

LOGAN TOGETHER INTEGRATED GOVERNANCE MODEL

LOGAN TOGETHER ACTION GROUP

TERMS OF REFERENCE

May 2019

1. Background and Introduction

The concept of Logan Together is a collective impact initiative and movement, which originated during the Logan, City of Choice Summit in 2013. Logan Together utilises several collaborative structures to address the gap in developmental outcomes between children across the Logan City Council area and the rest of the state and country. This will include significant work to improve supports available to vulnerable families. A Leadership Table provides overall direction for the Logan Together movement and the Logan Together Action Group exists to drive collaboration at an operational level. Changes and reforms are delivered through a series of project working groups which connect and are supported by the Action Group and the Leadership Table.

The Logan Together Action Group will be guided by the current Logan Together Priorities and Roadmap and in addition the focus of the Action Group is expanded to cover the context of service delivery within the Logan City Local Government Area (LGA) for families with children up to the age of 18 in line with the state-wide, "Supporting Families, Changing Futures" child protection reform agenda. The Action Group aims to reduce the number, duplication and overlap of meetings between Logan based child and family focused groups.

Where issues and projects focused on support for children and families can be addressed in a common way across the Logan LGA, the commitment from stakeholders is to do so via the mechanism of the Logan Together Action Group.

2. Shared Principles and Values

The Logan Together Action Group is about taking action on the things that matter for Logan's kids and their families. In conducting its business, the Action Group recognises the importance of holding to a shared set of values and principles to encourage effective and respectful collaboration. [The ChangeFest 2018 Statement](#) has been adopted by the Logan Together Leadership Table as the overarching guidance for the movement.

Within the ChangeFest framework, the guiding principle for the Action Group is that the wellbeing of children is central to planning and decision making. This principle is enacted by:

- A shared respect and acknowledgement of the importance of First Nations Peoples, their culture, traditions, lands and seas. This includes a commitment to incorporating cultural protocols and co-designing solutions for the Logan community and to formal and structured leadership processes to guide the work of the Action Group and the wider Logan Together movement.
- A shared respect for the strengths brought by the many culturally and linguistically diverse groups who now call Logan home.
- A commitment to supporting and valuing all parents and carers including the role of fathers and men as being fundamental to the health and developmental wellbeing of children. This extends to the active involvement and leadership of parents and carers in the work of the Action Group.
- The views and roles of all participants being respected and valued.

- Open discussion and collaboration between participants being supported and encouraged.
- The tabling, discussion and action on presenting issues being conducted in a consistent and constructive manner.
- A focus on collective purpose, process and responsibility and the overall wellbeing of the collaboration (reference: [Creating Pathways to Prevention](#) research program)
- A commitment to evidence based and evidence informed practices.

3. Function and Purpose

The Logan Together Action Group provides a safe space for the voice of children, families, community members and professionals to be heard in order to effectively respond to the immediate and emerging needs of the community. The purpose of the Action Group is to make cultural and systemic changes in the way we work with children and families to support their immediate and longer term wellbeing and to serve as an important operational coordination and collaboration space to drive the shared Logan Together and “Supporting Families, Changing Futures” child protection reform agenda and its associated governance structure.

The Action Group will assist and support the establishment and oversight of project working groups that relate to the Child and Family agenda in Logan. Some of these working groups will be time limited while others will be longer term. The coordination of project working groups and linkage of people and resources to support the groups, solve problems and remove barriers experienced will form an important part of the Action Group’s function. The Action Group will provide an important role informing and being informed by the Logan Together Leadership Table as well as by the priorities of the Regional Child, Youth and Family Committee (RCYFC) and its associated partners and governance arrangements.

To support and enable the bringing together of information, strategic and operational integration and planning and secretariat processes, the Secretariat of both the Action Group and Leadership Table as well as a Logan Together Backbone team member will meet to coordinate and share agendas, documentation and ensure process integration with the aim to continually refine and improve these processes (including connection to Community Leadership Groups and Government Networks), as a priority for 2019 and 2020.

4. Membership and Decision-making

The Action Group will have a formal membership, but will provide opportunities for observers to join each meeting.

The Action Group encourages membership from the following groups and will target the right balance of membership as it evolves over time:

- members of the local community including parents and caregivers
- local businesses
- government organisations supporting families within the Logan LGA
- non-government organisations supporting families within the Logan LGA
- schools, early childhood education and care providers
- other local service providers, and
- other family support services.

The Action Group will give particular attention to engaging representation from Aboriginal and Torres Strait Islander communities and culturally and linguistically diverse communities.

Community members will be supported, encouraged and mentored by other Action Group members. The Chair and Secretariat will actively assist with this. To support participation by community member’s child

care costs to facilitate meeting attendance and participation in project working groups can be met by Communities for Children and this can be arranged through the Secretariat.

Membership is initiated by either a self-nomination process to the Secretariat or the Action Group identifying gaps in membership and seeking suitable representation to fill the gaps. A membership review will occur annually and will ensure membership is meeting the current needs of the diverse child and family agendas in Logan. Requests for membership will be referred to for consideration following initial discussion between the Secretariat and the interested person. New members will be asked to include information about what they will bring to the Action Group as part of their introduction. The Secretariat will provide induction for new members which will explain the breadth of the commitment required as a member and include a small kit of information e.g. Terms of Reference, recent minutes and related papers.

Membership (except community members) will consist of senior representatives or those who have relevant delegation within their organisations. A nominated proxy for each member except community members can be designated and, where possible should be of a similar management/decision making and/or influencing level and be able to represent multiple or all programs within their organisation. Action Group members are to brief their proxy about the journey of the Action Group and proxies are to attend in an observer and information conduit capacity.

Members are requested to commit, however, membership is voluntary and members may have circumstances where they need to resign. Members are expected to adhere to these Terms of Reference. Membership for people or their proxy who do not attend three (3) successive meetings will be considered to have lapsed.

The work of the Action Group is not isolated to meetings but will be carried through to the workplaces and communities of the membership. In recognition of the size and complexity of the Logan community and, in particular, the Community Services sector, members are expected to act as a conduit between the Action Group and their individual organisation or service. We acknowledge that members come from their services and/or community with knowledge and expertise of their client group and/or children and families in Logan. We understand that with this expertise comes the desire to build on their good practice to support children and families. The Action Group is asked to use that expertise to look at the broader community needs.

Decision-making will be a collaborative process involving all participants. The Action Group will work towards informed, consensus-based decision making. All members are encouraged to acknowledge tension around decisions prior to decisions being made and communicate any concerns to the Group and/or Chair. In the event that the Committee is unable to reach consensus about a recommendation, the Chair will put the matter to a vote. A quorum will be 50% plus one of the membership of the Action Group. The Action Group will review its decisions and identify when they haven't got it right.

5. Action Group Meetings and Responsibilities

The Action Group forms an important part of the collaborative governance arrangements for the Logan Together movement and also the State Government's Supporting Families, Changing Futures" child protection reform agenda and its associated governance processes (i.e. Regional Child, Youth and Family Committee). The Action Group will continue to mature its role in those two contexts and share in the same collaborative action processes that ideally will bind the Leadership Table, the RCYFC, and other bodies together.

5.1 Sub-Committees and Project Working Groups

The Action Group may establish permanent and temporary project working groups to undertake specific projects as determined by the membership or in response to guidance and opportunities presented by the Leadership Table or other relevant governance structures like the RCYFC. Project working group membership will be drawn from stakeholders with relevant expertise and is not limited to members of the Action Group. The project working group meeting and reporting frequency will be determined by the membership. Where project working groups are established they will be visible to and supported by the Leadership Table.

5.2 Frequency and Venue

Meetings will be held monthly or as decided by the membership. The meetings will be held at various venues as part of ensuring cross sector and agency participation.

5.3 Meeting format

The Action Group will generally meet in standard committee format, but other formats will feature throughout the year. The Logan Together Backbone Team will work with members on a wide variety of complementary engagement forums and events that reach out to citizens, the sector, Government and the business community over time. The Logan and Beenleigh LLA meetings can also be built upon as important engagement opportunities.

5.4 Chairing Responsibilities

Meetings will be chaired by a nominated representative of the Action Group and, along with the support of the Secretariat, will have responsibility for developing meeting agendas and facilitating the meetings.

5.5 Secretariat

The Secretariat function will be provided by The Salvation Army Communities for Children Facilitating Partner through until 30 June 2019. From 1 July 2019 the Logan Together Backbone Team will ensure that arrangements are in place to provide the Secretariat function.

- Minutes - aim to distribute no later than 2 weeks, post meeting.
- Agenda - aim to distribute no later than one week pre meeting.

5.6 Agenda

The standard agenda for each meeting will be structured as follows:

- Acknowledgement of Country, Welcome and Introductions
- Acceptance of Previous Minutes and Review of Actions
- Strategic Matters (that drive collaboration at an operational level)
- Project Updates
- Information Sharing (including Logan Together Update; project/action item status updates; and/or new items for consideration)
- General Business

Any items in addition to scheduled action items may be submitted by members to the Secretariat up to 10 days prior to the next meeting; however, inclusion will be at the discretion of the Chair based on existing agenda items, competing priorities and the amount of time available.

5.7 Project Working Group Processes

As part of the broad Logan Together and RCYFC frameworks, the Action Group is responsible for directing the work of specific project working groups and also for informing about issues that cannot be resolved at a local level. A pictorial representation of the relationships and project action processes is at the end of this document. More work needs to be done to bring together the processes and information flows that support all the collaborative forums in the Logan Together and RCYFC space.

The Action Group will review and set priorities on at least an annual basis. These will determine the establishment of project working groups. Additionally as matters are raised through the agenda decisions will be made about the priority of the matter, the interest and capacity of the group to progress and whether a project working group will be formed.

Projects developed through the Action Group will be referred to the Leadership Table for endorsement, advocacy to government or other bodies, funding or wider application. Projects may also be developed following referral from the Logan Together Leadership Table, the Family Support Collective or the Regional Child and Family Committee.

An Action List that describes the desired outcomes to be produced from the group will be maintained as part of the meeting minutes to retain a record of and monitor matters of interest and their progression.

5.7 Relationship to the LLAs

The Local Level Alliance (LLA) is a multi-agency network of community service providers established as part of the Family and Child Connect (FaCC) Initiative. The main purpose of these LLA's is to improve local access to high quality services for families to help them safely care for their children.

The Action Group has a complementary and different role to the LLAs. Maturing the relationship between the Action Group and the LLAs is a priority for members. As a first step, greater visibility of the agendas, projects and issues being progressed at each body is important. A more integrated process and approach can then follow in terms of how issues and projects are identified and supported to action.

Logan / Beenleigh LLA – this combined LLA has a focus on sector engagement, issue identification, and professional learning. It has an open membership and is well attended by a cross section of sector and government employees. The LLA Forums provide a platform to support shared actions / agenda items relevant to the Action Group and RCYFC spaces. This could be achieved through collaboration, building on its strong child and family sector presence in Logan, focusing on vulnerable families in the community.

Browns Plains LLA – This LLA has a similar mandate to the Logan Together Action Group, but is strongly place-focused in the western part of Logan City. The opportunity is to support and build on the Browns Plains LLA as a forum to localise broad strategies and also hear from and respond to local issues in the west of the city.

5.8 Relationship to the Communities for Children Committee

The Communities for Children (CfC) Committee has sector, government, business, parents and care givers representation and assists the CfC Facilitating Partner to plan, guide and support the CfC activities. CfC activities aim to improve the health and well-being of families and the development of young children, from before birth through to age 12 years, and to create strong child-friendly communities. The CfC Committee provides input and feedback to the Logan Together Action Group through the CfC representatives on the Action Group.

5.9 Relationship to the Leadership Table

The Leadership Table has an important strategic level role in priority setting, enabling change and creating the authorising environment in which the work of Logan Together can prosper. The Action Group has a more operational focus. Projects and priorities identified by the Action Group can be fed to the Leadership Table for support, resourcing and the garnering of organisational commitment. Similarly, priorities for action identified by the Leadership Table can be fed to the Action Group for operationalising.

There will be a stronger focus in 2019 – 2020 to bring all levels of governance (Leadership Table, Action Group, Community Leadership Groups and Government Networks) agendas and processes closer together for a shared project and issues management framework.

6. Reporting

The Action Group will provide information about attendance and a summary of activities to the Department of Communities, Child Safety and Disability Services in accordance with the Local Level Alliance function of the Family and Child Connect (FaCC) service. The Local Level Alliance Coordinators who attend as representatives of FaCC are well placed to present the Action Group updates.

7. Reviews

These Terms of Reference will be reviewed on a twelve monthly basis or as required. Any member may request a review of these Terms of Reference. The review will be subject to the approval of the Action Group.

Review and evaluation of the Terms of Reference and meeting processes will be conducted in May 2020.