



# Logan Together

This prospectus sets out a Collective Impact proposal to improve child development outcomes for all Logan children

**June 2015**

Version 7.0

This prospectus is furthering the Social Infrastructure outcomes of the  
***Logan: City of Choice Two-Year Action Plan 2013-2015***



### **Acknowledgements:**

This document has been produced by the Logan Together Working Group, with in-kind support from Logan City Council (through the Logan: City of Choice initiative).

We respect and acknowledge the Traditional Custodians of the Logan City area, including the Yuggera and Yugambeh language speaking people. We pay respect to the Elders past and present for they hold the memories, the traditions, the culture and hopes of Australia's First Peoples. We acknowledge there are also other Aboriginal and Torres Strait Islander people who live, work in and contribute to the cultural heritage of Logan City.



## Foreword

### **Foreword by Brian Bumbarger, Prevention Research Center and the Evidence-based Prevention and Intervention Support Center (EPISCenter), Penn State University (U.S.)**

The strategic plan described in this Prospectus is the culmination of planning and investment by a large network of individuals and organisations working collectively for the betterment of the Logan community. It recognises the tasks and priorities necessary to strengthen the social infrastructure to support all children and families in Logan.

The concept of Collective Impact is catching on all across Australia, and while the idea of working collaboratively across sectors and stakeholder groups to improve child outcomes is intuitively appealing, there are a great many important details that must be worked out between the “collective” and the “impact”. This Prospectus defines these important details within the Four Pillars of the StriveTogether Framework:

**Shared community vision and cross-sector engagement.** This includes communicating a common vision for an ecological and life course perspective that recognises all children and families in Logan are “coming from somewhere and going somewhere”. We live within a broad community ecology and are the ever-changing product of all of our life experiences.

**Evidence-based decision making.** Infrastructure and resources are necessary for data-information decision support, and services and strategies are grounded in research. This includes both the capacity and the political will to hold fast to this course even when it is challenging.

**Collaborative action.** Collectively harnessing the energy and commitment of a broad and diverse network of agencies and organisations, schools, clubs, and stakeholder groups, and collaboratively establishing joint priorities and a culture of continuous quality improvement.

**Investment and sustainability.** Organising and optimising the resources, support, and policies necessary (systems optimisation and alignment), including the benefits of a strong backbone organisation to lead the collective agenda.

It is not unusual in any community (in Australia or the U.S.) to find many committed citizens and social services leaders seeking to improve outcomes for children and families. The vision and leadership necessary to harness that positive energy and commitment, in a thoughtful and strategic way, is often the key difference between good intentions and better outcomes. The Logan Together Prospectus presented here describes a progressive and strategic approach, guided by research and informed by data to improve child development outcomes for all Logan children.



## Collective impact – what is it and why does it work ?

The Collective Impact theory and practice points to the success of building well-joined-up collaborations that share a common goal and have the **systems** necessary to support coordinated, targeted effort. The model also takes a whole of population approach – every child in the population cohort is “in scope” – and seeks, by this universal approach, to change **social norms** that support positive and healthy behaviours from individuals and families. The model uses a “birth to career” pathway as the principal organising framework, with services and supports lined up clearly against outcomes sought at each life stage. The Strive initiative in Cincinnati has been a leader in documenting and developing Collective Impact practice.

If you are a Collective Impact nerd, you can view their core framework at Appendix A. For serious nerds, you can read the Kania and Kramer paper on Collective Impact at: [http://www.ssireview.org/articles/entry/collective\\_impact](http://www.ssireview.org/articles/entry/collective_impact)

***“Put concerned people in one room, agree upon statistically definable goals, and then coordinate action and spend the dollars to hit the targets.”***

Journalist Peter Goodman summarising The Strive Partnership in Cincinnati (June 11, 2012)

## ***Logan Together – A Collective Impact Proposal***

The *Logan Together* proposal is an initiative that uses the **Collective Impact** approach. This prospectus outlines the Logan Together project and how it is proposed to function in Logan City. *Logan Together* will initially focus on families with children in the pre-birth to age eight cohort living in Logan City.

Logan Together will drive change that will benefit all Logan families and the initiative will have the Logan City local government area as its geographic scope. However, two focus areas will receive some extra attention initially, these being the Central Logan area and the suburb of Eagleby.



## Our vision

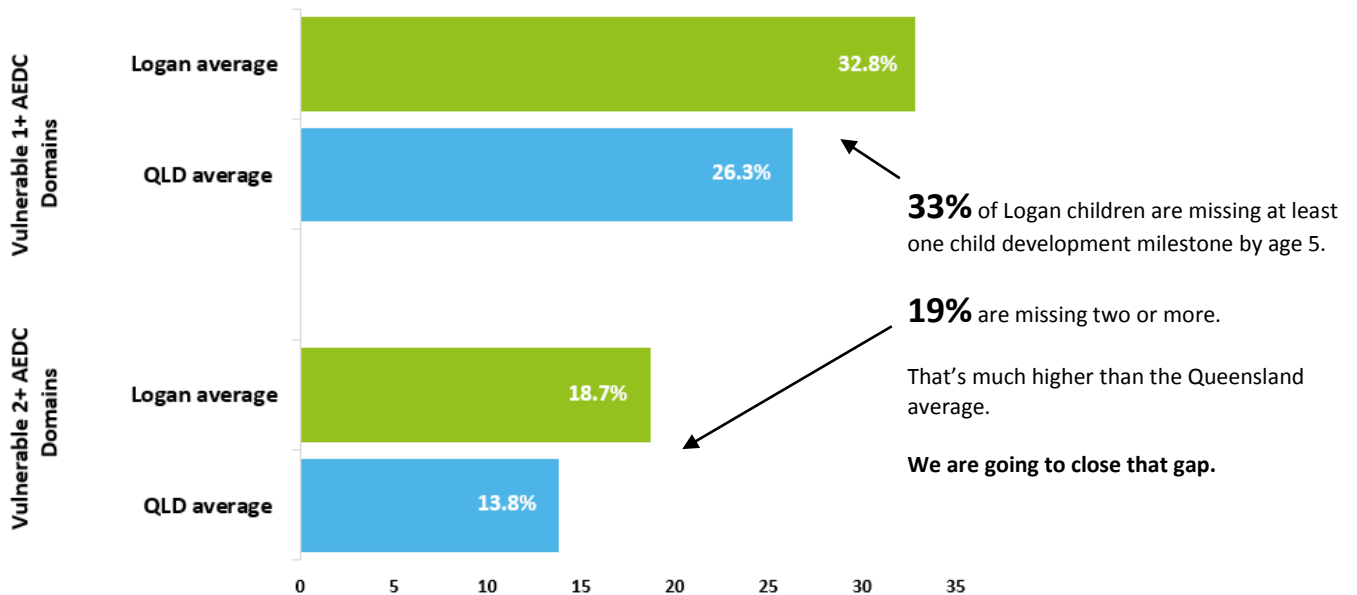
Logan children at age 8 will be, overall, as healthy and full of potential as any other group of Australian children.

## Our goals

**Within 5 years** we will have made material progress in closing the gap in rates of healthy development for Logan children at age 8.

**Within 10 years** we will have closed the gap in rates of healthy development for Logan children at age 8.

### The Australian Early Development Census (2012)





## Executive Summary

**Logan Together** is a broad group of local people from the community, NGOs, government organisations and business who care about the wellbeing of Logan children. We are working together to close the gap in healthy development outcomes for Logan children and their families. First up we are targeting children from before birth to age eight. **Logan Together** is doing this by taking a **Collective Impact** approach. **Logan Together** emerged from the *Logan: City of Choice Summit* and *Logan: City of Choice Two-Year Action Plan 2013-2015*.

Collective Impact models drive coordination and cooperation between community stakeholders, education, health and social service providers to reach common social improvement goals. Collective Impact had its origins in the USA and so far over 90 American cities have adopted the approach. It appears to be working. The **White House Council on Community Solutions** studied 12 Collective Impact initiatives across the USA that had shifted a community-wide metric (like educational attainment) by **more than 10%**.

In its drive for a whole-of-community response, **Logan Together** is living out the aspirations of *The Queensland Plan*. It's also really relevant to the **Carmody reforms** because it's all about getting organised as a community and getting in early to help families before they hit crisis.

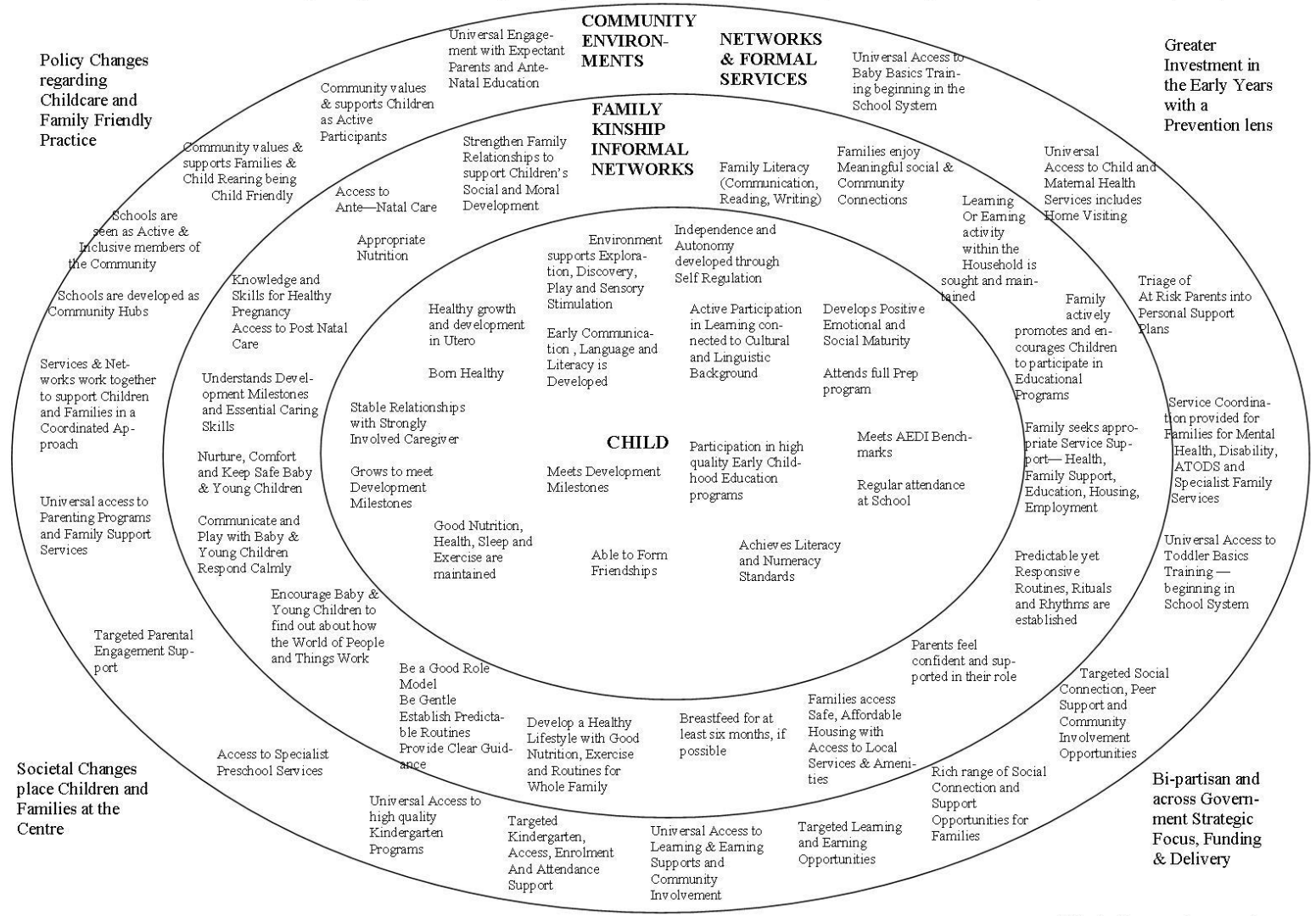
Collective Impact is powered by a shared set of goals, further articulated into a **"Roadmap"** that sets intermediate goals relevant to key transitional phases in child development from birth forward. Every family is in scope, not just those having a really rough time and there are some local neighbourhoods where we'll need some extra efforts to engage with and coordinate support for families.

The collective impact framework will involve the establishment of a **backbone organisation** to coordinate participant agencies, develop common goals that galvanise community action, develop shared measurement systems, oversee coordinating activities and build on the existing networks in Logan. Overseeing the work of the backbone organisation will be a Cross-sector Leadership Table – a leadership group drawn from the local community and Logan Government and non-Government organisations. A **Joint Commissioning Mechanism**, which involves funders across all levels of Government, will support the backbone organisation by aligning resources to support the delivery of the roadmap and making big adjustments to the policy and funding landscape on advice from the Cross-sector Leadership Table.

## Supporting children to grow up well

Around the world, there's recognition that to support children to grow up well, we must focus firstly on the child, then on the family environment that surrounds that child and then on the community environment that surrounds that family. This idea was crystallised by Urie Bronfenbrenner in 1979 in a concept known as the "Ecological Model of Child Development". It's important to the **Logan Together** thinking. See more detail over the page.

**Logan Together: an ecological approach for the healthy development of Logan children ( Pre Birth to 8 years)**





## ***Logan Together – who are we ?***

**Logan Together** is a broad group of local community members and stakeholders who care about the wellbeing of Logan children.

We are local mums and dads, aunts, uncles, grandparents, sisters and brothers. We are also early childhood professionals, educators, family support providers, health workers, clinicians, therapists, child development specialists, police, social workers, neighbourhood centre coordinators, community programs providers, sport and recreation officers, public servants, community development officers, CEOs and business leaders, local government officers, politicians from all three tiers of government, community leaders, community members, volunteers and Elders.

We are working together – and differently – to achieve transformational change in outcomes for Logan children and their families targeting children from before birth to age eight. We are doing this by taking a **Collective Impact** approach to community organising. We believe that transformational change will only work as a whole of community approach.

We share the same goals, we are serious about success, and we are working in a planned and strategic way to line up all the supports and opportunities that Logan children need to thrive.

Our focus starts before birth and focuses sequentially on the things that support healthy development in children as they grow.

Neighbourhoods matter and we aim to engage every child and their family in Logan. We also know that there are a few neighbourhoods where families more commonly need extra help, so we'll give those places some special focus. Continuity of relationships also matter so that children and their caregivers get the support they need, when they need it, to make the most of each phase of childhood.

## ***Where did we come from ?***

**Logan Together** grew out of the **Logan: City of Choice Summit** and **Logan: City of Choice Two-Year Action Plan 2013-2015**, which identified the need for a more integrated and impactful response to the needs of Logan children. **Logan Together** stands on the shoulders of many different local networks to bring the tireless effort of local people into a Collective Impact framework that advances our shared goals. The work also builds on collaborative discussions a group of Queensland NGOs have convened to see how community sector agencies can best combine their capacities to promote community development.

## ***Logan: City of Choice***

The **Logan: City of Choice initiative** is the outcome of the Logan: City of Choice Summit held in February 2013. The summit was a joint initiative of the Queensland State Government and Logan City Council to address underlying issues within the community. The summit involved thousands of key stakeholders





from the three levels of government, community members, non-government organisations and business sector leaders resulting in the development of the *Logan: City of Choice Two-Year Action Plan 2013-2015*.

One of the core actions of the action plan is to develop a Collective Impact Framework for Logan service providers. **Logan Together** is one of the main vehicles via which the *Logan: City of Choice* initiative will be delivered. To learn more about the Logan: City of Choice initiative, visit:

<http://www.logan.qld.gov.au/community-support/city-of-choice>

## What's it all mean for public policy ?

**The Queensland Plan** challenges us all to set our sights on the future and, where required, to do things differently to secure the future we want. Nowhere is this challenge more relevant than in the need to re-imagine the future for Queensland's most disadvantaged communities and to change approaches.

Here, our community's investment in making change – most clearly present in the investment in human services and community development projects - often lacks coherence and is poorly coordinated. The right arrangements aren't in place and the environment is characterised by a hotch-potch of funds and programs with different objectives, timescales and frameworks.

Logan City faces these challenges and with high levels of disadvantage and significant expected population growth this pattern may continue unless we switch approaches. Right now there is a ground swell of interest in collaboration among service providers in Logan City, and with the momentum of the *Logan: City of Choice initiative* and its conscious alignment to The Queensland Plan, now is the time to act.

### **Fast fact:**

*In Logan the State & Federal Governments spend about \$50 million per annum on about 150 different family and child focused services.*

(Family Support Services Stocktake 2014 for 3 service catchments covered by Logan LGA)

*Collective Impact* models have emerged from numerous sites in the USA and offer a template for doing things differently. Essentially, they illustrate ways of effectively organising resources and efforts across complex service systems and community structures to attack enduring social problems in a strategic and coordinated way. They have a long-term, inter-generational focus and they appear to be working.

In this way Collective Impact may prove to be an important delivery framework for achieving *The Queensland Plan* goals around universal educational achievement and community cohesion.

Add to this the Carmody Inquiry - and its recommendations to re-balance investment in children and families so that early intervention programs support families before they hit crisis - and you have a public policy prescription that has real hope of creating change.

That's what **Logan Together** is about.



## The Roadmap for Logan Children – an illustration

One of the main tools to support an effective Collective Impact approach is a shared set of goals, further articulated into a “roadmap” that sets intermediate goals relevant to key transitional phases in child development from birth forward. These intermediate goals are reflected in the goals relating to families, the wider community in which the family lives and to targeted support providers, educators and others. An illustrative roadmap for the **Logan Together** initiative is included overpage. There is much discussion and agreement still to come before this roadmap is final, but it gives a sense of the final product.

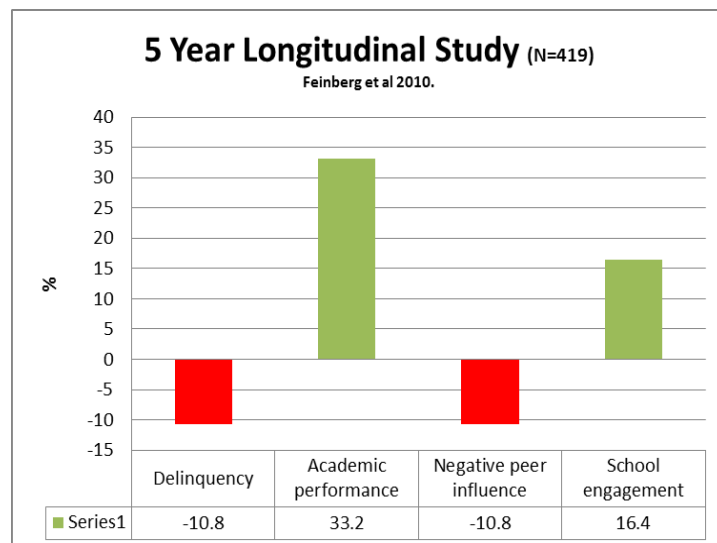
### It’s for every child - not just those born locally

A really important principle for Collective Impact approaches is that it’s for every child. When we set goals in the Roadmap like universal access to stable housing – we mean it - and we need to do the things required to cater for the needs of every type of family whatever their background.

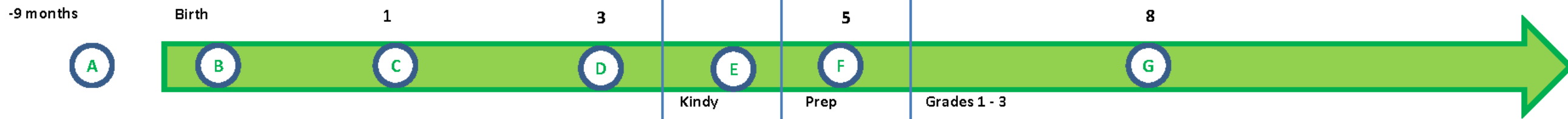
And of course not all Logan children are born locally, meaning they won’t necessarily have had access to the fantastic early childhood opportunities **Logan Together** is aiming to coordinate. That means we need – where appropriate - special strategies for older children arriving in Logan to help them catch up.

### Does it work ?

It seems to. The **White House Council on Community Solutions** studied 12 Collective Impact initiatives across the USA that had shifted a community-wide metric (like educational attainment) by **more than 10%**. Appendix B has lots of examples. Here’s the results after 5 years from one initiative in Pennsylvania:



# Logan Together: The Roadmap for Logan Kids



Life Stage	A Pre birth	B Birth	C 1 Year Old	D 3 Years Old	E 4 years old	F 5 Years old	G 8 Years Old
Kids	<p>Healthy growth and development in Utero</p>	<p>Born healthy</p> <p>Stable relationship with strongly involved caregiver</p> <p>Grows to meet development milestones</p>	<p>Environment supports exploration, discovery, play and sensory stimulation</p>	<p>Early communication, language and literacy is developed</p> <p>Meets development milestones</p>	<p>Participation in high quality early childhood education programs</p> <p>Good nutrition, health, sleep and exercise are maintained</p>	<p>Attends full prep program</p> <p>Active participation in learning connected to cultural and linguistic background</p> <p>Meets AEDI benchmarks</p> <p>Able to form friendships</p>	<p>Regular attendance at school</p> <p>Achieves literacy and numeracy standards</p> <p>Develops positive emotional and social maturity</p> <p>Independence and autonomy developed through self regulation</p>
Carers	<p>Access to ante-natal care</p> <p>Appropriate nutrition</p> <p>Knowledge and skills for healthy pregnancy</p> <p>Family seeks appropriate service support (health, family support, education, housing, employment)</p>	<p>Access to post-natal care</p> <p>Nurture, comfort and safety for baby and young children</p> <p>Parents feel confident and supported in their role</p> <p>Predictable yet responsive routines, rituals and rhythms are established</p> <p>Breastfeed for at least six months if possible</p>	<p>Communicate and play with baby and young children; respond calmly and be gentle</p> <p>Encourage baby and young children to find out about how the world of people and things work</p> <p>Be a good role model</p> <p>Establish predictable routines &amp; provide clear guidance</p> <p>Good family literacy (communication, reading, writing)</p> <p>Families enjoy meaningful social and community connections</p>	<p>Learning or earning activity within household is sought and maintained</p> <p>Develop a healthy lifestyle with good nutrition, exercise and routines for whole family</p>	<p>Family actively promotes and encourages children to participate in educational programs</p>	<p>Strengthen family relationships to support children's social and moral development</p> <p>Support for children's school attendance and home learning routines</p>	<p>Maintain achievement of prior stage goals</p>
Community	<p>Universal engagement with pregnant parents and ante-natal education</p> <p>Universal access to parenting programs and family support services</p>	<p>Universal access to baby basics training, beginning in the school system</p> <p>Universal access to child and maternal health services, including in-home visits</p> <p>Community values and supports families and child rearing being child friendly</p>	<p>Universal access to toddler basics training – beginning in school system</p> <p>Rich range of social connection and support opportunities for families</p>	<p>Access to quality childcare</p> <p>Universal access to learning and earning supports and community involvement</p>	<p>Universal access to high quality kindergarten program</p> <p>Community values and supports children as active participants</p>	<p>Active and inclusive school community</p>	<p>Maintain achievement of prior stage goals</p> <p>Schools are developed as community hubs</p> <p>Schools are seen as active and inclusive members of the community</p>
Targeted support	<p>All families access safe, affordable housing with access to local services and amenities</p> <p>Triage of at risk parents into personal support plans</p> <p>Service coordination provided for families for mental health, disability, Drug &amp; Alcohol, and specialist family services</p>	<p>Services and networks work together to support children and families in a coordinated approach</p>	<p>Targeted social connection, peer support and community involvement opportunities</p> <p>Kids with special needs get early support from specialists and therapists</p>	<p>Targeted learning and earning opportunities</p>	<p>Targeted kindergarten access, enrolment and attendance support</p> <p>Access to specialist preschool services</p>	<p>Targeted parental engagement support</p>	<p>Maintain achievement of prior stage goals</p>



## Making the roadmap happen

The Strive Framework (see Appendix A) outlines four pillars required to develop an effective Collective Impact program. Many of these elements are present or emerging in the Logan community already, along with a stack of local community mobilisation, as summarised in the table below:

Pillar	Action	Progress so far
<b>1. Shared community vision</b>	1.1 Cross-sector leadership table convened with accountability structures	Child Friendly Community Consortium, AEDC Response Groups, HOF Alliance, Joint Networks meetings, C4C and many other networks already active.
	1.2 Key messages agreed and communicated across the community and the partners	Cross Sector Leadership Table and supporting Chapter Structure designed.
	1.3 Baseline report card issued and reviewed annually	Child Friendly Community Consortium baseline report and Logan: City of Choice State of the City Report (2013) published.
<b>2. Evidence-based decision making</b>	2.1 Roadmap developed with outcomes and indicators	Roadmap concept broadly endorsed and to be developed.
	2.2 Baseline data for key sub-populations developed	Community consultation program rolling out October-December 2014.  First version of Roadmap finalised April-June 2015.  Baseline data exists, yet to be widely shared.
<b>3. Collaborative action</b>	3.1 Collaborative action networks formed to develop strategies to operationalise outcome achievement	Network reforms planned to bring existing partly functional networks into good alignment.  40 agencies, schools and clubs actively involved ... and counting.
<b>4. Investment and sustainability</b>	4.1 Anchor entity or “backbone organisation” established to coordinate the partnership, oversee accountability mechanisms, manage communications and guide collaborative action	Backbone Organisation to be hosted by Griffith University initially.  Funding plan developed and anticipated to be in place by December 2014.
	4.2 Mechanisms for allocating an aligning resources developed	Collaborative action arrangements designed, including mechanisms to allocate resources.
	4.3 Collective advocacy and community mobilisation effectively supported.	Communities for Children program now fully aligned.



## Establishing the backbone organisation and collaborative action arrangements

The most important next step in progressing the **Logan Together** initiative is building on the great raw material already present in the networks, passionate individuals and professional groupings in Logan and creating the essential Collective Impact organising infrastructure.

### The Backbone Organisation

**Logan Together** has agreed to establish an independent anchor entity or backbone organisation to power the Collective Impact approach. In the longer term the existing **Logan Child Friendly Community Consortium (CFCC)** – which has an established company structure and accompanying trust – is an obvious entity to play this role. Until the CFCC’s organisational infrastructure is more fully established, **Griffith University** has been selected to host the backbone organisation.

In keeping with practice established in the USA, the backbone organisation would consist of the following roles:

- **Chairperson (1 position – 2 days per month)**  
An independent chairperson of prominent standing to chair the Cross-sector Leadership Table
- **director (1 officer)**  
A full time dedicated senior officer to provide leadership and management to ensure that the mission and core values of **Logan Together** are put into practice.
- **Service system facilitator (1 FTE)**  
Supports action network planning, integration, alignment to the Roadmap, continuous improvement and resource alignment.
- **Communications and Community Engagement leader (1 officer)**  
Supports robust internal and external communications, social marketing and engagement of children, families, the broader community, service providers and key stakeholders.
- **Data and systems coordination leader (1 officer)**  
Supports analysis, management, integration and reporting of data, including baseline reporting and annual scorecards.
- **Office manager (1 officer)**

The entity would be resourced during the establishment phase and then for its first two years from a combination of dedicated seed funding and in-kind support. After two years, resources liberated from better aligned investment in the local community would support the entity. Some parts of these roles will be fulfilled through in-kind work from partner agencies. At this stage, we think we can get about 1 FTE worth of skilled resourcing out of these in-kind arrangements.



## Cross-sector Leadership Table

A formal community management board - or to use the theoretical jargon the “**Cross-sector Leadership Table**” - will be the way **Logan Together** makes decisions and will oversee the work of the backbone organisation. The **Cross-sector Leadership Table** will be comprised of representative members from community and industry sub-sectors that together share responsibility for supporting Logan children and their families. Leaders from Logan Government and non-Government organisations will be at the table too, along with business and community leaders. Leaders representing the Aboriginal and Torres Strait Islander, Pacific Islander and Culturally and Linguistically Diverse communities will be prominent members. There’ll be an independent Chairperson and the former Director-General of the Queensland Department of Communities, Child Safety and Disability Services, Margaret Allison, has kindly agreed to serve as the founding Chair.

## The Chapter structure

A chapter structure will sit beneath the Cross-sector Leadership Table to help organise community representation and coordinate effort. Many existing Logan networks will be well placed to serve as chapters and there’ll be an opportunity to rationalise the many network meetings that currently exist. We think that’s good news.

At this early stage, we think there will be the following main chapters, although this is likely to evolve:

- Children, Youth and Families Services (including Women’s and Family Violence services)
- Education (primary and early childhood together, with links to secondary and tertiary)
- Health (with a focus on child and maternal health)
- Employment and Training
- Business
- Housing and homelessness
- Mental health and drug and alcohol services
- Neighbourhood Centres, Sports and Community Associations

Each chapter will share some agreed underlying principles and ways of working with a commitment to access, equity and transparency in decision-making.

Each chapter would be made up of the CEOs, board members and senior employees of stand-alone Logan-based agencies, or the most senior leaders in the case of large organisations with a service or business unit in Logan. Each chapter would elect one or two representatives to sit on the Cross-sector Leadership Table for a period of between 12 and 24 months and be the link between the whole-of-community planning and their sub-industry. Members will have the opportunities to be re-elected where appropriate. There will need to be processes to ensure important community groupings, that don’t neatly fit within these chapters, have input and opportunities for greater involvement (we haven’t worked that bit out yet).

To complement the work of the chapters, **local area project working groups**, built upon the existing AEDC Response Groups will localise initiatives arising from the Chapters and the Cross-sector Leadership Table.



## Government representation

Logan Together is lucky to have really skilled, committed public servants leading Government work in the community. We need them involved! It is likely that our partners from the State and Federal Governments will nominate one or two senior delegates to represent that level of Government, with reporting back through regional management coordination meetings and the like. Through this delegate structure, we would value the participation of leaders from the following organisations:

- Federal (1-2 delegates at Regional Manager or equivalent with direct report to State Manager)
  - Department of Employment
  - Department of Social Services
  - Department of Human Services
  
- State (1-2 delegates at Regional Executive Director or equivalent)
  - Department of Education, Training and Employment
  - Department of Communities
  - Department of Housing
  - Department of Health (or Health & Hospital Board)
  - Queensland Police Service
  
- Local (1-2 delegates)
  - Logan City Council

## The Joint Commissioning Mechanism

Complementing the work of the backbone organisation will be a set of arrangements to engage funders and to facilitate the alignment of resources in the way that best supports delivery of the roadmap. Logan, like many communities, has a diverse range of resources at its disposal. These are most often governed separately, operating to similar but different program goals and timeframes, and have different, sometimes competing imperatives, locked into inflexible contracting forms. To assist in rationalising and coordinating this investment, a **Joint Commissioning Mechanism** is proposed. The Joint Commissioning Mechanism would be enacted about once per year to address service and funding arrangements that were unable to be dealt with by the Cross-sector Leadership Table. The Joint Commissioning Mechanism is proposed to operate as follows:

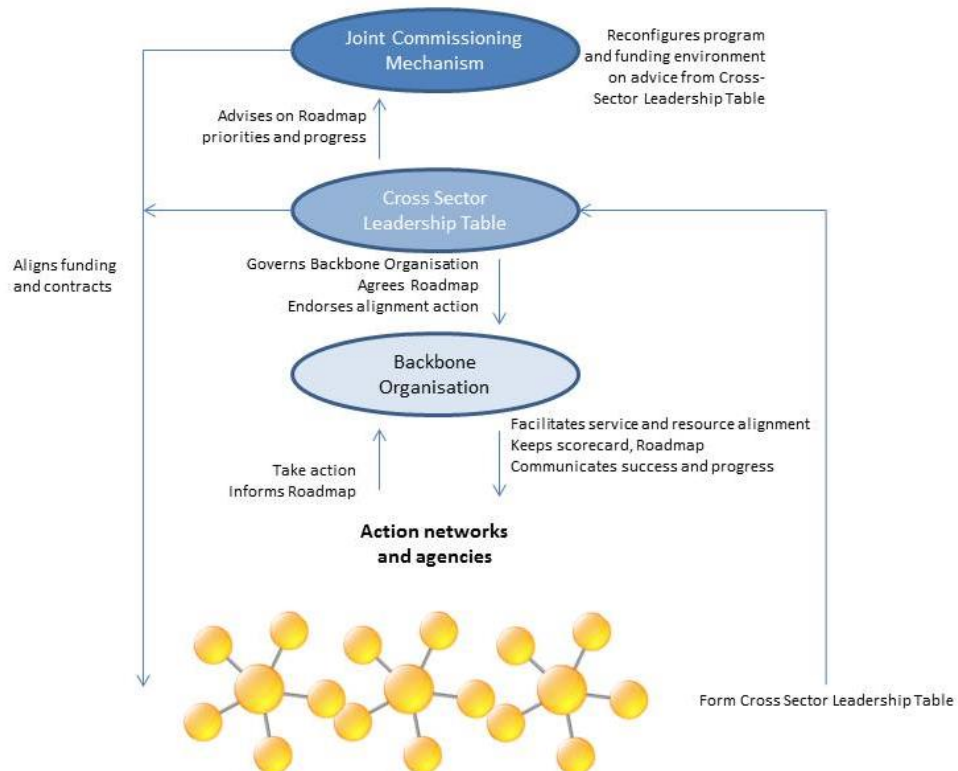
- About once per year the Cross-sector Leadership Table will develop a piece of advice on desired changes to the wider program and funding environment as relevant to the work of Logan Together.
- This advice would be passed to very senior representatives at a State and Commonwealth level – perhaps the Director-General for the Department of Communities, Child Safety and Disability Services and the Secretary for the Department of Social Services – to consider and to coordinate a cross-government response.
- These changes would then flow through the normal Government procurement channels to resource action on the ground.



## Putting the collaborative action arrangements together

The following diagram slots all these components together into an integrated model for running our collective impact project.

### Logan Together: Collaborative Action Framework



## Bringing *Logan Together* to Fruition ?

The working party putting Logan Together together has identified four things (in roughly this order) to bring Logan Together to fruition:

1. Achieve a **critical mass** of Logan organisations participating
2. Establish and fund the **Backbone Organisation**
  - a. through seed funding for an establishment phase and then the first 2 years (after that through savings and reallocations from a better aligned service system).
  - b. a working party will oversee the Backbone Organisation for a few months until the Cross-sector Leadership Table is ready.
3. Set up the **Cross-sector Leadership Table** and a series of sub-chapters that provide a representative structure for service networks, government organisations and the wider community.
4. Develop a detailed Roadmap and set up the **Joint Commissioning Mechanism** to begin to align resources to that Roadmap.





## Timetable

We are moving fast. Our timeframe for moving forward is as follows:

Activity	By when
Achieve critical mass of support from local stakeholders	Complete
Engage community and local organisations and business in Logan Together	Ongoing (but we've made a great start !)
Establish and fund the Backbone organisation Community consultation program delivered by Communities for Children program	October 2014 –December 2015
1 <sup>st</sup> tranche of Backbone staffing hired	June- August 2015
Set up the Cross-sector Leadership Table and establish chapter structure	June – September 2015
Develop the detailed Roadmap and Year 1 investment plan	June – September 2015
Set up Joint Commissioning Mechanism & consider the Roadmap and Year 1 investment plan	June – September 2015

After that we see the initiative progressing like this:

The **2 year seeding phase** will allow the Collective arrangements to mature to the point that the service system and investment profile are well integrated and ready for more ambitious change.

In **Year 3 and onwards** the mature Collective Impact model will be sustained through savings and a realigned service system that is in the right shape to support the investment roadmap.



## How much will it all cost ?

The Backbone Organisation is responsible for leading the efforts of several thousand people and tens (if not hundreds !) of millions of dollars of investment, so you need skilled people and good quality support resources to run it. We think the salaries for the key roles need to be in the following ranges, remembering that some parts of the roles will be undertaken through in-kind contributions of community partners (we think we can get about 1FTE covered through in-kind contributions across roles 2, 3 and 4 below).

1. Director	\$170,000	-	\$220,000
2. Service System Facilitator	\$110,000	-	\$130,000
3. Comms & Community Engagement Leader	\$98,000	-	\$110,000
4. Data and Systems Coordination Leader	\$98,000	-	\$110,000
5. Office Manager	\$65,000	-	\$75,000

### Backbone Organisation - full year costings

Full year costings developed by the working group are below:

Expense			
Labour	Wages	Oncosts	TLC
Combined salaries & oncosts*	\$598,000	\$113,629	<b>\$711,629</b>
<b>Other expense</b>			
		Units	
Vehicles (lease + operating costs)*	\$15,000	2	\$30,000
Rent, utilities, occupancy costs*	\$50,000	1	\$50,000
IT & telecommunications*	\$3,500	5	\$17,500
Comms, print, design costs, online	\$50,000	1	\$50,000
Events, venue hire, catering	\$30,000	1	\$30,000
Org support (HR, Finance, Administration)			\$90,000
Travel, taxi, parking	\$9,000	1	\$9,000
Project consulting	\$30,000	1	\$30,000
Shared data platforms*	\$70,000	1	\$70,000
<b>Total other expense</b>	*likely in-kind support		<b>\$376,500</b>
	<b>Total</b>		<b>\$1,088,129</b>



## Who's going to pay ?

The advice from Collective Impact experts is that sharing the costs around stakeholders is important. In the first full operating year (FY16), we think we can get \$230,000 of the expenses covered in in-kind contributions for labour, rent, cars, IT equipment and the like. That leaves about \$710,000 to cover through cash contributions. In the establishment year, we've reckoned on a bit more than 50% of the resources being required as we set up.

### Who's paying .....

Revenue			
	Establishment phase FY15	Year 1 FY16	Year 2 FY17
<b>Cash</b>			
Federal Government	\$50,000	\$100,000	\$100,000
State Government	\$170,000	\$170,000	\$170,000
Logan City Council	\$80,000	\$80,000	
Ten20 Foundation	\$100,000	\$100,000	\$100,000
Australian Red Cross	\$75,000		
Youth and Family Services Logan	\$20,000		
Salvation Army	\$20,000		
The Search	\$5,000		
Other trusts, foundations, NGO partners	\$50,000	\$260,000	\$260,000
<b>In-kind</b> (labour, business systems, data tools)	\$152,000	\$230,000	\$280,000
Griffith University			
Centre for Children's Health & Wellbeing			
The Salvation Army			
Logan City Council			
<b>TOTAL</b>	<b>\$722,000</b>	<b>\$940,000</b>	<b>\$910,000</b>

In **Year 3** and beyond the backbone organization and coordination infrastructure would be funded substantially from savings from the \$50 million in current cross-government family support services spending identified in the recent stocktake for service catchments in Logan. In particular, Logan Together is setting a nominal target of shifting around 25% of the current investment in "hard entry" case management services to early stage prevention, family engagement and education services and to fund coordination infrastructure by 2018.

## Measuring success

We are serious about success and we will be judged by our ability to get results for Logan children. Having really clear measurement directly related to our goals is a core element of the Collective Impact approach. Logan has already made a good start. The Child Friendly Community Consortium has published a State of the City report with respect to child outcomes and the City of Choice process has released a broader State of the City report setting a baseline across all the domains canvassed in the *Logan: City of*



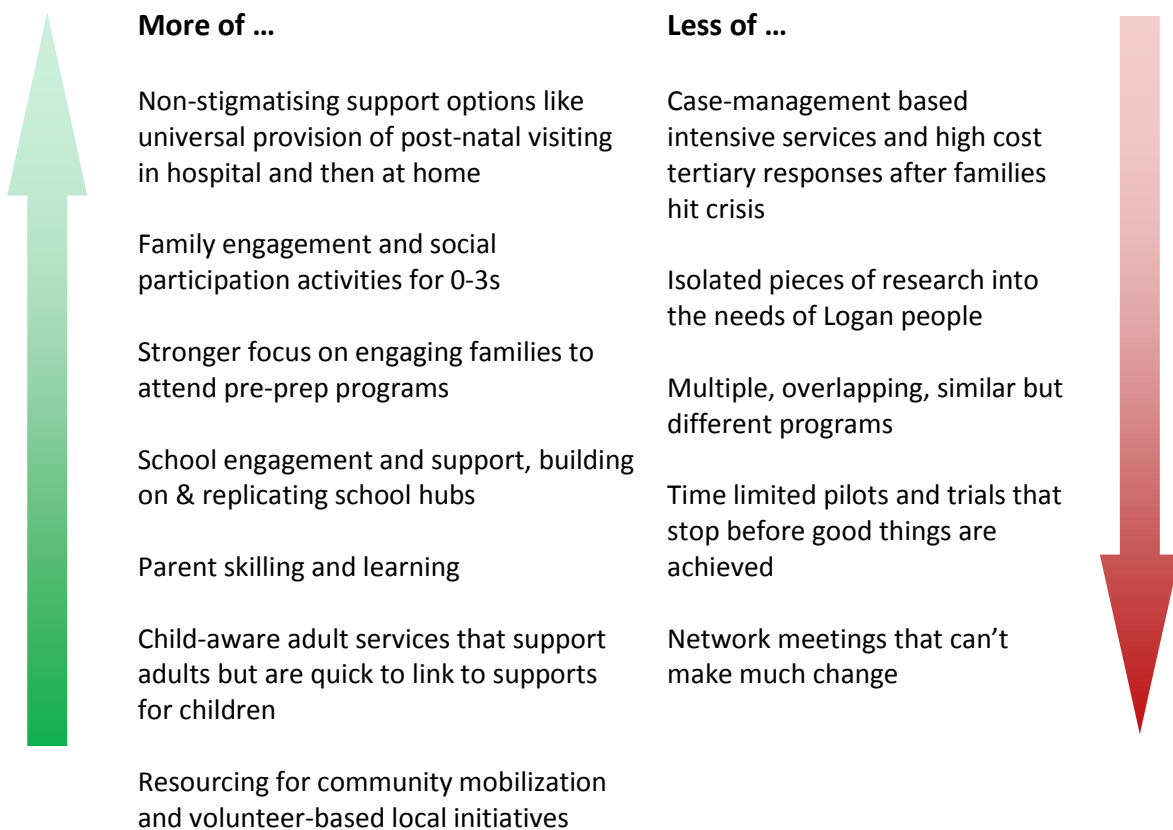
*Choice Two-Year Action Plan 2013-2015.* The AEDC process, NAPLAN and other similar data sets give powerful measurement tools which can be localised effectively to Logan and focus neighbourhoods.

In this context, **Logan Together** will, as a priority action, produce a Baseline report and annual scorecard. Work with Griffith University may deliver a standard reporting format used in multiple sites across Australia which would have validation and consistency benefits.

## What's it really going to look like ? What sort of changes will Logan Together drive ?

It's up to the **Cross-sector Leadership Table** and the **Backbone Organisation** to build a consensus about what needs to be done differently in Logan. But we know without the coordination and collaboration infrastructure that Logan Together will bring, there's lots of great work that goes to waste. We recently heard about one Logan mum who was receiving support from 21 different agencies and initiatives, including five different teams who were of the understanding that they were leading case coordination on her behalf.

Beyond getting better organised, there's some common things our partners say they want more of, and some things they want less of:





Many of the “more of” activities are already present and are doing great things in Logan. The challenge is to sustain them and broaden their availability and ensure all Logan families have a reasonable shot at accessing them. In this way, targeted strategies for Aboriginal and Torres Strait Islander, Pacific Islander and Culturally and Linguistically Diverse communities are really important and need sustained focus. **Transition points** are also really important, with a sense that many families lose contact with valuable community participation and support options as their children move through different ages and stages.

In the “less of” category, overwhelmingly local stakeholders want to see a tangible shift to early stage prevention and resilience building for families and less waste and duplication in case management and related support arrangements. Better coordination and collaboration across the community will unlock much capacity for reinvestment. The Logan Together Working Group has proposed a nominal target of **25% reduction** in spend on intensive case management responses by 2018, with that investment directed to non-stigmatising early stage prevention, education, support and resilience building work instead.

## How would we make changes ?

Change usually isn’t easy, even when the need is obvious. The consensus building process via which the Roadmap will be developed will hopefully provide good impetus for stakeholders at every level to get behind the progress Logan Together is seeking to make. When it comes to doing things differently, there are three change steps that will guide the change approach:

1. **Change within existing scope:** Can an existing Logan organisation change what they are doing *within* their existing scope of operations, funding and agreements to do what needs to be done ?
2. **Change the scope:** Can an existing Logan organisation *change* their scope of operations, funding and agreements to do what needs to be done ?
3. **Change the arrangements:** Does an *alternative* set of arrangements or a different organisation need to undertake the work ?

Working together, **Logan Together** can guide lots of improvements and changes using Change Step 1. We’ll need to work closely with our Government partners and other funders to use Change Step 2 and 3.

It’s important to emphasise that there’s lots of positive changes we can make through consensus without dramatically changing the overall resources available to a particular organisation. There’s also lots of opportunities for organisations to work collaboratively to specialise in certain kinds of work - growing their business within that specialty area while passing other duties to partners. This is what our partners are saying – and they want the **Logan Together** collective impact infrastructure to provide a mechanism to drive these reforms.



## What will this mean for my organisation ?

Logan is lucky to have dozens of community organisations, big and small, all working to make our community great. An important question for many organisations is: What does Collective Impact and **Logan Together** mean for us ? Or for some: What does it mean for our funding base and future ?

**Logan Together** is about local Logan people and agencies taking the lead. It's about setting the future we want for our children and our community and calling in the supports we need in the right way and on the right terms.

Importantly, it's about putting our community goals first and our organisational needs second. That's often hard – particularly if it means change. If you are a small organisation struggling to keep the doors open, change can be scary. Or if you are a big organisation and your head office is somewhere else – getting the right decisions for Logan can take real effort.

But there ain't no way round it. One of the things we all have to face is that to make big change for our little ones, we might have to give something up, change what we do or think differently.

The experience from the U.S. is that where agencies go back to their mission, remember why they exist and then make decisions based on those principles, Collective Impact approaches thrive and children and communities do well. Where organisations care more about sustaining themselves than they do about the shared community goals, things don't work so well.

## What do we need our Government partners to do ?

There's a critical role to play for our partners from Government (many of whom are already involved in Logan Together at the Regional level). Here's the big things:

1. Sit on the **Cross-sector Leadership Table** and use their skills and knowledge to help shape the Roadmap and the future of *Logan Together* more generally.
2. Set up the right **delegations and decision making processes** so we can make changes quickly, without long and boring decision-making chains and briefing requirements. Improving regional-level pooling arrangements and speeding up

### Upping the metabolic rate on decision-making

One of the things that will make Logan Together work well is **nimble decision making**. When consensus is reached on changes, acting with good speed will be important.

Without clear delegated decision-making arrangements, our Government partners estimate typical turn around times on service or funding changes can be 3-4 months, longer for big changes. At that rate, making several inter-dependent changes across multiple Government agencies becomes a challenging exercise !



cross-agency consultation processes would help too.

3. Be as **flexible as possible** within program and funding arrangements so that we can do what needs to be done without all the fuss.
4. Participate in a **Joint Commissioning Mechanism** once a year to make bigger decisions about funding directions and resourcing.
5. **Go halves** in seed funding *Logan Together* for the establishment phase and then the first two years.

## Getting community members involved

*Logan Together* is establishing formal mechanisms for community members to be involved in decision-making and designing the future support arrangements for our children. The Communities for Children Program is undertaking an initial community consultation program in the lead up to Christmas 2014, but we are determined to build in ongoing community discussion processes to shape our work in an ongoing way. We've already held discussions with the Queensland Community Organising Alliance who are doing similar work and examined models from around Australia and the USA where community panels formally participate in design and decision-making processes.

## How we do what we do

We've talked so far about the mechanics of collective impact and *Logan Together*. But the way we go about working together is really important. In June 2014, we were lucky enough to host a visit from Professor Brian Bumbarger from Penn State University in the United States. Professor Brian Bumbarger has been involved in collective impact initiatives for 15 years and his strong message was to focus equally on the "how" as much as the what. He suggested three practice principles be kept in sharp focus:

1. **focus on identifying and addressing underlying risk factors** rather than the overt behavioural indicators of social dysfunction;
2. **focus on evidence based practice**, ensuring that programmes and strategies adopted are grounded in and validated by research evidence; and
3. **focus on building the capacity of organisations and individuals** working in the field to deliver world's best quality services characterised by the above qualities.



## Culture and relationships

To state the obvious, **Logan Together** will live or die by the quality of the relationships between partners at every level of the initiative. We need to pay close attention to fostering professional and community relationships that are characterised by trust, respect and authentic communication. **Logan Together** will spend lots of energy creating trust-based leadership groups that can work well together, solve problems, deal with tricky issues, and put community goals first.

More broadly, **Logan Together** needs to achieve changes in the things that money can't buy – things like the values, attitudes and behaviours of our society generally and the ways in which local communities take responsibility and care for children and families.

## Evaluation and research

We want to know we are making a difference for Logan children. We also want to know that we are effective in organising ourselves into a collective that has impact. Thanks to the Centre for Children's Health and Wellbeing, **Logan Together** has secured a research partnership with **Griffith University** to join an interstate ARC-funded project to examine collective impact approaches, identify best practice and share learnings. Tools and resources developed across the different trial sites and partners will be shared to ensure we learn from others and don't make too many of the same mistakes.

As part of the research partnership, Griffith University is funding a part time collaboration officer who will work alongside the Backbone Organisation two days per week (this is reflected as one component of our in-kind budget in the who's paying section above).

## Building on our networks

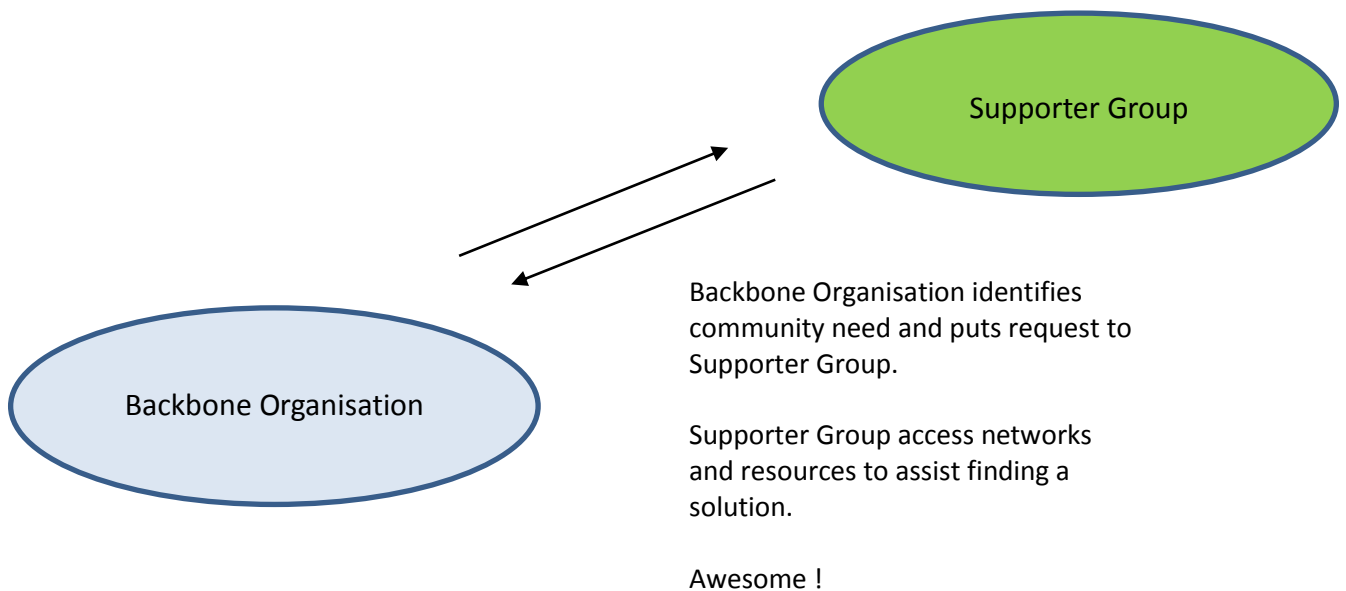
**Logan Together** will build on, not duplicate, existing networks. The **Logan Together Roadmap** and collaborative action arrangements will coordinate effort across sectors and networks and depends upon vibrant and effective professional alliances to get results in discrete domains like child and maternal health, housing, mental health, disability care, schooling, therapeutic intervention, early childhood and family support. The **Cross-sector Leadership Table** will be supported by chapters representing these different community and industry sub-sectors – providing a sort of "super-structure" for the great work our networks do.





## The Logan Together Supporter Group

**Logan Together** is really lucky to have lots of energetic local organisations on board. But we are also fortunate to have a network of other organisations who may not have a big service presence in Logan, but who want to help – organisations like Mercy Community Services, Red Cross and Churches of Christ Care. These organisations are forming a Supporter Group and are offering their skills, resources ideas and networks to help make things happen. How awesome is that ?





## Who's on board ?

### Funding Partners:





## Community Partners:





# **Appendix A**

StriveTogether Framework



## StriveTogether Framework

The structure of StriveTogether rests on four pillars framed around the unique strengths and needs of an individual community

The Framework for Building Cradle to Career Civic Infrastructure is outlined below. It is important to note that this is not a “model” as there is no single method for implementing the framework in a community. Instead, the framework acts as a guide for those willing to commit over the long-term to developing the right infrastructure that meets the unique needs of their individual community.



### Shared Community Vision

**A broad set of cross-sector community partners come together in an accountable way to implement a cradle to career vision for education and communicate that vision effectively**

- **Cross-Sector Engagement & Accountability** – Representation from key sectors such as education, non-profit, philanthropic, business, civic and community leaders needed to develop and implement their cradle to career vision to which the Partnership and community holds itself accountable for achieving.
- **Cradle to Career Vision & Scope** – A vision for improving education outcomes for students beginning at birth, continuing into and through secondary and into and through postsecondary schooling until they secure a meaningful career.
- **Strategic Communications** – The messaging and branding of the cradle to career partnership is to ensure a consistent understanding of the vision throughout the community. This includes using multiple methods to communicate the message appropriately to different audiences.



### Evidence Based Decision Making

**The integration of professional expertise and data to make decisions about how to prioritise a community's efforts to improve student outcomes**

- **Community Level Outcomes** – Points along the cradle to career education continuum that are proven to be key levers that need to be moved in order to achieve the cradle to career vision and goals. Community Level Outcomes are selected from across the cradle to career continuum and ensure accountability to the community.



- **Data Collection & Sharing** – The necessary processes, mechanisms, and relationships that need to be in place to effectively access and share necessary data to enable impact.
- **Capacity to Analyse Data**– The systems, processes, or individuals that enable the connection and analysis of student and community level data to drive the continuous improvement process.



### Collaborative Action

The process by which networks of appropriate cross-sector practitioners use data to continually identify, adopt and scale practices that improve student outcomes

- **Selecting Priority Outcomes** – A subset of the community level outcomes for focus, identified using local data and expertise.
- **Collaborative Action Networks** – Groups of appropriate cross-sector practitioners and individuals who organise around a community level outcome and use a continuous improvement process to develop an action plan with strategies to improve that outcome.
- **Continuous Improvement Process** – The on-going effort to use local data to improve efficiencies and effectiveness of processes and action.



### Investment and Sustainability

There is broad community ownership for building cradle to career civic infrastructure and resources are committed to sustain the work of the partnership to improve student outcomes

- **Mobilising Resources for Impact** – Necessary stakeholders align & mobilise time, talent, and treasure towards improving overall community level outcomes/indicators including the redirecting or initiation of resources (including: knowledge, time, volunteers, skills, financial contributions or other in-kind services) towards improving a common outcome.
- **Anchor Entity (Backbone Organisation) & Staffing** – The necessary supports to keep the Partnership running operationally, including the organisation or entity that commits to housing the partnership staff and ensuring its long term stability, specifically through committing resources and convening partners.
- **Policy & Advocacy Alignment** – The alignment/realignment of policy priorities to move forward a collective advocacy agenda to change local, state, or national policy to improve community level outcomes/indicators.



## **Appendix B**

### Collective Impact Case Studies



Community	Timeframe and issue	Results
East Lake, Atlanta	1995-2014	
	Violent crime	Decreased 95%
	Welfare dependence	Decreased from 59% of households to 5%
	5th Grade Maths proficiency (% of students)	Increased from 5% to 80%
Boston	1995 - 1997	
	Youth homicide	Decreased by 66% in two years
Chicago	2008 - 2011	
	High school graduation rates	Increased by 10% or 13,000 students
Cincinnati / Covington	2004 - 2009	
	School readiness	Increased by > 10%
	Academic achievement	Increased by > 10%
	Graduation rates	Increased by > 10%
	College enrolment	Increased by > 10%
Herkimer County, NY	2003-2010	
	Foster care placements	Decreased by 54%
Memphis	2006-2011	
	Violent crime	Decreased by 27%
	Major property crime	Decreased by 32%
Milwaukee	2006-2010	
	Teen pregnancy	Decreased by 31%
Nashville	2002-2010	
	High school graduation	Increased by 20% (total student population 75,000)
	Truancy	Decreased by 40%
Parramore (Orlando)	2006-2010	
	Elementary school maths proficiency	Increased by 21%
	Juvenile crime	Decreased by 81%





Community	Timeframe and issue	Results
Stockton, CA	2004-2010	
	Crime reporting (all kinds)	Decrease by 64%
San Jose, CA	2001-2010	
	Violent crime	Decrease by 38%
	College entrance readiness	Increase by 32%

