ways of working were not successful.
- It mobilised significant resources to sustain the momentum for change. Working on Logan Together was a high priority for Council and State Government staff and NGO participants also made this work a priority, providing significant “in kind” resources including the time of key personnel.

4.2 The Logan Together Working Group

Following the decision in September 2013 to pursue the creation of Logan Together, the City of Choice Social Infrastructure team commenced work on gathering support for the concept amongst key stakeholders. This process took place over a period of 12-18 months from roughly September 2013 to January/February 2015. It could be seen as involving three overlapping processes:

- The first process involved developing the project from its initial high level concept to a more detailed project proposal. This detailed proposal was expressed in the Prospectus for the project, the first version of which was published in April 2014 following a number of months of discussion amongst key stakeholders. This document has continued to evolve and become more detailed in the period since the first version was released, with the most recent version approximately twice the length of the first.
- The second process which ran in parallel to the first was that of seeking support from local agencies and networks. Most interviewees described this as an intensive but relatively smooth process, with local agencies quick to sign on and commit support. This does not mean that everyone signed on, and at the time of writing there are a number of organisations still uncommitted. However, by May/June of 2014 a substantial number of organisations had formally pledged their support for the project by allowing their logos to be placed on the project prospectus.
- The final process, and the one that took the longest and represented the biggest challenge, was assembling the resources to start the project in earnest. The working group set a budget target of \$1m per year including cash and “in kind” contributions, and the objective was to source these funds from a range of bodies. Some resources were reasonably quickly sourced. Some of the key NGOs engaged in the project committed resources to the project early, and the project also managed to secure financial commitments from the 10Twenty Foundation and Logan City Council by the middle of 2014. However these contributions were dependent on the State and Commonwealth Governments being prepared to commit substantial resources, and from May 2014 to early 2015 a substantial amount of effort was required to convince both levels of government to commit to the first two years of the project - the Commonwealth committed in December 2014 and the State in the first half of 2015. State Government commitment to the project was delayed by the outcome of the January 2015 State election - the previous government had indicated a commitment to the project but this needed to be confirmed by the incoming government and this process took extra time.

4.3 Formal Establishment

By the middle of 2014 it was clear that there was a realistic prospect of the project receiving the resources it needed, and that the project needed to set in place a management and governance structure. A number of processes helped to create this:

- The Working Group incorporated an outline of the governance structure into the Prospectus and also developed a more detailed governance discussion paper.
- They initiated a search for a host organisation to auspice the project, engaging an independent consultant to assist with the assessment of options. The result of this process was that Griffith University was approached to host the project while the Logan Child Friendly Community Trust agreed to act as fund holder to ensure funds for the project would be committed 100% to the project itself.
- Early in the process Margaret Allison was recruited as independent chairperson of the Cross-Sector Leadership Table, the main governance body for the initiative, and a membership structure was established.
- While the key decisions in this arrangement were made by September 2014, the negotiation of detailed legal arrangements took until mid-2015, at which point the project was in a position to formally appoint staff and commence its operational

phase, initially with staff seconded from partner organisations or recruited on a temporary basis before permanent appointments were made from July 2015.

In a sense the formal establishment phase is still underway at the time of writing - the first meeting of the Cross Sector Leadership Table took place in December 2015 and key parts of the governance and operational structure are still “works in progress”.

5. Key Success Factors

Logan Together is an ambitious project both in the scope of what it is attempting to achieve - a whole-of-community improvement in child wellbeing - and in the number and diversity of stakeholders it attempts to coordinate towards this common goal. How did it manage to succeed in getting across the start line with enough resources and goodwill to commence the project? What were the key factors which led to people committing? This section summarises the main factors interviewees identified as leading them and their organisations to commit.

5.1 Marshalling the Evidence

One of the key drivers for many interviewees was the evidence presented in the course of the project.

On the negative side, City of Choice presented clear evidence of the degree to which child wellbeing in Logan fell short of that in other parts of the State. This provided objective confirmation of what many participants experienced in their daily work - that despite the level of resources available in the community and the hard work of skilled professionals, they were not successful in addressing this entrenched disadvantage. This led to a wide acceptance in the service sector that change was needed.

On the positive side, the project marshalled considerable evidence for the positive possibilities of the Collective Impact approach. Collective Impact was seen as an exciting new methodology and a number of State and National bodies - including QCOSS and the Centre for Social Impact - were promoting it as a methodology. A number of interviewees made particular mention of the 2014 visit of Professor Brian Bumbarger from Pennsylvania State University, who made participants aware of successful projects in North America which had followed a similar methodology and produced substantial, measurable improvements in child wellbeing. This gave people hope that the problems Logan faces are not insoluble and that Collective Impact provides a potential way of making real change.

This sense of hope was boosted by Logan Together’s participation in a process known as “The Search”. This was a joint project run by the Centre of Social Impact and Social Leadership Australia which invited applicants from around the country to participate in a competitive process for the design of Collective Impact projects. The “winner” of this competition received a \$1m grant from The Search’s supporters and while Logan didn’t win this grant (which went to an initiative in Burnie, Tasmania), the Logan Together project was highly regarded by the assessment panel and the process resulted in ongoing participation in a national community of practice. This affirmation by national leaders in the field gave local agencies and government confidence that they were on the right track.

5.2 The Right People in the Right Places

The second factor people spoke about were the skills of the project's key leaders, and their perceived neutrality of independence within the Logan service system. In this respect, people particularly mentioned Logan Mayor Pam Parker's enthusiastic leadership of the City of Choice project and her advocacy of Logan Together, Jude Munro's role as chair of the City of Choice Leadership Team and Matthew Cox's role as Social Infrastructure Coordinator. Each of these individuals was seen as skilled at presenting the concept and advocating for it in a variety of contexts, and all three were also seen as independent in that they and their organisations did not have a large stake in the local service system. The engagement of Griffith University as the host organisation further boosted this sense of independence as Griffith was seen as an "honest broker" in the system.

It is also important to acknowledge that the City of Choice and Logan Together processes built on foundations that had already been laid, by local networks such as the Child Friendly Community Consortium and the Community Group Alliance and Statewide through the creation of communities of practice and research ventures based around Collective Impact. The particular skill of the advocates of Logan Together was to tap into these various initiatives and turn them into action.

A further boost to the "right people in right places" idea was the fact that in the early implementation phase, staff were seconded from the three levels of government to help launch the initiative. These secondments had the effect of reinforcing the support for the project in the departments from which they came and to which they returned at the end of their secondment, as well as helping Logan Together to avoid early mistakes in its relationship with funders.

5.3 Successful Advocacy and Lobbying

A third element in the project's success was a persistent process of lobbying and advocacy for the project over a period of 12 months or more. This advocacy needed to take place on a variety of fronts - local agencies, large NGOs and all three levels of government as well as charitable foundations. Two key events were mentioned - a presentation to the Queensland Cabinet Social Services Committee, chaired by the then Treasurer Tim Nichols, and a week of meetings in Canberra with key decision-makers including the then Minister for Social Services Scott Morrison.

However, these key events were supported by a much wider communication effort. One of the key leaders of the project counted over thirty separate meetings with decision-makers they had personally attended, and no one person attended all such meetings - the work was shared among a number of working group members and in general, care was taken to ensure that there was cross-sector representation at all meetings.

This process was made easier by the fact that the City of Choice project already had high-level cross-sectoral involvement. The State Government had a cross-departmental committee focused on Logan which was attended by Directors General in person, while senior Commonwealth officials were also engaged in the process. The strong support for

the project by elected representatives at all three levels of government was also instrumental in marshalling ministerial support. Some interviewees commented that the high-level engagement in Logan Together was a key factor in Logan Together attracting resources where earlier collaborative efforts had been forced to run on a shoestring.

5.4 Bipartisan Support

One of the key factors in the success of the lobbying and advocacy efforts was the preparedness of leaders from all three levels of government and from both sides of politics to get behind the idea. Logan Together has enjoyed strong support from the Mayor and key Councillors at Logan City Council. Through 2013 and 2014 both Commonwealth and State governments were under the control of the LNP/Coalition and political leaders at both levels of government were interested in and receptive to the project concept. The government in Queensland changed in early 2015 and the new Labor administration moved relatively quickly to agree resourcing and structured involvement for the project, in partnership with the Commonwealth.

Interviewees attributed this bipartisan support not only to the lobbying skill of the key leaders as discussed in 5.3, but also to the active support of local elected representatives from both sides of politics who were prepared to advocate for the project with their ministerial colleagues. Stakeholders have commented that this has exemplified how the community wants its governments and representatives to act - in a bipartisan way across all jurisdictions to make positive change.

5.5 Handling Contentious Issues

A final factor that was mentioned a number of times was the willingness to be upfront about some of the more challenging aspects of the project. One of these is that if Logan Together is successful, it is quite likely to result in some agencies losing resources as the service system is reconfigured along Collective Impact lines. While this proposition is yet to be tested in practice (discussed in the next section), the view was expressed that the project's proponents were up front about this possibility and discussed it openly with potential participants and that people have entered on the understanding (at least theoretically) that this is a risk to how their organisation runs.

6. Past and Future Challenges

Interviewees were generally highly positive about the implementation of the project and had far more positive messages than critical ones. However, interviewees pointed to some things which could have been improved, and which provide pointers for future improvements. Many of these are already being addressed by Logan Together and should be understood in the context of a review of the establishment phase rather than an assessment of the current state of the project.

6.1 Breadth of participation

One cluster of issues mentioned by a number of interviewees was around the breadth of participation required for Logan Together to be successful and the difficulty of sustaining this participation.

- A number of interviewees commented that they would have liked the engagement with community agencies to be more consistent. It appears that an intensive process of engagement with local agencies in the early months of 2014 slackened off as the working group focused its efforts on securing funding and government support. There were also some gaps in communication - some interviewees heard the details of the proposal first at a State-wide forum rather than through local networks in which they participated. On the positive side, interviewees reported that the working group remained very open to hearing criticisms on this score and rectifying problems as they came up.
- A related issue is that while there has been genuinely broad participation on the process to date, some key stakeholders are still uncommitted or wavering, so there is still more work to be done in this regard. Some participants commented that it is most useful to see participation as occurring along a continuum. Some organisations are fully committed to the process, some are not participating in any way, but many are in between these two extremes - participating to some extent, but perhaps not fully committing. The challenge for the future is to secure the involvement and ongoing commitment of the existing participants, draw those who are wavering further into the process, and attract those who remain uninvolved so far.
- A final issue is that some interviewees expressed a view that grassroots participation - by ordinary Logan residents and families - should have taken place much earlier in the process with a much more thorough process of “co-design”. As it was the process was entirely at the agency level. Interviewees acknowledged that this is a difficult and resource-intensive task, and that the more recent Roadmap process has begun to rectify it, but they would have liked to see this earlier. It was also reported that the absence of such participation was the key distinguishing factor between Logan Together and the Burnie project which was the eventual winner of The Search (see 5.1 above), and hence that its earlier inclusion in the project could have yielded significant extra funding.

6.2 Levels of detail

A second issue is that despite the time and effort that have gone into developing the Logan Together concept, many details were still unclear at the time of the launch. The project has been successful in outlining high-level goals and in establishing a governance structure as well as outlining and beginning to build an operational structure beneath this. However the plans and associated details for future stages are still to be developed. Who will do what, when? Where will resources be redirected to meet the broad aims? What processes are needed to match resources to priorities? How will these decisions be made? How and by whom will it be ensured that government departments are working together to deliver Logan Together agreed outcomes? The result is that many people still have only a general understanding of the project and are still holding off commitment until they can see what this will mean in practice. It was also noted that due to the strong desire for change and government commitment, funding was allocated without normal planning and business case requirements.

Many participants pointed out that there is some urgency in resolving these issues, because the initial government funding is only for a two year period. This means that before the end of that funding cycle Logan Together will need to be able to show that it has made concrete progress towards achieving its goals in order to secure longer term funding. This represents a significant challenge in a project where the goals are ambitious and require long-term commitment to achieve real change.

6.3 Accountability, governance and transitions

A third set of issues focused on the “nuts and bolts” of the implementation. Some examples of the issues raised include the following.

- A number of interviewees expressed the view that while overall Griffith University is the most appropriate host organisation, as a large bureaucracy it has a number of inflexible processes which don’t necessarily match with the needs of the Logan Together project. This has led to delays and difficult negotiations over such issues as recruitment of key staff and financial arrangements.
- A second criticism, which is still valid in the current phase, is that while the overall project governance is well designed, there is a gap in some of the detailed governance and accountability processes. Who ensures funds are spent for their intended purpose? What KPIs are in place for the project and who is checking they are met?
- A final criticism is that the transition from working group to Cross-Sector Leadership Team was not as smooth as it should have been, and there was a gap between the wind-up of the working group and the commencement of the Cross-Sector Leadership Table. In this period a number people felt that there was a hiatus in the communication and accountability of the project which should have been avoided.

As the project develops, it will be important to continue to bed down these governance and management arrangements to ensure high quality management of funding and programs and sustain the confidence of participants and funding bodies.

6.4 Policy and structural challenges

Many interviewees expressed the view that while getting to this point is a major achievement, the big challenges are still in the future. To date funders and participants have signed up to a concept, but little actual change has been asked of them. This challenge differs depending on the type of stakeholder.

- At a government level, the Collective Impact concept asks agencies to pool resources and allocate them in a way which achieves the best outcome, irrespective of program or organisational boundaries. This involves over 20 State departments and a number of Commonwealth ones working together along these lines. At present, there are only early phase arrangements in place to achieve this and their further development will be a major challenge. The challenge is exacerbated by the fact that buy-in (perceived to be primarily at senior levels) to the project is partial at present - some agencies are enthusiastic, others less so.
- At a community service provider level, the concept may lead to “winners” and “losers”, or at the very least, some agencies being asked to surrender roles they currently play. While this is widely understood in theory, it has not yet got the

point where someone is actually asked to give something up. How various stakeholders handle this situation has the potential to make or break the project. The process for deciding “winners” and “losers” needs to be articulated as a priority.

- A final aspect of this is that the default method for allocating government resources currently is competitive - funding projects are put out for tender and potential service providers are invited to bid for delivery. While Collective Impact does not necessarily do away with this entirely, it does require a strong aspect of collaborative resource allocation. How will this collaboration be achieved within a policy framework built around contestability? Does the policy framework need to change to support the role of Logan Together and similar Collective Impact initiatives as coordinating bodies? One interviewee used the example of the UK Children’s Act, which formally incorporates coordination and collaboration objectives into the framework for funding child-related services. Some participants in the workshop also referred to the recent New Zealand Productivity Commission’s review of community services as an example of a more nuanced approach to how these decisions are made.

7. Future Actions

While this review is essentially a “backward-looking” process, assessing past actions, the final project workshop focused on what lessons need to be drawn from this, and how these lessons could be acted on in the future stages of the project. The proceedings of this workshop are recorded in full in Attachment 3. In this section we summarise the key areas for action. Many of these actions are already under way, while others may still be recommendations for the near future.

7.1 Sustaining Involvement

The key to building and sustaining involvement in the current and future phases of the project was seen as raising this work to a more professional, systematic level. This was difficult to achieve during the establishment phase because resources were very limited. However, now that there is dedicated funding for the project and a team to implement it, participants recommended a more thorough approach, including

- a formalised stakeholder mapping process
- use of the Customer Relations Management (CRM) system to track contacts
- clarification of what participation you are seeking from various stakeholders - this may be participation in meetings or in particular projects, it may be expert advice on key issues, it may be resources
- Some suggested formally appointing “champions” or “ambassadors” for the project.

Many of these improvements are already under way - for instance a CRM system has recently been purchased and its use is being implemented.

7.2 Evidence and Results

A number of areas for action were identified in relation to the need to demonstrate results in a timely way.

- The baseline data needs to be used to develop a set of clear KPIs. Some of these need to be short-term, some long term.
- Particularly for the short-term, where concrete improvements in child wellbeing are likely to be difficult to demonstrate, KPIs could be linked to the evidence for what “works” in collective impact projects so that Logan Together can be seen to progressing in a way that matches the evidence.
- The data-related evidence can be complemented by the use of “real life” stories which show the human face of the improvements being made.
- The project also needs to be mindful of the current gaps in the data and continue to find ways to improve this.

Once again a number of aspects of this are already under way. Logan Together has made considerable progress on compiling a comprehensive data set on Logan children and families, and has also begun discussions about the making of a documentary series to track Logan families over time.

7.3 Policy and Structural Challenges

This group of challenges includes the challenge of keeping government bodies focused on the Collective Impact model over time in the face of pressures to revert to “business as usual”, and keeping the cooperation of community agencies as changes are negotiated to the mix of services over time. There is no easy answer to these challenges but participants suggested some ways forward included:

- a strong focus on change management and active participation by those affected
- continued development and strengthening of relationships with middle management at government and community level, to complement the present buy-in at more senior levels
- a strong focus on probity and management of conflicts of interest to ensure participants are able to trust the process.

Some participants pointed to a recent New Zealand Productivity Commission review of social services which identified a number of potential ways to plan and deliver community services depending on the type of service and the level of locality, and suggested this may provide a model for Queensland and Australian Government agencies to begin to address these questions. This describes some situations where an open, contestable process is the most appropriate way to allocate resources, while in others a more collaborative decision-making process might be required.

7.4 Governance

Participants agreed that good governance is essential to the sustainability of the project. This included accountability and transparency around finances, careful management of strategic relationships, and transparent project planning. It was noted that as it has progressed beyond the implementation phase, Logan Together has established a

Management Committee to oversee the practical side of governance (financials, staffing, administrative processes, etc.) while the Cross Sector Leadership Table focuses on overall strategy.

7.5 Advocacy and Government Relations

In relation to advocacy and government relations, it was seen as important to retain good relationships and visibility with key government decision-makers, both elected representatives and senior managers. It was seen as important to target efforts where the buy-in is weak, while continuing to nurture early adopters. Some specific strategies discussed included:

- developing an “information pack” for newcomers to the project which can bring them up to speed and bring them on board
- regularly communicating successes and progress to show that change is happening and it’s not just “business as usual”
- the need to continually communicate the urgency/importance of the issues being addressed to drive greater participation.

Once again Logan Together is already working on ways to build and sustain this high-level communication over the life of the project.

Attachment 1: List of Interviewees

Name and role	Role in Logan Together
Matthew Cox	Chair, Logan Together Working Group Social Infrastructure Portfolio Leader, Logan: City of Choice Leadership Team
Jude Munro	Chair, Logan: City of Choice Leadership Team
Lesly Chenoweth	Head of Campus, Griffith University
Margaret Allison	Chair, Cross-Section Leadership Table
Natalia De Faveri	Social Planner, Logan City Council; Secretariat, Logan Together Working Group
Oliver Simon	Deputy CEO, Community and Customer Services, Logan City Council
Janet Stodulka	A/State Manager, Dept of Social Services
Luke Robinson	A/Assistant Director Disability Employment Services Queensland State Office Australian Government Department of Social Services
Liz Cain	Former Federal Government State Manager, Dept of Social Services Currently Executive Director, Strategic Department of Communities, Child Safety and Disability Services
Geoff Woolcock Karen Dawson Susan Cary Cathy Paxton	Logan Child Friendly Community Consortium Board members and workers in various agencies.
Michelle Lucas	Ten20 Foundation, major philanthropic partner of Logan Together
Debbie Miscamble	Program Manager, Communities of Children Logan (Salvation Army), member of the Logan Together Working Group
Sharyn Donald	Regional Director, Education Queensland; member of the Logan Together Working Group

Name and role	Role in Logan Together
Cath Bartolo	CEO, YFS; member of the Logan Together Working Group; Member of the Logan: City of Choice Leadership Team
Ken Houlston	FSG Australia Regional Development Manager - Qld; Member of the Logan Together Working Group
Roger Marshall	Vice-President, Logan East Community Neighbourhood Assn., Inc.; Convenor, Logan Community Group Alliance; Member of the Logan Together Working Group
Donna Shkalla	UnitingCare Community Deputy Director, Community Services (formerly at Australian Red Cross)
Cathy Taylor	DDG Child Family and Community services and Southern Operations; Department Communities, Child Safety and Disability Services
Leigh Roach	DDG, Strategy, Engagement and Innovation; Department Communities, Child Safety and Disability Services
Kris Saunders	Project worker, Logan Community Alliance

Attachment 2: Documents Reviewed

Browns Plains and North Gold Coast Early Years Centres: Final Evaluation Report Angela Carr, Senior Manager Research and Evaluation, The Benevolent Society NSW, May 2014

Deed of Gift between Logan Child Friendly Community Charitable Trust and Griffith Uni, 23 June 2015

Discussion Paper - Logan Together Governance arrangements, June 2015.

Draft Logan Together Three Year Work Plan (Undated)

DSS Grant Application, July 2014

Engagement list - Logan Together (undated)

Logan Child Friendly Community Consortium Website
<http://www.loganfcc.org.au/>

Logan City of Choice - State of the City 2013.

Logan City of Choice 2-year action plan, 2013-2015

Logan City of Choice Priority Projects 2015

Logan Communities for Children Website
<http://salvos.org.au/communitiesforchildren/>

Logan Together Prospectus, April 2014

Logan Together Prospectus, August 2015

Proposed Logan Together Scoreboard (undated)

Ten20 Foundation Grant Application (undated)

Terms of Reference for the Governance of Logan Together (undated)

Timeline Slide (undated)

Attachment 3: Workshop Report

Workshop held 9.30-11.30 am, Thursday February 18 at the Woodridge Room, Logan City Council

Introduction

Participants were advised during the introduction that the purpose of the workshop was to:

- review and confirm the findings from the first phase of the Establishment Review project and to,
- identify any actions and improvements for the Logan Together project based on these findings.

It was indicated that the workshop was the last phase in the Establishment Review project and that the focus for the 2 hour workshop was on developing potential future actions and how the Logan Together extended team could continue with the success and build on the opportunities for improvement.

Some participants indicated that not everyone had received the detailed Interim report before the workshop and it was indicated that it would be resent to all participants so that any final feedback could be provided.

Overview of interim report

An overview of the interim report was provided to participants:

Timeline:



Successes to sustain:

- Marshalling the evidence
 - for the problem
 - for the possibilities of Collective Impact
- The Right People
 - Skilled and well-placed leaders
 - High-level engagement in City of Choice
 - Tapped into long-standing collaborations
- Successful advocacy and lobbying/ bi-partisan support
- “Difficult Conversations”

Challenges to meet:

- Breadth of Participation
 - Consumer/grassroots engagement could have been greater
 - Sustain existing participants, draw in new or “wavering” stakeholders
- Results
 - Need to quickly “put flesh on the bones”
 - Funders will expect progress/results in 2016
- Governance and transition management
 - Some transitions could have been better.
 - Need to ensure effective governance now there is \$\$\$
- Policy and structural challenges
 - Collective Impact is not “business as usual”
 - Need to keep government stakeholders focused on collaboration

It was agreed by all participants that the key events, successes to sustain and challenges to meet as presented were an accurate reflection of the timeline and learnings.

Other issues raised by participants that needed to be considered and or addressed were:

- The need to ensure continued buy in and commitment to Logan Together in large partner organisations where there is relatively high staff turn over
- Ensuring continued communication to Logan Together supporters and their ongoing involvement
- Co-ordination of Logan Together involvement in large partner organisations e.g. government and managing governance arrangements into these organisations
- Potential perception that larger organisations could take over Logan Together and or smaller organisations could lose funding
- Difficult to get middle level buy in especially where there is high staff turnover.

Small group discussions and output

Workshop participants were then divided into four groups. Each group was tasked with taking 2 key learnings from the overview, identifying any issues or understandings that needed to be added to the learning and also any actions that Logan Together needed to take. Each group elected a spokesperson who presented the output as below.

Group 1 output

Breadth of Participation	Right people
<ul style="list-style-type: none"> • Map stakeholders- identify who is missing, then target these groups/individuals • Define what we mean by participation. It doesn't have to be about attendance at meetings e.g. we may need to go to the community rather than expecting them to come to us • Establish customer relationship management (CRM) system early on to ensure pledges (\$) are followed through (<i>NB Matthew advised that a CRM system has been purchased</i>) 	<ul style="list-style-type: none"> • Identify champions and ambassadors (political and grassroots). Ensure these are retained if they move into new organisations • Have expert panel to call on • Work with what/who already exists > consider their learnings

Comments noted during and after the above presentation:

- Requires development of a stakeholder management plan
- Need to keep track of commitments via CRM spreadsheet and or software
- Confirm in writing that people are champions

Group 2 output

Evidence	Results
<ul style="list-style-type: none"> • Clear baselines identified related to the KPIs • Continued review of like projects nationally and internationally • Use of quantitative and qualitative measures • Mechanisms (e.g. digital) to track children's stories time. Not just developmental measures but also the narrative • Evidence is informed by a broad understanding of child wellbeing • Organisational turnover and sector changes will also impact on evidence-methodology, commitments etc. • Identify key "research projects" linked to the achievement of KPIs: longitudinal study • Strength based approach to evidence 	<ul style="list-style-type: none"> • Turning the "evidence" into results-measurable and strong enough to attract/retain funding • Measures need to apply across different cultures • Identify the missing or hidden elements that are not being measured or tracked e.g. sexual violence against children • Assumptions may need to be made where data/evidence does not exist • Short term and long term KPIs needed i.e. "quick wins" • Draw linkages between measures e.g. healthy eating >child /family wellbeing

Comments noted during and after the above presentation:

- Evidence is important in terms of community buy in
- Need to strike a balance between action and planning i.e. waiting until everything is scoped out
- Action needs to be linked to evidence
- Logan Together is on track in terms of progress compared with typical Collective Impact projects. It takes time to get the structure right and you cannot expect to see results until year 3 to 5
- Managing the change effectively is crucial
- In terms of quick wins, build upon things already underway or in the pipeline

Group 3 output

Difficult conversations	Policy/structural challenges
<ul style="list-style-type: none"> • Continue with the difficult conversations and ensure clarity of information • Establish a network of champions • The change management approach is important • Address the practicalities of people can be involved 	<ul style="list-style-type: none"> • Continue engagement and focus with middle level leaders and new stakeholders • Integrated government responses required : structural (change management) and cultural • Localisation <ul style="list-style-type: none"> ○ Local plans ○ Micro level of service mapping • The Community building responses and the Community versus system design perspective

Comments noted during and after the above presentation was being made:

- In terms of service delivery to clients we need to change the conversation from “take what we have got” to “what do you need?”
- There was some discussion around the appropriateness of contestability and tendering for Services within the Logan Together/ Collective Impact framework. The recent review of the NZ Productivity Commission of Social Services was cited whereby the Commission identified seven potential service models that can be used depending on circumstances and policy objectives. E.g. a national helpline could go to tender, whilst a difficult local situation could be managed via shared goals. Despite its collaborative nature, Logan Together still required strong rigor around choice in service delivery models

Group 4 output

Governance (Improving Governance)	Advocacy and lobbying
<ul style="list-style-type: none"> • Maintaining a strong focussed backbone organisation which focusses on strengthening relationships • Open communication/transparency around expenditure of funds • Communication flows • Taking the time to get it right, but not too much time • Do we need a governance subcommittee? • Developing detailed project plans in easy English that are flexible and organic 	<ul style="list-style-type: none"> • Persistence • Targeted and strategic- focussing where buy-in is not strong whilst also nurturing early adopters • Develop promotion packs that induct Logan Together newcomers with the Logan Together reason for being and why they should be involved • Communicate success regularly with relevant stories • Communication which clearly demonstrates that change is happening and that we are not just doing” business as usual” • Need to create a sense of urgency and a message to be involved

Comments noted during and after the above presentation:

- Need to get the message right at the beginning
- A management committee has been established to cover financials and other administrative issues under the cross sector leadership table
- The publication of an annual report for Logan Together is being considered
- Perceptions of conflict have to be managed and transparent

Next steps

Next steps were noted as being:

Action	Who	When
Distribute Interim Report to all workshop participants	Jon Eastgate	TBC
Workshop participants to review Interim Report and provide feedback to Jon Eastgate	Workshop participants	TBC
Jon to update Report based on participant feedback and workshop output	Jon Eastgate	TBC
Present final report to Leadership Table for final approval	Jon Eastgate	TBC

List of Participants

Name	Role	Organisation
Debbie Miscamble	Communities Program manager	Salvation Army C & C
Cath Bartolo	CEO	YFS
Luke Robinson	Assistant Director , Qld	DSS
Colette Peck	Senior Resources Officer	DCCSDS
Robyn Masters	Manager Community Sustainability	Logan City Community Housing
Leith Sterling	Regional Director	The Benevolent Society
Denise Upshall	General Manager	Brisbane South PHN
Debbie Aldridge	Manager	Centre Against Sexual Violence
Lyn Patman	Acting Therapeutic Service Manager	Bravehearts
Mathew Cox	Director	Logan Together
Jill Provins	Social Planner	Logan City Council
Michael Tizard	CEO	C & K
Penny Goodall	Participation Support	DHS
Jan Elston	Wellbeing Hub Co coordinator	Relationships Australia Qld
Kim Wright	Manager	K.E.N.G
Lari Stojoevska	Co-coordinator	K.E.N.G
Vicki Batten	CEO	FSG Australia
Niki Gooch	Community Participation and Manager Projects	Access Community Services Ltd.
Jon Eastgate	Consultant	99 Consulting
Mark Birskeys	Consultant	99 Consulting