

LOGAN TOGETHER PROGRESS REPORT 2019

Prepared for Logan Together

31 July 2020



Clear Horizon

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Acronyms

CALD	Culturally and Linguistically Diverse
CI	Collective Impact
CSIA	Community Services Industry Alliance
LT	Logan Together
MEL	Monitoring, Evaluation and Learning
PBA	Place-based Approaches

Acknowledgements

We respect and acknowledge the Traditional Custodians of the Logan City area, including the Yugambeh and Jaggera 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.

Many people have contributed to this report. We extend our appreciation to all of the research participants who shared their stories and feedback, and the dedicated efforts of the Logan Together Backbone Team for their partnership and support during the research.

Particular thanks are extended to Tamsin Coryn-Wyllie, Matthew Cox, and Sam Pearson and the Backbone Team; Warril Yari-Go Karulbo Leaders Aunty Coral Dessaix, Uncle Noel Summers and Uncle Peter Eather for their rich and generous contribution; and Janet Stodulka from the Leadership Table. We acknowledge the significant data and analysis provided by PricewaterhouseCoopers Indigenous Consulting and Collaboration for Impact, on behalf of Department of Social Services, compiled during the partnership exploration process for the *Stronger Places, Stronger People* initiative.

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Executive Summary

Logan Together is one of Australia’s largest place-based initiatives applying a Collective Impact approach and is entering its fifth year of delivery. The initiative is part of a long tradition of collaboration and community movement in Logan.

The City of Logan (LGA) is south of the City of Brisbane, on the land of the Traditional Custodians the Yugambeh and Jaggera language speaking people.

Logan Together aims to be inclusive and community-led, and is mobilising around the shared goal to improve the lives of kids, families and communities in Logan. Logan Together refers to the collective Movement for change and has a wide partnership base (including community partners, three tiers of government, philanthropy, local organisations, collective governance etc.). Helping the collective work of the Movement is the dedicated Backbone support, which includes the Backbone Team and collective governance structure.

This report is a progress review of the collective impact movement, **Logan Together**, across Year 3 to 4 of delivery.

It looks at progress made in delivering the collective impact model and towards the Roadmap goals (mid-2018 – Feb 2020).

The report tells the story of Logan Together’s shared achievements and challenges to inform adaption and action. It is written for the Logan Together Movement. Many people have contributed their stories of change and key learnings and this has enriched the review.

Logan Together shared vision and Roadmap: By 2025, Logan children will be as healthy and full of potential as children from other thriving communities across Australia.

To achieve this, Logan Together partners are committed to working across each stage of the early years of childhood development to improve healthy child development outcomes for Logan children 0-8 years of age. This means assisting 5,000 Logan children to thrive through early childhood.

Statement of Achievement

During 2018/19, Logan Together’s organisation and community partners have led over 50 projects and delivered extensive community engagement and program activity. Driven by many passionate people, Logan Together’s commitment to change, scale of effort and results for this period are commendable.

Solid progress was made in implementing the collective impact model. The strongest areas of progress were: **the systems approach and the leadership capability** for change; advancement of **First Nations inclusion** and empowerment within the Movement (see box overleaf); early work on **investment reform**; and progress in refreshing the **collective governance**. Partners have also progressed some **co-design, niche innovation projects and scaling** of successful pilots, that are contributing to “**pockets of impact**” for **small cohorts of children, women and families**. Long term partnerships are secured with three tiers of government and many collaborators.



 **50**
PROJECTS

 **100+**
PARTNERSHIPS

Changes and outcomes

Some of the key areas of outcomes and impact across 2018/19 include:

Changing the way systems work

Since 2018, the scale and impact of systemic changes has increased within Logan systems. Impact ripples (flow on effects) into the wider systems are happening due to Logan Together advocacy efforts and movement building.

One significant change is the influence Logan Together has had in shifting mental models (people's constructed thought models of how the world is) and building consensus around place-based approaches in the wider context. These changes are having a national influence on policy and practice, as well as bringing benefits back to Logan. Benefits include new cross-sector connections, partnerships, funding, and Logan Together being included in national conversations on investment and social reform.

'Bright spot' projects performing well include: Thriving and On Track, Logan Investment Reform Project, Thriving Families/Sure Steps, and partnering with the *Stronger Places Stronger People* initiative.

Changes for kids, families and communities

Progress within the community includes:

- Families engaging earlier with antenatal care are experiencing better birthing outcomes and are more connected to care services. This includes outcomes for First Nations and culturally and linguistically diverse target cohorts.
- More children are accessing early learning and Kindergarten as a result of increasing levels of awareness and improved support for target families.
- Small scale instances of families starting to connect socially within their community.

'Bright spot' projects performing well include: Maternity and Child Health Hubs, Logan Rivers Project, Community Hubs and Gateways Networks, Stronger Parenting Campaign, Early Years Neighbourhood Networks, Kindy to Prep, and Sure Steps. Outcomes are also happening in the 'Family Foundations' and 'Strong Community' domains.

Pivot to embed First Nations at the Centre principle

A key pivot for the Movement followed calls from First Nations leaders during ChangeFest 2018 to address the lack of equity and inclusion in the event program. The process that unfolded led to power sharing and transformative shifts in how Logan Together works and resulted in co-leadership of Leadership Table governance with Warril Yari-Go Karulbo. It is a key impact story and theme for this review period.

"A big turning point happened at ChangeFest. That gave us a voice, and Logan Together proved they're committed to listening to the people of Logan."

Progress statement



Logan Together has made good progress in several key areas during this phase (Year 3-4), including implementing the Collective Impact model and in contributing to systemic changes. Overall, progress for this phase is measured as 'on track'.

Logan Together is considered to be following the process and progress expected of this type of place-based design at this phase and given the level of investment. Within the systems change domains reviewed, the strongest progress was made in community leadership and engagement. All three of the systems change domains reviewed demonstrated good progress – with the 2019 results rating higher than the 2018 results in the review areas. The findings also highlighted the key challenges, barriers, and enablers for the phase. Several priority areas for future progress have been identified (see 'the big 6 themes' and recommendations).

When we asked people how they think the Movement is progressing, the majority stated they felt Logan Together is on track.



Where is change aligning with Roadmap?



How Logan Together and the Backbone support are contributing to change

In some cases, changes have been achieved that would not otherwise have happened. In other cases, the Logan Together Movement has contributed by advancing progress or enhancing outcomes being achieved by service providers and community groups. The Movement has largely contributed to the systemic changes and early instances of impact through the work of many to deliver projects aligned with the Roadmap, and by starting to try and test different ways of working. The Backbone Team has played a valuable enabling and/or catalysing role by working with partners to support and grow initiatives, incubate new ideas, and do capacity and capability building to support collective action.

The big 6 themes

From the data and stories collected, the key themes were:

- **Equity and inclusion** (First Nations and ChangeFest pivot) – It hurt, it was disruptive, there were growing pains, and it was transformative – and there are signs of readiness in the Movement for more equity driven work with broader cohorts.
- **Calls for “bottom up” agenda** – it “still feels top down”.
- **Identity issues** – Who is Logan Together?
- **Balancing acts** – juggling the broad agenda and wanting to go deep on a few key topics; and balancing systems change efforts with daily organisational work (relevant to Movement and Backbone Support).
- **Backbone support as an advocate and powerful ally** – helping partners and supporting things to happen together.
- **Collecting and sharing locally relevant data** – there remains a gap in real-time research at the project and community level.



The findings of this progress report are rich and complex. There is clearly substantial progress, as well as a bubbling up of different views and power shifts, and people finding their strong voices. It is hard to represent and measure this bubbling up, and the colour and dynamics of the Movement growing.

Recommendations

There are several next step recommendations. The majority relate to work that Logan Together has identified as a priority and/or is already in the process of working towards. See the Summary Table of Recommendations included at end of the Executive Summary for further detail.

1. Ramp up community engagement, participation, and equity to increase ways community gets to progress their agenda – share power, build capacity, co-design
2. Keep supporting diverse local leadership across the Movement and collective governance
3. Come together around some common language for the Movement
4. Implement integrated understanding, measurement, learning and evaluation
 - Set shared outcomes for the work, and ways of working, to help align Roadmap and organisations and support 360 degree accountability
 - Increase community and project level data collection and research to evidence what is happening for kids and families, and to inform the scaling of innovations
5. Update and progress work on co-designing a “Sustainability Strategy”

Background to the progress report

The report was commissioned by Logan Together and has been made possible through funding Logan Together receives under the *Stronger Places, Stronger People* initiative. The report includes the stories and feedback from many people across the Movement, and the Logan Together Backbone Team has helped with pulling together available collective data.

Clear Horizon has produced the report, and the study has used mixed methods for data collection. The study and approach align with the Logan Together Monitoring, Evaluation and Learning (MEL) plan. Over 40 participants were involved in the study, and insights were used from the Roadmap Refresh process being done by the Backbone Team, and findings from the *Stronger Places, Stronger People* progress mapping and Learning Circle (involving 60+ informants). The study produced 21 Most Significant Change (MSC) stories and four cases studies.

Thanks is extended to everyone who shared their change stories, challenges, and lessons.



Summary Table of Recommendations against key themes and findings

KEY THEMES/ AREAS IDENTIFIED TO ADDRESS	RECOMMENDATIONS (abbreviated)
<p>Equity, inclusion and participation</p> <ul style="list-style-type: none"> • Need to continue embedding 'First Nations at the Centre', including with Warril Yari-Go Karulbo • Ensuring diversity of voices in the community are informing design, delivery and decisions (including community leadership groups beyond Warril Yari-Go Karulbo to get diverse community representation engaged and participating in the Movement) • Need to dedicate time and space to build trusting relationships locally • Keeping momentum in "middle years" 	<p>1. Ramp up community engagement, participation and equity to increase ways community gets to progress their agenda – share power, build capacity, co-design</p> <p>1.a Identify and acting on opportunities to draw on and/or embed Indigenous knowledge into key Roadmap projects, local service delivery and community engagement.</p> <p>1.b Continue to build ways to hear the community with equity, so the Movement represents the whole of communities in Logan.</p> <p>1.c Reflect on and evaluate the new engagement model and to what extent it helps shift from a "top-down" to "community-led" approach.</p> <p>1.d Continue to celebrate and share successes to help keep momentum over time.</p> <p>1.e Clarify the role of the Backbone support and the Movement in creating and/or convening opportunities for increased community participation.</p> <p>1.f Invest in building cultural competency and building the mindsets, knowledge and skill for Collective Impact – policy makers, CEOs of organisations, practitioners, and community.</p> <p>1.g Identify opportunities to strengthen employment of local people, with a diverse range of backgrounds and knowledge, in the Backbone Team and other funded service provider organisations.</p>
<p>Calls for "Bottom-Up" agenda and leadership</p> <ul style="list-style-type: none"> • Progress efforts to amplify local voices to influence the agenda, and factor in the additional time this takes • A Community-led change agenda will have more impact than a national or state policy- or service-led change agenda • What is the process for policy makers and service providers to report to community? • Continue building evidence, processes and structures that advance the Local Decision-Making goal 	<p>2. Keep supporting diverse local leadership across the Movement and collective governance</p> <p>2.a Create opportunities for a diverse mix of people to step into leadership roles. Support them with ongoing capability and capacity building (requires sharing power, co-design and investment).</p> <p>2.b Back credible and influential local leaders with a key stake in Logan's challenges and opportunities, to lead the local change endeavour. Resource them to do the work.</p> <p>2.c Enable continued collaboration with First Nations peoples. This requires resourcing to enable participation, contribution of Indigenous knowledge, co-design, and the uptake of co-leadership roles.</p> <p>2.d Support services to do the alignment work necessary to bridge the ways of working within their organisations and within Logan Together (with more alignment and focus on shared outcomes).</p> <p>2.e Increase community buy-in and ownership, where community leaders are making significant decisions about direction and funding coming into the community.</p> <p>2.f Leverage the opportunity afforded by <i>Stronger Places, Stronger People</i>, to deepen the work towards a 'whole of community' led approach. Shift power and devolve decision making.</p> <p>2.g In 6-12 months, review the refreshed governance arrangements and reflect on how it has enabled/supported diversified and effective leadership, and partnering and collaboration.</p>
<p>Balancing Acts of Collective Impact approach</p> <ul style="list-style-type: none"> • Prioritising systems change vs service delivery • Backbone Team doing vs building local capacity 	<p>2.h. Use governance groups and the Roadmap Refresh process to unpack and resolve some of the tensions being held by partners within the work (in addition to progressing the other recommendations which will illuminate these tensions and help drive resolution).</p>
<p>Identity issues</p> <ul style="list-style-type: none"> • Who is Logan Together? What is the Movement? • Need to refresh shared purpose and Roadmap to reflect community aspiration and learnings to date, in language that is meaningful and inclusive of community 	<p>3. Come together around some common language for the Movement</p> <p>3.a Develop simple, uniform language across the work that is accessible to everyone. Work towards the broad use and adoption of shared language.</p> <p>3.b Promote clear definitions for what the 'Logan Together Movement' is and continue to clarify and identify the role of the Backbone Team and the Movement.</p> <p>3.c Define what 'working differently' together means and how to do this.</p> <p>3.d Deepen the understanding of each other's role in the Logan Together Movement and system. (These may link with the Roadmap Refresh process already in motion and provide a means to achieve this, and refresh the shared purpose.)</p>
<p>Collecting and sharing locally relevant data</p> <ul style="list-style-type: none"> • Local data, local evidence and local voice should define impact and what should be funded and taken to scale • There remains a gap in real-time research at the project and community level about the impact Logan Together related interventions are having on kids and families (in terms of rigour and longitudinal monitoring) • Understanding, measurement, evaluation and learning requires dedicated planning and project management • Collective Impact requires all actors to share responsibility, accountability and risk in support of the local change agenda 	<p>4. Implement integrated understanding, measurement, evaluation and learning</p> <p>4.a Introduce a process to bring the knowledge and learnings from First Nations people into the MEL work.</p> <p>4.b Implement priorities from the MEL plan, and determine an appropriate governance structure.</p> <p>4.c Continue the important work for data linkages, including those with governments (Child Safety, Education and Health etc.).</p> <p>4.d Set a few priorities for strategic learning and look to integrate with the <i>Stronger Places, Stronger People</i> UMEL Learning Circles. Develop the culture of learning.</p> <p>4.e Co-develop some progress markers and/or rubrics for 12-18 months-time, to progress measurement in a few priority domains.</p> <p>4.f Codify what is being learned about incubating, managing innovation and scaling. Develop a shared understanding about the different approaches to scaling and context to inform decisions.</p> <p><i>Set shared outcomes for the work, and ways of working, to help align Roadmap and organisations. Support 360 degree accountability</i></p> <p>4.g Co-develop a set of shared outcomes that the community and organisations can contribute to data collection and measurement (link community, organisational and Roadmap outcomes).</p> <p>4.h Include outcomes for governments and other funding partners, to support accountability to the community for how they are partnering, showing up and taking action.</p> <p>4.i Include outcomes for the local community to support accountability to governments and other funding partners, for how they are generating local changes and impacts.</p> <p><i>Increase community and project level data collection and research to evidence what is happening for kids and families, and to inform the scaling of innovations</i></p> <p>4.j Increase data focus and build local evidence base by collecting data at a project level, to measure outcomes and project specific evaluation/ research.</p> <p>4.k Set up research relationships and projects that deliver real-time research and/or community level longitudinal evidence on what is happening for Logan kids, families and communities.</p> <p>4.l Co-design research with participants and beneficiaries (and key stakeholders) to include outcome measures important to them. Report research results back to community and key stakeholders.</p>
<p>Backbone Support and Sustainability</p> <ul style="list-style-type: none"> • Maintaining momentum • Building local capacity to carry the agenda forward • Who has authority for decision-making on what? • Sustainability (of local people and adequate funds to organise and enable the work of Collective Impact) 	<p>5. Update and progress work on co-designing a "Sustainability Strategy"</p> <p>5.a Develop strategies to increasingly embed Backbone Team functions in other local groups and organisations. Build local capacity and capability to carry out these functions successfully.</p> <p>5.b Undertake scenario planning for future funding and other supports. Include planning for no additional resourcing from governments as part of a risk management approach.</p> <p>5.c Identify long-term non-government partnerships that will support the ongoing collaboration and data/measurement programs.</p> <p>5.d Look for opportunities to embed (where appropriate), place-based collective impact approaches as 'business as usual'. Resource via core business investment from across service systems.</p>

1 Introduction

1.1 Purpose

The progress report evaluates the implementation and progress of the Logan Together Collective Impact initiative (mid-2018 - early 2020).

It tells the story of Logan Together's shared achievements and challenges for the purpose of accountability (to Logan Together partners and to the Logan community) and for learning, to inform future adaptation and action.



1.2 Background

The report was commissioned by Logan Together and follows on from the 2018 Progress Report. Clear Horizon produced the report in close partnership with the Backbone Team, between March – June 2020. The report was made possible through the support of the *Stronger Places, Stronger People* initiative and Department of Social Services funding. While participatory processes have been used during the study, the final report is independent. The key questions and approach align with Logan Together's Monitoring, Evaluation and Learning (MEL) Strategy.

1.3 Scope and audience

The report covers July 2018 to February 2020. It looks at the contribution of the Logan Together Movement (whole collective) as well as the Backbone support. For the purpose of this report "Backbone support" refers to the governance groups, Backbone Team (paid dedicated staff who work for the Logan Child Friendly Community Limited company on behalf of the Movement), and others supporting the collective (including volunteers, trainees and student placements).

It includes progress results for the:

- Implementation of the collective impact model.
- Extent to which efforts are changing the systems underlying the complex issues being addressed by Logan Together's shared agenda.
- Early instances of change for kids, families and communities.
- Learning during this phase, to uncover insights key to future progress.

The primary audiences for the report are the collaborating partners and community within the Logan Together Movement. It may also be of interest more broadly to the Logan community and other practitioners or organisations involved in place-based and collective impact approaches.

Note: The progress report is not an in-depth evaluation and does not cover contribution analysis for the collective in relation to population level Roadmap indicators, or value for money assessment. Also, during the research we also heard many positive stories of learning, adaptation and collaborating that has emerged through the COVID19 period, however these are not included in the report as it is outside the timeframe of the review.

1.4 What is covered in this report?

This report is structured as follows.

- 1. Introduction** includes the framing and background for the progress study, and defines the scope, key questions and a summary of the research.
- 2. Progress statement** presents the progress findings and the big 6 themes.
- 3. Findings on Delivering the Roadmap** is a snapshot of activities, engagement and achievements.
- 4. Changes resulting from collective impact** covers the progress made on the implementation of the collective impact model and a summary of systemic changes evidenced.
- 5. Early instances of change for kids and families** summarises the small-scale changes that Logan Together has contributed for kids, families and community cohorts.
- 6. Key lessons** shares learning from this phase, about enablers and challenges, and about collective impact and place-based approaches more generally.
- 7. Recommendations** identifies areas for focus, refinement and action.

There is a glossary at the end of the report. To support the findings, there are four 'Most Significant Change' stories included in Annex 1 and four outcome case studies in Annex 2.

Most Significant Change Stories in Annex 1

- The story of Warril Yari-Go Karulbo and Logan Together
- Kindy Scholarships: More days at Kindy helping kids and parents
 - Seeing and hearing children under 5 years of age
 - Aligning service providers to avoid overlap

Case Studies in Annex 2

- First Nations at the Centre
- Maternity and Child Health Hubs
 - Kindy to Prep
 - Connections

1.5 Logan Together

Logan Together is a large place-based initiative applying a Collective Impact (CI) approach, located in the City of Logan south of the City of Brisbane. Logan City is a large and culturally diverse Local Government Area located 25 km from Brisbane, with a population of over 334,000 people. The Traditional Custodians of the Logan City area include the Yugambeh and Jaggera language speaking people.

Logan Together is a long term, whole of community campaign to create the best life opportunities for every child in Logan. It was formally started in 2015 and has grown to become one of Australia's most established place-based, collective impact initiatives (see section below for definition). Logan Together has been developed through the contribution of hundreds of people and is part of a long tradition of collaboration and community movement in Logan.

Logan Together shared vision and Roadmap: By 2025, Logan children will be as healthy and full of potential as children from other thriving communities across Australia.

To achieve this, Logan Together partners are committed to working across each stage of the early years of childhood development to improve healthy child development outcomes for Logan children 0-8 years of age. This means assisting 5,000 Logan children to thrive through early childhood.

Collective Impact

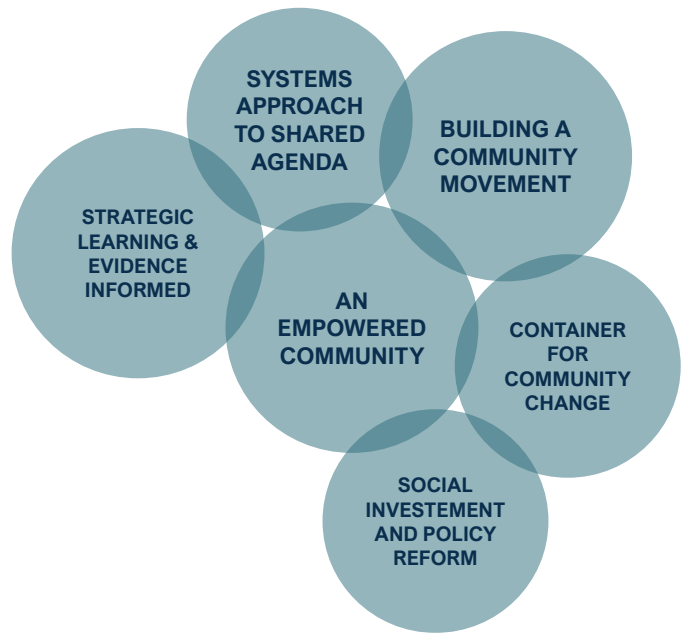
Logan Together uses a Collective Impact (CI) as the way of getting many partners organised around its common goal. Collective Impact is a place-based approach that involves a collaborative and structured way of working. Partners from different sectors and local community leaders and groups align with a shared agenda and roll out mutually reinforcing activities to achieve social change.

Logan Together's model for CI has been informed by approaches and theories from Harwood (2014), Kania and Kramer (2011), Cabaj and Weaver's (2016) 'Collective Impact 3.0', and Hogan, Rubenstein and Fry (2018). The model is also shaped by its community aspirations and context, nuanced by the priority put on the First Nations at the Centre principle, the role played by local leaders and partnering organisations, the diversity of cultures and socio-economic conditions in Logan, and the Commonwealth and Queensland governments' social policy and social services funding context.



For the purpose of the report, we will look at the following elements of the collective impact model.¹

1. Systems approach to shared agenda
2. Building a community movement with inclusive engagement
3. An empowered community using collective power for purpose
4. Strategic learning and evidence informed
5. Shared local decision making and reform for social investment and policy
6. Container for community change.



Roadmap

The '[Roadmap](#)' is the organising framework for the Movement's shared vision and population outcomes measurement, and this encompasses the key milestones relevant to 'key transitional phases' in the child's development (Annex 3). The Roadmap focus areas are:²

- Ready to have kids
- Good start in life
- On track at 3 years
- On track at 5 years
- On Track at 8 years
- Family foundations
- A strong community
- Effective systems

Underpinning Logan Together's Roadmap is the goal to help build "effective systems". Systems change is about advancing equity by shifting the conditions that hold problems in place. It supports the work of the shared agenda and is a key part of the Roadmap (Annex 3). See simplified graphic below.



¹ These six elements and conditions of collective impact cover off on Logan Together's model and align with the *Stronger Places, Stronger People* model. See Section 4.2 for more information.

² <http://logantogether.org.au/the-roadmap/>

Defining the Movement and its Backbone support

There are two distinct, yet interrelated, efforts contributing to the delivery of Logan Together's Roadmap and collective impact model – the Logan Together Movement and Backbone support. The box below gives definitions for these core efforts and describes the different role each plays in the collective work and their contribution to the resulting changes. The findings in this report cover the achievements of both the Logan Together Movement and the Backbone support (including the Backbone Team, named specifically as needed), and will highlight their roles, achievements, and challenges.

Logan Together: The Movement and its Backbone support

For the purpose of the report, we use the following terms to describe the two distinct cohorts contributing to the Logan Together goals. These may differ to the local language used in Logan.

1. The Logan Together Movement ('Logan Together') is made up of a diverse group of people from throughout the community and beyond, who share a passion for the future of Logan kids and their families and communities.

The Movement includes community members and groups, cultural leaders, schools, families, faith groups, businesses, sports clubs, service providers, three tiers of governments, philanthropy and the Backbone support (which includes the collective governance and Backbone Team). Collectively, these partners co-design, lead, deliver the Roadmap and strategic projects, are collaborating for the shared goals, and contribute to shared measurement and learning.

The leadership table, the governance groups, the project working groups and the action group are all in place to support parenting and caring for children in Logan and aligned service delivery.

2. The Backbone support for the Movement includes the collective governance groups, the dedicated Backbone Team, and core volunteers. The role of the Backbone support is to catalyse and enable collective action, and is done through strategic planning, community engagement, capacity and capability building, and by improving the enabling conditions for longer term change.

The **Backbone Team** is the dedicated team that serves partners across Logan Together and supports collaboration, communicates progress, and maintains the shared agenda. The Backbone Team is not a service delivery arm of Logan Together, but rather a connector, facilitator, advocate and supporter of the partners' work on the ground.

The **collective governance** includes:

- Warril Yari-Go Karulbo First Nations Leadership Group
- Logan Together Leadership Table
- Logan Together Action Group
- Community Leadership Groups (in establishment)
- Logan Together Child Friendly Board

Collective governance will be operationalised through the Backbone Team, Government networks, the Action Group, and project working groups.

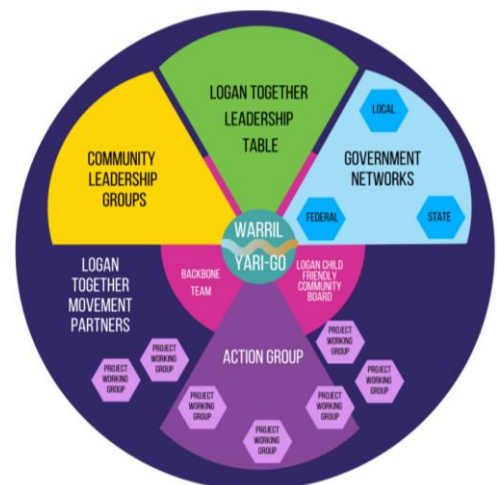


Figure 1: Visual summary of collective governance and key groups in the Movement

1.6 Overview of the progress study

Place-based and collective impact approaches are complex and have characteristics that make evaluating and measuring progress and impact challenging. They are emergent, have many moving parts and stakeholders. The intended population level changes that the collective effort is working toward typically takes many years to take effect, sometimes decades.

Progress measurement is both about how Logan Together is travelling towards its shared goals, as well as about its development towards improved conditions for long term change. Conditions such as being community-led and inclusive.

For the period of the progress study, the Logan Together initiative was in Year 3-4 of implementing the collective impact model. It has shifted into the “middle years” of its long-term journey. At this stage, there can be small shifts starting to happen for community, and the outcomes are expected to be predominantly systemic changes and changes in the enabling conditions for change.

The report addresses the following key questions (see Annex 4 for full methodology).

1. What progress has Logan Together (LT) made towards its shared goals?

- What progress has LT made in implementing its strategy, priority projects and activities?
- What progress has the LT made in implementing the CI model?
- What has been LT’s progress in addressing and implementing key areas identified in Progress Report 2018?
- To what extent has the CI model contributed to the progress of shared goals and outcomes?

2. What changes and impact has Logan Together contributed to?

- What are the changes and impact for individuals, families and community that LT has contributed to?
- What changes are happening in practices, policies, resource flows, relationships and connections, power dynamics, and mindsets, as a result of LT?
- Has LT improved the conditions that support long-term change in Logan?

3. What are the key lessons for this phase?

- What is LT learning about what it is doing (strengths and limitations of core practices, CI, activities, relationships, processes and capacity)?
- What is LT learning about how CI is working in the Logan context?
- What is LT learning about its ways of working and its ways of being?

The progress study was done using a modified version of the SIPSI technique ([Significant Instances of Policy and Systems Improvement](#)), involving a broad-scale sweep of outcomes and verification. We acknowledge the considerable contributions made by many Logan Together stakeholders in the research and report. It has been informed by Logan Together’s MEL Strategy and is consistent with the Place-based Evaluation Framework (Dart, 2018) that sets out minimum steps to evaluating place-based approaches. Data collection, reflection and verification has involved 40+ local stakeholders. Progress measurement was done against the Roadmap, Logan Together’s theory of change (see Annex 3), three locally relevant performance rubrics, and the *Stronger Places, Stronger People* Progress Mapping Tool and findings (see Annex 4 for more details).



2 Progress towards shared outcomes

This section presents the progress findings, and these are supported by data and stories included in Sections 3 to 6 and Annexes. At the end of the section are some quotes on progress from different stakeholders and an excerpt from the powerful Most Significant Change story from Warril Yari-Go Karulbo Leaders.

Summary of progress findings

Overall, Logan Together's progress is 'on track' for the phase of implementation (year 3-4) under review. The initiative has matured from the initial years (where inception, establishment and early 'wins' were driving the movement building and action) and has moved into the "middle" years of collective impact.

The outcomes Logan Together has contributed to align with its theory of change and are predominantly systemic changes, with some early instances of impact for kids and families. Logan Together is following the process and progress expected of this type of place-based design, given its phase and level of investment (aligned with Place-based Evaluation Framework, Dart 2018).

The impact for the target cohorts of children and families is small in scale. Since 2018, some niche innovation projects (such as Maternity and Child Health Hubs, Kindy to Prep and Sure Steps/ Thriving Families) have been rolled over from pilots to programs, or expanded, to increase reach and impact and this is encouraging. While no results are showing against population level Roadmap targets (not expected for this phase), phase relevant progress has been made in the Roadmap domains: Good Start in life; On Track at 3 years; On track at 5 years; Strong Community; and Effective Systems.

Of the systems change outcomes being reviewed, progress was strongest in 'community leadership and engagement'. While this is a long-term aspiration and still a way off being fully realised, the Movement made notable progress this phase and has improved the conditions for equity and power sharing. One significant progress area was the increased recognition and embedding of the First Nations at the Centre principle, and it sets a precedent for how Logan Together can continue to broaden participation to make the Movement more inclusive. There continues to be strong calls that the Movement needs to further progress, such as diversity and scale of community participation. There are signs of readiness within the collective for deeper and more diverse local community leadership and agency in the next phase.


Logan Together also demonstrated good progress in systems change outcomes about 'resource flows' and 'service innovations/ services/ practices'. Logan Together's influence beyond place has led to numerous systemic changes more broadly, which have had flow on effect benefits for Logan and the Movement such as partnerships and funding. The 2019 results for systemic change outcomes show higher levels of progress for this reporting period compared with results from 2018.

When participants were asked how they think the Movement is progressing, the majority stated they felt Logan Together is on track and making reasonable and/or good levels of progress.

The 6 big themes emerging from the study included (these are distinct to progress areas):

- **Equity and inclusion** (First Nations and ChangeFest pivot) – It hurt, it was disruptive, there were growing pains, and it was transformative – and there are signs of readiness in the Movement for more equity driven work with other cohorts.
- **Calls for "bottom up" agenda** – it "still feels top down."
- **Identity issues** – Who is Logan Together?
- **Balancing acts** – Tensions between the broad agenda and wanting to go deep on a few key topics; and balancing systems change efforts with daily organisational work.
- **Backbone support as an advocate, national leader, and powerful ally** – helping partners and supporting things to happen together.
- **Collecting and sharing locally relevant data** – a gap in real-time research at project and community level for how things are changing for kids and families and the reach of impact.

2.1 Overview

"Year 3 - 4" Logan Together Progress	Poor/ detrimental	Not on track	On track	Good	Excellent
					

Logan Together's progress is on track against expectations for this phase. This assessment is backed by the findings of this progress study (see Annex 4 for methodology) and with reference to the results from the 2018 review and the benchmarks for progress articulated in the Logan Together MEL Strategy. While progress is deemed on track, it is important to note that there is still a long way to go to achieve the full aspirations of Logan Together. For example, while there is reasonable progress in terms of community engagement, there is much more to do.

For this phase we'd expect to see progress being made in how people are working together as well as for systemic outcomes articulated in the theory of change (for example, changes in flows of investment, changes in practice and policy and changes in power dynamics). While the initiative is working towards its broader goals of improving outcomes for kids and families at the population level, changes in Road Map population level indicators are not expected at this stage.

To understand and measure progress at the systems level, we focused on three priority domains: community leadership and agency; resource flows; and services innovation/ services/ practices. These are consistent with the domains reviewed in the 2018 Progress Report.

As Logan Together moves out of the establishment phase, a new level of maturity is emerging, as well as a rising of stronger community voices and agency, and strong new partnerships with governments demonstrating political will and investment in the community-led model. The impact ripples (flow on effects) of some of the systemic changes Logan Together have influenced (such as its contribution to the development of the *Stronger Places, Stronger People* policy, investment and the formation of the *Stronger Places, Stronger People* National Leadership Group) have led to benefits flowing back into Logan and has contributed to the medium-term sustainability of the Movement over the next five years. Early instances of impact for small numbers of families and cohorts have been sustained and/or increased since 2018 and this is encouraging.

When participants were asked how they think the Movement is progressing, the majority stated they felt Logan Together was on track and making reasonable or good levels of progress. Several noted that some progress areas achieved were unexpected. Not surprisingly there was mixed feedback about the extent of progress being experienced across the domains reviewed. Stakeholder feedback on overall progress of the initiative for this phase was consistent with the progress measurement undertaken by Clear Horizon against the theory of change and performance rubrics.

As well as the positive areas of progress, the findings also point to areas of the collective work where progress was viewed as insufficient, needs improvement or where key challenges emerged in this phase. Some main areas are highlighted in 'the big 6 themes' section below and responded to in the recommendations. For example, there was feedback from several research participants that the

The findings of this progress report are rich and complex. There is clearly substantial progress towards improving the conditions and systems needed for long-term change, as well as a bubbling up of different views and power shifts, and people finding their strong voices. It is hard to represent and measure this bubbling up, and the colour and dynamics of the Movement growing.

Collective impact journeys are not linear. There are twists, steps forward, as well as deep cycles of re-iteration to build the conditions and ways of working. Logan Together is no exception, and its progress is multi-faceted and sometimes intangible.

Movement has not made enough progress towards fully representing a community-led (bottom up) agenda; that the reach of engagement with and participation in the Movement needs to scale for impact; and that more outcomes-focused data and stories collection is needed to identify and understand the extent and significance of impact for families from Logan Together efforts.

While the changes achieved in this phase are predominantly foundational and enabling of the longer term and ambitious broader goals, overall, the extent of progress achieved is considered reasonable and appropriate. Significantly, the progress made in this phase will support ramping up inclusive community engagement and the scaling of impact in the next phase.

2.2 Results across key change domains

Below are the progress results across the key domains reviewed: instances of impact for kids and families; as well as systems change outcomes, including three priority sub-domains of systems change.

Instances of Impact for kids and families

Since 2018, both the number of instances of impact and the scale of impact have increased for small cohorts of families and kids. One of the contributing factors for this result has been that several previously trialled niche innovations and projects were expanded or extended. One example is the increase in early engagement with antenatal care for target families via the Child and Maternity Health Hubs (Annex 2b), where the scaling out has led to better birthing outcomes and connection to care services for more women and families (and this includes outcomes for First Nations and culturally and linguistically diverse cohorts). Similarly, the number of children supported to enrol and access early learning services and Kindergarten increased in this period, due to increasing levels of awareness and improved support for target families being provided by a suite of projects (Annex 2c).

For kids and families, small scale changes happening mostly in the following domains:


- 'Good start in life'
- 'On Track at 3 years'
- 'On Track at 5 years'
- 'Strong Community'

See Section 5 for details. It is encouraging to see that since 2018, Logan Together had scaled out several projects and that this has increased the levels of outcomes and reach.

There is insufficient data to assess with confidence to what extent the interventions producing results in this phase, will contribute to population level change against the Roadmap indicators. In the next phase, the focus needs to be on improving data collection, research of, and real-time monitoring of outcomes for interventions. This would result in a better line of sight across shared outcomes for the number, and significance of, instances of impacts, for kids and families.

While there is no rubric or performance measure set by Logan Together for this domain, progress was considered to be on track based on the assumed levels of changes mapped in the theory of change and in accordance with impact timeframes set out in general frameworks for evaluating place-based approaches (such as Dart, 2018).

Overall progress on changing the way systems work


"Year 3 - 4" Logan Together Progress	Poor/ detrimental	Not on track	On track	Good	Excellent
	 Progress				

Overall progress on systemic changes is rated as on track.

Since 2018, the scale of systems outcomes has increased. Increased capacity of systems leadership across the Movement was a key finding of the *Stronger Places, Stronger People* progress mapping. The systems approach is being applied and people are starting to change the way they work, and are increasingly working together to explore strategic action. There is evidence of funding partners committing to the systems change agenda and shifting how resources are allocated. (See Section 4.2 for details and examples.)

The ratings for the three reviewed systems, change domains are below. While the individual domains are all rated 'good', there is not sufficient evidence at this stage to rate the overall progress for systemic change to also be rated "good". This is because we only consider three of many domains of systemic changes Logan Together is seeking to influence. While these three domains provide a deep dive into some priority areas, they are but one part of a broader suit of 'effective systems' outcomes needed.

Community Leadership and agency

Community leadership & agency	Poor/ detrimental	Not on track	On track	Good	Excellent
	 Progress				

There were some clear power shifts happening that seek to address inequity, and many reports of transformational impact on hearts and minds within the Movement. This is significant as systems change is about advancing equity and Logan Together's progress in this phase lays an important foundation. From an equity lens, making the transformative, relational and structural changes begins to address inequity of First Nations peoples in the Movement and is very significant and commended. There is still much work to reach and engage with the many other cohorts in Logan, not yet engaged in the Movement.

These changes have also set up precedents and an authorising environment for the continued work on equity – and the commitment to support and invest in community leadership. There are many lessons to be harvested from the 2018/19 pivot that can help inform the next phase. This period also sheds light on the type of "growing pains" and cycles of deep work that are part of collective impact.

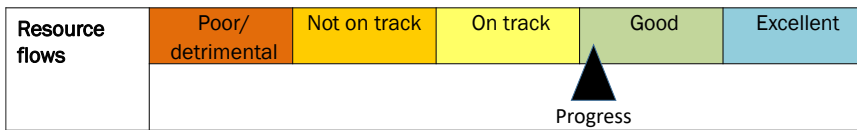
It is important to emphasise that within these results, we are still hearing the strong calls from community members for a stronger "community-led" and "community co-designed" agenda. There is also work to be done on creating a shared agenda for what community and partners believe is most likely to change the system. There was mixed feedback on the extent to which people think mental models are changing.³ There is still a long way to go before this aspiration of inclusive community engagement is fully realised.

The ratings are considered good against the rubric criteria and because Logan Together advanced its activities and outcomes in many of the priority areas recommended in the 2018 Progress Report. For instance, bringing First Nations to the centre was identified as a priority issue in the last phase, as it was

³ In the systems change context, mental models refer to people's constructed / entrenched thought models of how the world is and one's own relationship to the world (often an unconscious mix of meaning, value, beliefs, representation of the world, concepts, assumptions etc that can affect our behaviour).

a barrier to achieving genuine community leadership and agency. Significant progress was made to address this issue in 2019.

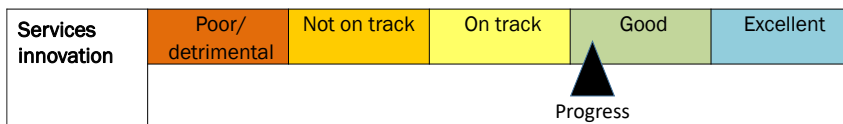
Resource flows



The Resource flows domain was rated in the lower bands of “good” progress. Since 2018, Logan Together has completed some important foundational work on investment reform, including a small-scale pilot with three organisations. A few multidisciplinary projects have also been set up. Several innovation projects have secured funds to expand and replicate. There are new investment flows, including a *Stronger Places, Stronger People* partnership-under-development with governments to support local level decision making about how resourcing is spent. There are growing examples of resource sharing between organisations. While these are only early and small wins related to the goals, it is significant given the entrenched siloed approach to investment, contracting and resourcing.

The *Stronger Places, Stronger People* progress mapping results showed the collective to be in the phase of building foundations. For example, it was evidenced they were: exploring and testing how policy and investment could be joined up on a small scale; were aspiring to shift to an outcomes focus; and were working with different partners to experiment with solutions (such as Logan Investment Reform Project). The next phase will be about increasing commitment of service providers, governments and other investors to increase the focus on aligning service delivery and local, state and national policy to the local shared agenda. This domain is long-term work, and will work towards achieving devolved decision making and integrated investment processes to harness Government money that flows into Logan.

Services innovation/ services/ practices



This domain was rated slightly higher than 2018 results for progress and is considered to be going well. There is evidence of service delivery practitioners trying new approaches and practices within the scope of their operating environment and are beginning to change their practices, policies and/or service responses. There are at least three innovation projects that have been co-designed with community and a small number of transdisciplinary projects. Almost everyone interviewed mentioned in one way or another how, over the last 18 months, there is an increased willingness and openness to working together. Activities are beginning to be more aligned (mutually reinforcing), less duplicated and more action focused. Several partners demonstrate a commitment to using public knowledge, data and research for decisions.

Contribution

The achievements and progress outlined above have been driven by the Logan Together Movement, which includes the contributions and collaboration of many passionate people. The Movement has largely contributed to progressing the systemic changes and early instances of impact. Partners have worked to strengthen their collaborative approach and are adaptively learning. Projects and support within the community is being delivered.

The Backbone support, and particularly the Backbone Team, have played an enabling and support role to the collective work. This includes bringing people together, convening processes, capability building, helping secure resources, and leading some key advocacy pieces with governments and beyond Logan.

2.3 The Big 6 themes

Across the data and stories collected were 6 key themes and “calls for action”:

- 1. Inclusion and diversity:** There was unanimous acknowledgment that the deep work happening with First Nations leaders on equity is significant and powerful. It hurt, it was disruptive, there were growing pains, and it turned out to be transformative. Many now ask: What happens next? What does investment and commitment look like moving forward to sustain the gains? and What are the next steps towards working with other diverse cohorts and community members who currently don't have power or a voice within the Movement? There is a sense of readiness showing for this work.
- 2. Calls for bottom up:** There remain strong calls for a more genuine “community-led” and “community co-designed” agenda setting, that moves beyond opportunities for participation, to having more diverse community voices driving decision making about the agenda. Community representatives were clear on the need for this to be prioritised. We heard from some of the research participants that it still feels very much like a “top-down” agenda. Shifting towards localisation will mean moving away from top-down change and will involve sharing information and power and devolving decision making to local community governance (which Logan Together is trying to address). It will need the skillset and investment to coach community to co-collaborate and support local community leadership in the next phase.
- 3. Balancing act:** Various tensions were identified, such as the tension between supporting a very broad agenda and wanting to go deep on a few key topics (relevant for the Movement and the Backbone Team/ Support). Another is the balance for service providers between the systems change work and daily routine/organisational work. Juggling these choices in a way that continues to build momentum in “the middle years” will be one of the challenges of the next phase.
- 4. Identity issues:** Who is Logan Together? It was raised in several interviews that there is still confusion in community and within the Movement about what ‘Logan Together’ refers to. “Logan Together” is still often equated with the Backbone Team. There were questions raised about whether within the Movement there is a feeling of a shared identity, as well as how to encourage service providers and community partners to identify with the Movement (if they are working on shared projects and goals but don't see themselves as part of the Movement).
- 5. Collecting and sharing local data and results:** Calls that future progress on shifting to an outcomes focus, and coming together around agreed and shared outcomes, was identified by several participants as a priority moving forward. Measurement would be a shared responsibility, and would involve collecting data and research in community in culturally-meaningful ways to generate real-time evidence about the impact of the work and to influence behaviours and practices
- 6. Backbone support as an advocate, national leader, and powerful ally:** There was strong affirmation of the enabling roles the Backbone support and Backbone Team play as powerful advocates and allies – from leveraging the Backbone supports’ networks in governments, or connecting them to contacts in Logan. The executive leadership and team members of the Backbone Team received praise for the many enabling roles they are playing. They are seen as a conduit between the community, governments and philanthropy, and as leading the brokering of the institutional power of partners with local community power.



What we heard about progress

"Yes, on the priorities and targets, I think it's been steady and reasonable progress. I just think that the big missing piece – that could have been the real kicker, perhaps not for everything, but certainly more than it has been, would have been some real-time evidence that a lot of this is working."

"I absolutely think that it's where it needs to be for being halfway through its life phase."

"I think the progress has been sound enough."

"I will admit it's always disappointing when I see the results that I come out with AEDC and some of these other metrics. I just wish those things would start to show some curve, something, but I know that's still too early for that to be the case."

"I think in 2018 and forward, that's ramped up. I can see (the initiative) or that vision has ramped up a lot more than what it was prior to mid-2018"

"I thought we would turn the service system inside out and line up a more integrated, rational set of services – health services, early learning services, social services – a lot faster than we have. What I've learnt is that that's one form of progress; but community-led progress, embedded mental models, shared way of looking at the community and its challenges, engagement with a wide variety of community members... that's the right sort of progress."

"I think it is a longer journey than a five-year journey. In some ways, Logan Together started from a standing position. It is only, I think, the last year or two that we have really started to hit the straps."

See over page for Most Significant Change story from Warril Yari-Go Karulbo Leaders.

Change story from Warril Yari-Go Karulbo Leaders – Power shifts and having agency

This story brings together the voices of three Aboriginal Elders into one story. (See Annex 1)

Creating change at ChangeFest

“Originally, for ChangeFest’s Aboriginal Torres Strait Islander participation they’d only given us one section of it. We fought hard to get what we did and we got represented a lot more...

I think that ChangeFest was one of the greatest things that happened for us.” (Storyteller 2)

“It was just sort of a lightbulb moment - we realised on that day we were influencers from the word go because we were organising it, we were getting dancers, we were getting guest speakers, we had like co-facilitating and everything like that. It was our show and we shone....“We were the saviour of their ChangeFest and they won’t admit it, but we were.” (Storyteller 1)

Forming Warril Yari-Go Karulbo (formerly Warril Yari-Go)

“After that, that’s how Warril Yari-Go Karulbo started.” (Storyteller 2)

“Warril Yari-Go is both sides of the River. Working together.” (Storyteller 3)

Our right to lead and be heard

“We’ve all had to learn to compromise since colonisation. We’ve had extreme losses, extreme hardship in terms of our spiritual lands were taken and others were brought on in.... We’re resilient.” (Storyteller 1)

“I’m sick of the Government giving us funding and telling us this is what you’ve got to do with it...it’s about time they stopped educating us... now’s the time for us to educate them. I think that Logan Together noticed it too. We tell them no, I don’t work that way anymore. This is the way it’s going to go, this is the way we’ve got to do it and that’s a start and I reckon it’s great.” (Storyteller 2)

The WYG and Logan Together partnership

“We were called to the meeting to talk and Logan Together wanted us to put our ideas about what the community was saying about early childhood education. ‘Were we getting a fair go?’ We grabbed that with both hands because we hadn’t been consulted before and it was really nice to sort of be asked what do we want. People will assume that we need this and that, but to be actually asked for our opinion was quite refreshing in terms of when governments have monies. They tend to spend it where they think, they don’t ask or consult. It was good to be asked.

Then when we realised that they really wanted to know what we wanted and we were allowed to say whatever we wanted to - because you know, we didn’t have anything to lose. We were open and we were also hesitant because we had been bitten before as well and we were caught up with the enthusiasm of it - because that’s how the Aboriginal movement has happened in Australia before.” (Storyteller 1)

“We were at the Leadership Table and Backbone Team and all that sort of thing. It’s going a lot better because we’re actually having a bigger voice now. We never had that much of a voice before, but now we’re making sure we’re going to be heard. It’s come all through that ChangeFest.” (Storyteller 2)

“That’s the good thing about Logan Together. It’s a partnership with us; it’s not Logan Together coming together and stealing our IP - our Indigenous Knowledge and it’s working with us to achieve that but running at our steam.” (Storyteller 3)

What’s next? - We know what we need

“It’s got power and strength, but we have to be afforded the right to move forward with it. How I see it going is I see first of all the resources need to be shared - financial resources. .. so we have those two Warril Yari-Go people on the payroll being able to do the job, ... So it isn’t just left to old fellas and old girls to run around everywhere and to do this...

For this to progress to the next level, a true partnership where we are viewed as equals, we’re funded correctly with appropriate tools (and employees) to do that...Respect us as a people, respect our views and if you want to come along for the ride, you can, but we have to be leading it because it’s our story... We’ve got to keep having a voice.” (Storyteller 3)



3 Findings on Delivering the Roadmap

This section summarises Logan Together activities and progress made delivering the Roadmap during mid-2018 to February 2020. We cover some of the key areas of what happened in the review period.

Summary of findings

Key achievements and changes

- Logan Together has continued to keep a strong focus on **early childhood development** and intervention.
- Delivery of 50 projects across all Roadmap domains for 0-8 year olds.
- **Logan Children’s Charter and Child Friendly Toolkit** was developed, in partnership with The Salvation Army, Communities for Children and Logan City Council.
- Refresh of **collective governance** arrangements, including establishment of new auspicing entity and co-leadership with Warril Yari-Go Karulbo.
- A key pivot has been **addressing First Nations equity and inclusion** in the Movement.
- **Community building**, community engagement, events and networking had transformational impacts in Logan and on a national scale for the ChangeFest and place-based movements.
- **New partnerships** were secured, including with the Commonwealth and State governments via the *Stronger Places, Stronger People* initiative – which means Logan Together, with support from its partners, has achieved the resourcing it needs to operate at full scale from 2020.
- **Advocacy** efforts included government submissions and working closely with governments on initiatives that have influenced policy, investment and social reforms.

3.1 Overview of activities and achievements mid 2018 – Feb 2020

Below is a summary of some of the key activities, events and pivots that have happened during the review period. The extent and quality of Logan Together activities is highly commendable. For coverage see [Logan Together website](#), as it is not possible to cover all activities in this report.

Logan Together Movement

Logan Together has been working on continuing and maturing the collective work and delivering strategic projects aligned with the Roadmap, adapting and responding to emerging needs and opportunities, and strengthening and diversifying the partnership base. The achievements of this period build on the foundations laid during the initial years of Logan Together.

Logan Together has continued to keep a strong focus on early childhood development and building a ‘movement for prevention’ (see box below ‘Children’s Charter and Toolkit’ as an example). Projects and initiatives are being run across all Roadmap domains for 0-8 year olds. This phase of Logan Together has seen a focus on scaling projects (see Annex 2b for Logan Maternity and Child Health Hubs as an example of scaling to a population level). Effective systems, family foundation and strong community continue to be key focus areas (Section 4).



Children's Charter and Child Friendly Toolkit



The [Children's Charter and toolkit](#) was cited by many as a key achievement for the period.

The Children's Charter and toolkit was initiated by Logan Together's 'Children Together' project in 2018 in partnership with The Salvation Army, Communities for Children, and Logan City Council. The Charter was inspired by UNICEF's Child Friendly Cities model and aims to help businesses and organisations across Logan build a Child Friendly City through welcoming and valuing children, treating them as active citizens who are able to contribute to and influence decisions.

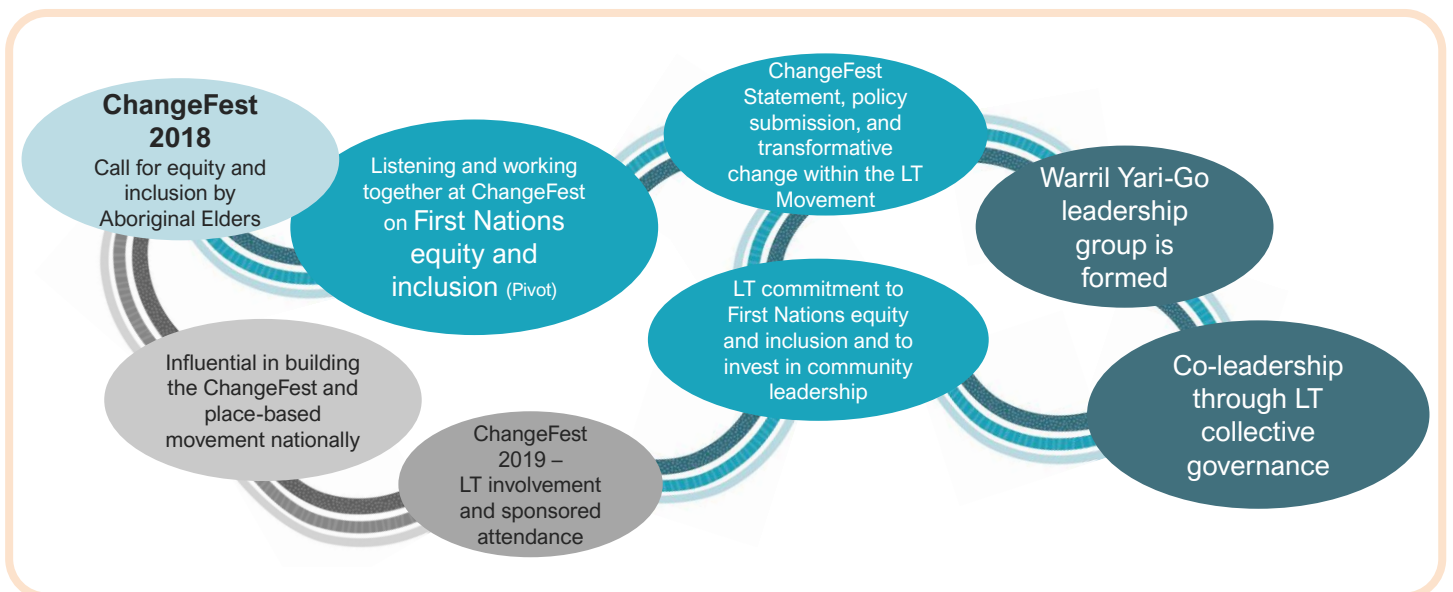
Following wide consultation, including with children, the Children's Charter and Toolkit was published in June 2019. They are beginning to be piloted with various businesses and organisations across Logan City. The project was led by Rosie's Early Learning Centre, the Leadership Table and Backbone Team.

3.1.1.1 Pivot: First Nations equity and inclusion

A key pivot for Logan Together happened following calls from First Nations leaders to address equity and inclusion issues in the Movement. Catalysed during ChangeFest 2018, the pivot has involved some transformative shifts in how Logan Together works together and resulted in co-leadership with the Warril Yari-Go Karulbo group through refreshed governance arrangements (formerly Warril Yari-Go at inception). It is a key impact story for this review period (see Annex 1a for Warril Yari-Go Karulbo Leaders' Most Significant Change story and Annex 2a for case study). The flow graphic below shows some of the key transition points along the pivot process (left to right).



Pivot: First Nations equity and inclusion



Building the Movement and community engagement

The partnership with Warril Yari-Go Karulbo is one of several new community partnerships and alliances that have formed during the reporting period, that have further enhanced the interconnections with community and services in Logan City. The success of the Warril Yari-Go Karulbo model has also led Logan Together to engage with the Pasifika and Culturally and Linguistically Diverse (CALD) communities to explore similar opportunities. Logan Together's partnership base continues to grow, and includes more than 60 service provider organisations, community and funding partners (see Table 1 for examples). Other networks and committees working together on Logan Together include:

- Pasifika Maori Community Leaders and Workers Network
- Hosanna Logan City - Village Connect Talanoa
- CALD Community Leaders
- First Five Forever and Children Together groups
- Early Years Neighbourhood Network groups across Logan and ParentsNext Network
- Logan City Council
- Committees and action groups for Yarrabilba Family and Community Place, Logan Housing and Homelessness Integrated Services Hub, Financial Literacy Action Group, CHaPs Advisory Group, Maternity Oversight Committee and Communities for Children Advisory Committee
- DATALAB, Griffith University

Government partners continue to play a critical role in Logan Together. Commonwealth and state governments provide funding for the infrastructure to support Logan Together and funding for local services through grants. While there is still a long way to go to building meaningful collaboration that achieves action and impact, there is evidence of increasing collaboration by all three tiers of government to support the Movement and this is a key achievement. Through these critical relationships, Logan Together has focused on creating systemic changes, policy reform, resourcing, data and insights and impact ripples. Flow on effects from this approach are evident (see Section 4 and Annex 6 for examples).

The partnership with the *Stronger Places, Stronger People* initiative is a significant development, and brings with it five years of secured resourcing through to 2024. *Stronger Places, Stronger People* is a place-based collective impact initiative being implemented by the Australian Government in partnership with state and territory governments and 10 communities across Australia. The partnership with Logan Together has already brought benefits and is significant for the medium-term sustainability of Logan Together. The partnership exploration process has involved wide consultation and a 'progress mapping' process and Learning Circle that engaged Logan leaders, and governments and other funding and service delivery partners.



New ways to formalise community voice in Logan Together are being explored through the establishment of cultural and community advisory groups as part of the collective governance structure. For example, the Backbone Team is working with Pasifika Maori Community Leaders, CALD leaders, and are in the set-up phase of establishing a community advisory group.

The Movement has developed some excellent resources and engagement platforms both online and in person that provide community outreach and engagement opportunities. This has included (and not limited to): the Logan Get Together 2019 event, co-led by Backbone Team and Warril Yari-Go Karulbo; Logan Together inductions with over 200+ people; numerous community and project related events, Logan Together newsletter (1400+ subscribers); the Logan Together Facebook page; the Logan Together website (visited 13,340 times); and the 'Mums and Bubs' Facebook page (21,000 followers).



Delivering the Roadmap – programs and projects

As of February 2020, there were 48 programs and projects aligned with the Roadmap domains listed on Logan Together’s online project register (see Table 1 for summary list). There is clear evidence of Logan Together acting as incubator for some projects and supporting niche innovations, and using a try, test and learn approach to assess options for scaling. Projects cited by research participants during the progress study as performing well included (and not limited to) the Maternity and Child Health Hubs, Community Hubs and Gateways Networks, Kindy to Prep program, Stronger Parenting Campaign, Early Years Neighbourhood Networks, service redesign and investment reform work, Logan Rivers project, Early Years campaign, and Thriving and On Track.

Table 1: Logan Together project summary

Roadmap	Priorities being addressed	Activities, projects and campaigns included	Partners include
Good Start in Life	<ul style="list-style-type: none"> • Boosting Access to Care for Parents and Babies • Healthy habits during and after birth 	Community Maternity and Child Health Hubs, Backing Young Parents, Right @ Home, campaign to reduce smoking in pregnancy	Queensland Health, PHN/ LTBB Team, Children's Health Queensland, Communities for Children (CfC), Logan Together Action Group, Primary Health Network
Early Years	<ul style="list-style-type: none"> • Across several Roadmap domains 	The Early Years campaign	Logan Together Backbone Team
On Track at 3 Years	<ul style="list-style-type: none"> • Reading, talking and singing 	Logan's Little Learners, First Three Years	First Five Forever, Children Together, Logan Together Backbone Team

Roadmap	Priorities being addressed	Activities, projects and campaigns included	Partners include
On Track at 5 years	<ul style="list-style-type: none"> • Successful transitioning to school • Attending a quality Kindergarten Program • Successful transitioning to school 	Numerous projects within the Kindy to Prep Program to increase attendance including Kindy Conversations, Kindy Scholarship and bespoke and specialist projects; Samoan Kindy (Aoga Amata), Burregah Kindy and Deadly Kindy, RASEC Pilot (Refugees & Asylum Seekers), Enrol to Prep Campaign	CfC, Village Connect, ATSICHS/C&K, Rosie's Early Learning, Goodstart, ParentsNext providers, Hosanna Logan City, Logan Together Backbone Team, foster carer networks, community gateways, and corporate partners
Family Foundations	<ul style="list-style-type: none"> • Parents feel knowledgeable and confident • Social emotional wellbeing for all the Family 	Stronger Parenting Campaign, Logan Sings, Mums & Bubs Facebook, Under 8s week 2019, The Black Dog walk (fathers focus)	Logan Together Backbone Team, community leaders, parents, Logan Men's network
Strong Community	<ul style="list-style-type: none"> • Social Connection Healthy & Physically Active (OT8) An Empowered Community Social Connection and Empowered Community 	Logan Children's Charter and Toolkit Project, ChangeFest 2018/19, National Network CfC Evidence Based Programs, Logan Rivers Community Connections, Beenleigh Housing Service Delivery, Gunya Meta Service Delivery, Jarjms Learning (suburb focus 4114), NDIS Activation, Community Active Partnerships (new 3 year partnership to improve physical literacy and outcomes).	Logan Together Backbone Team, Warril Yari-Go Karulbo, Rosie's Early Centre, Beenleigh Housing Gunya Meta, Department of Housing and Public Works, Benevolent Society/ Carers QLD
Effective Systems	<ul style="list-style-type: none"> • Social Investment Reform Child development • Workforce strategies • Multi-agency Service Integration 	Logan Investment Reform Early Childhood Workforce Development Initiative Community Gateways, Sure Steps family Coaching, Youth Homelessness, Domestic and Family Violence School Workforce Development Project, TOTs Project	YFS, Uniting Care, Benevolent Society, CSIA Logan Together Backbone Team PHN South Brisbane, LLA, Domestic and Family Violence - South East Region

Policy, advocacy and systems change efforts

Logan Together has continued advocacy, policy and systems change efforts for investment reform, policy reform for place-based approaches, and advocacy for First nations empowerment. Policy submissions to governments have included calls to: enact recommendations from the Uluru Statement From the Heart, progress local joint decision making and social investment reforms, allocate resources and infrastructure to enable place-based approaches, and address systemic barriers affecting Aboriginal and Torres Strait Islander peoples' access to early learning and education services. Through the Roadmap aligned projects, Logan Together worked with Community Services Industry Alliance (CSIA) to undertake a co-design process for a 'commissioning for outcomes' trial, which was used to make recommendations to governments on how they can work with the community to deliver outcomes and allocate investment more effectively.

There have been many impact ripples from Logan Together's efforts at navigating the broader political and funding landscape, including Logan Together's contribution to the development of the *Stronger Places, Stronger People* policy, investment and the formation of the *Stronger Places, Stronger People* National Leadership Group (Annex 6).

Backbone support

One of the key developments during the period have been the changes to the collective governance structure. Following a commissioned governance review, Logan Together underwent a process to refresh the collective governance structure (Section 1.5 has a visual). The key changes included:

- Logan Child Friendly Community Ltd assumed operational responsibility for the initiative from 30 June 2019⁴, with the Logan Together Child Friendly Board holding legal and financial accountability for Logan Together, and contributing to strategic planning, and support to the Backbone Team.
- A Leadership Table refresh happened in 2019, and the new charter created enabled greater representation of Logan's diverse community within the Movement and its governance structures. The role of the Leadership Table is to provide strategic leadership. It includes decision-makers from the local community, government and all sectors that impact kids growing up in Logan.
- Part of the refresh included Warril Yari-Go Karulbo (First Nations leadership group) taking up a co-chairing role of the Leadership Table. This change is a significant step forward in Logan Together's commitment to self-determination (Annex 1a).
- Establishment of Community Leadership Groups to make sure the diversity of voices from the Logan community are represented in the work Logan Together does.
- The Backbone Team continues in its function to serve partners across Logan Together as a connector, facilitator, amplifier and advocate of partner efforts.
- Government networks, an Action Group (operational and collaboration mechanism), and Project Working Groups are also part of the collective governance.



⁴ Previously hosted and auspiced by Griffith University. Griffith University continues to provide substantial in-kind support.

Backbone Team and resourcing

There have been some significant changes and growth of the Backbone Team staff during the period. In terms of the funding environment, Logan Together with support from its partners has achieved the resourcing it needs to operate at full scale and is now looking at sustaining this. The initiative is heading to a budget of \$2.2 million per year. In late 2019, substantial Federal and State funding was confirmed via the *Stronger Places, Stronger People* initiative. Several participants interviewed noted improvements in internal communications, project management and reporting systems. For example, the online project register (aligned with Roadmap domains) has improved line of sight across the work, and clarity of who is involved and who is leading, and project status.

Providing enabling support

There were many examples of changes that happened for people's practice and mindsets from the support they received from the Backbone Team and Movement leaders. This is one example about the value of capability building support provided by the Backbone Team:

"The Backbone Team provided input and advice, in terms of strategy...let's call it specialist advice...and they were playing a mentoring type of role for not only the Logan Together employees, but our organisation in terms of things to think about, how to go about things, and who to engage with. ...It was a continuous mentoring type capacity...and that's going to have the lasting impact.

I think that all that wisdom that you can acquire is going to help you make better choices in the future and set you up for better achievement and objectives long term. That's the lasting impact of sharing wisdom isn't it. You help people continue to make good choices and get better outcomes in the future. In terms of value, the mentoring would be the most important support provided, and more important than the other resources we received. Because handing out cash solves the short-term problem but handing out wisdom is a longer-term thing." (Non Government partner/ service)



4 Changes resulting from collective impact

4.1 Progress on implementing the collective impact model

Part of the progress story of Logan Together is the implementation of the CI model and how strengthening these conditions is contributing to systemic changes and early instances of impact. This section summarises the progress made across six elements of collective impact (see Section 1 for background). The collective impact lens in this section focuses on the following elements of the model:

1. Systems approach to shared agenda
2. Building a community movement, includes inclusive engagement
3. An empowered community and using collective power for purpose
4. Strategic learning and evidence informed
5. Shared local decision making and reform for social investment and policy
6. Container for community change.

Table 2 provides a detailed summary for each condition and evidences key progress areas.

Progress statement on delivering the collective impact model

Solid progress was made in all six conditions (or elements) of collective impact. The strongest areas of progress were: the implementation of the systems approach and the leadership capability for systems change; an empowered community; and building the container for community change through improved governance arrangements and remit.

Key
progress
area

4.2 Systemic changes happening because of Logan Together

The theory of change and Roadmap posit that the CI model will lead to systems level changes that will help create the conditions for sustained long term change (Annex 3). Logan Together's systems change efforts aim to strengthen the structures, relationships, behaviours and mind sets that will help achieve the shared outcomes for kids and families.



Summary of systemic changes

The progress study evidenced that Logan Together is influencing systemic changes in all areas reviewed, and many interlink with each other. Since 2018, the scale and impact of systemic changes has increased, and we are seeing the impact ripples of the wider systems change efforts (such as advocacy and policy reform) beyond Logan, as well as bringing benefits back into Logan. The strongest areas of progress have been:

- 1. Shifting power and community agency** – including power shifts being supported and embedded in collective governance arrangements and advancing First Nations equity.
- 2. Changes in practices, norms, service delivery and interactions** – including joining up of some services, connections across the system, impact of capability building, and changes in resource flows.
- 3. Scaling for systems change and creating impact ripples** – including niche innovation projects being scaled to a population level, and advocacy and government partnership building resulting in policy influence and resourcing.

The systemic changes are being driven by partners in the Movement with many different organisations involved in aligning their work to the Roadmap and testing and scaling niche innovations. The Backbone support, particularly through the leadership of the Backbone Team and Executive Director, have also played a significant contributing role.

Annex 2 provides examples of systemic changes. Table 2 also lists evidence of systemic changes.

Impact ripples and feedback loops

Impact ripples into the wider systems are happening because of Logan Together's systems leadership, advocacy and movement building.


There is direct, as well as second and third order impacts (ripples), into Commonwealth and state governments, as well as national and state social change and justice organisations, building foundations for change in early childhood development and the social services sectors. One significant change is the shift in mental models of staff in these organisations (beyond place), and the consensus being built around place-based approaches in the broader state and national context.


These changes have influenced policy and practice and has brought benefits back to Logan such as new cross sector connections, partnerships, five-year funding, and being included in national conversations on investment and social reform. Logan Together also had input into the design of *Stronger Places*, *Stronger People* and its National Leadership Group. We are seeing feedback loops happening across systemic changes, and that 'impact beyond place' can lead to stronger 'impact in place'.

There are also clear lines of impact on national place-based and CI practice through Logan Together's leadership and flagship role in building the place-based and social change movements in Australia (including ChangeFest). One external stakeholder stated: "I think that the Australian place-based landscape would be much poorer without Logan Together. It has really become a national leader in this space".



This was a key theme emerging from the progress study.

Table 2: Progress findings about implementation of the Collective Impact (CI) model

CI CONDITION	PROGRESS FINDINGS	EVIDENCE
<p>1. Systems approach</p>  <p>Systems change is about advancing equity by shifting the conditions that hold a problem in place. It supports the work towards the shared agenda. Effective systems change needs all partners to be prepared to see how their own ways of thinking and acting must change as well.</p>	<p>Clear progress has been made in scaling the collective efforts for systems change and there is clear demonstration of a coherent and embedded systems approach in Roadmap delivery. There is evidence that the systems approach has led to impact ripples within and beyond Logan (see Section 4) and contributing to effectiveness of systems.</p> <p>There is strong and purpose driven leadership capability in the action and community groups, service leaders, governance groups and Backbone Team – however collective leadership needs to continue to strengthen and diversify for long-term sustainability to avoid vulnerability of leadership being held by only a small or core group. Many of the outcomes included in the ‘most significant change stories’ collected were enabled because of the systems approach.</p>	<p>Changes in structures included policy and advocacy efforts and wins (see ‘impact ripples’ section above), shifts in practice for some Logan Together partners (including working together towards a shared agenda), and scaling of innovation projects such as Community Maternity and Child Health Hubs (see Annex 2b for case study). Changes in interactions (relationships, resources etc.) included sustained relationships and connections (across disciplines and sectors) and trial of social investment reform. Transformative change included shifting mindsets and the impact on the lives of many during and post ChangeFest 2018. It has developed systems leadership, capital, data, talent, knowledge and networks since 2018. Beyond place, Logan Together has inspired and legitimised new innovations and the growing of the wider place-based movement at national scale.</p>
<p>2. Building a community movement</p> <p>This condition focuses on building a long-term community movement where everybody knows lots about child development, values kids and puts this into action. There is authentic and inclusive community engagement.</p>	<p>Scaling and resourcing community engagement and empowerment is ongoing work. There were significant wins including the embedding of the ‘First Nations at the Centre’ principle and deepening inclusion of First Nations peoples and Pasifika community groups in the Movement. There are calls to try similar models with other target cohorts, including CALD groups and families who could benefit most.</p> <p>There were strong calls from several community members to increase the ways and diversity of community voice in the Movement – especially to broaden engagement with a larger mix of local people.</p> <p>In the small sample consulted, service providers measured progress in movement building as stronger than what the community members reported.</p>	<ul style="list-style-type: none"> • Warril Yari-Go Karulbo partnership and co-leadership has helped to broaden movement building • While there were calls that CALD communities could be engaged more, there has been increased engagement with some small CALD cohorts • Logan Together has been doing movement building at a local, state and national scale. • Figures for event attendance and social media engagement show increases in outreach <p>Continued overleaf.</p>

CI CONDITION	PROGRESS FINDINGS	EVIDENCE
<p>2. Building a community movement (continued)</p>	<p>There were anecdotal reported increases in awareness of the Movement and about services (see quote to right).</p> <p>There was still some confusion for some people around what 'Logan Together' refers to (i.e. that it is not just the Backbone Team) and feedback that there needs to be continued work to get people/ partners to identify as being part of the Movement.</p> <p>Several participants cited improved coordination of community engagement (including by the Backbone Team). One challenge with communication and engagement identified was keeping the governance groups, Backbone Team, action groups and stakeholders in the Movement connected.</p>	<p><i>"I get the real sense that a lot of our younger families are beginning to have more recognition of Logan Together. I'm starting to see anecdotal stories that are coming through that reinforce that belief, from different families. I'm hearing these stories through my work and community roles... I think that's a powerful thing because, given that the initiative is targeted at 0-8 years, and while kids are important, unless you've got the parents on side, that makes it more difficult. When I see what's happening with Logan, I think there's certainly been a raising of awareness of what's out there. I think they're beginning to see that this isn't just one size fits all (and that we are) changing service delivery to meet some of these needs, and that's another story that's improving engagement."</i> (Government partner)</p>
<p>3. An empowered community</p>  <p>Community has agency and is leading change. This means doing power and authority differently so local people are in leadership roles involved in decisions about the issues that affect them, and are setting the agenda.</p>	<p>Overall, there was mixed feedback on the extent that community aspirations drive the agenda and decision-making. Some community members called for a move away from 'top-down' agenda (within local governance structures) to more genuine and consistent co-design with community, that progresses the community's own agenda.</p> <p>Diverse community leadership is becoming valued. Power sharing, and investing in community leaders and actions is happening. A key progress area has been the significant shifts and sharing of power with First Nations leaders. Changes in the governance and leadership charter is early progress towards the Movement's strategic mandate to ensure governance and collaboration structures reflect the diversity of the Logan community. There are examples of co-design and leaders listening to community for some projects, though this received mixed feedback overall and is an area to progress.</p>	<ul style="list-style-type: none"> • Adapting during ChangeFest 2018 and call to invest in community leaders • Deepening Democracy and 20 Logan representatives sponsored for ChangeFest 2019 • Support being provided for community representatives on Leadership Table • Shift to co-working with Aboriginal leaders involved with addressing inequity and power dynamics, and new ways of working. • Call for more community-led co-design: <p><i>"I think what can happen and does happen, is that decisions are made at that higher level, (then) it comes down as a fait accompli, often with implementation already prepared, and it's another 'do-to community' as opposed to 'consultation and walking beside."</i> (Non-government partner/ services)</p>

CI CONDITION	PROGRESS FINDINGS	EVIDENCE
		
<p>4. Strategic learning</p> <p>Using data, stories and evidence for understanding, measurement, evaluation and learning. For real-time and strategic decision making and adaption.</p> <p><i>Note: During the research we also heard many positive stories of learning, adaption and collaborating that has emerged through the COVID19 period, however these are not included in the report as it is outside the timeframe of the review.</i></p>	<p>Backbone support and some core partners are using data, stories, public knowledge and practice, research and policy to inform decisions and learning, though this still needs to be more consistent or embedded across the Movement. A key challenge has been the filling the MEL role in the Backbone Team, which has meant limited progress was made on implementing the MEL plan (an anticipated but not realised progress area for the period).</p> <p>There is mixed feedback on the extent that strategic learning is embedded. Generally, the culture of learning and reflection seems to be maintained and strong for core stakeholders. However, several participants named the lack of original and real time data collection of outcomes on kids and families as a significant weakness at present. Further progress is needed in developing data partnerships for shared measurement and implementing the integrated MEL strategy now the MEL role can provide coordination. There is evidence that impact stories are being actively shared.</p> <p>Calls for future action included: having a greater outcomes focus for measuring the work, support for organisations mapping alignment between their own outcome goals and the Roadmap; prioritise and invest in real time research on what is happening for Logan kids and families.</p>	<ul style="list-style-type: none"> • Shifts in practice to bring First Nations to the Centre shows learning/ adaption. • <i>Stronger Places, Stronger People</i> Learning Circle reflection: <i>“With these yarns, we keep getting sharper around what we’re doing”</i> • Continued community conversations to collect community voice and stories. • Using of data, community feedback, project evaluations and 2018 Progress Report to inform governance and advocacy work. • Data collection e.g. community surveys; Children’s Health Pathways study. • Research alliances. e.g. The Parenting Research Centre partnership for the Stronger Parenting project; DataLab (Griffith University) contributing data analysis of population level data and feeding into Roadmap Refresh. • Contribution and role in co-design of the Place-based Evaluation Framework (Dart, 2018)

CI CONDITION	PROGRESS FINDINGS	EVIDENCE
<p>5. Social investment and policy reform</p>  <p>Devolve decision-making and taking action across system investment, policies and accountabilities to align with the community led agenda.</p>	<p>Solid advocacy efforts and partnerships to support governments changing how they design and spend social investment dollars and set policy, with some early wins in planning for longer term local decision making reforms (a long-term piece of work and many systemic challenges remain in making meaningful progress in investment reform and locally-driven decision making and service design). Whilst there are promising discussions with both levels of Government there is only a modest practical shift in the siloed way Government agencies interact with the Logan community.</p> <p>The Local investment reform pilot was a source of learning and testing approaches on a small scale with a few organisations.</p>	<ul style="list-style-type: none"> • Commissioning of Outcomes, CSIA. • Local investment reform pilot with YFS, Benevolent Society, Uniting Care and CSIA; Early Years Neighbourhood Network co-design to enhance voice of children and families and tackle investment realignment. • National and local advocacy has created significant impact, including on resource flows, policy and practices (See Annex 6)
<p>6. Container for community change</p>  <p>Leading and supporting the design and resourcing for the collective effort and effort. Includes governance and backbone structures, and processes.</p>	<p>Logan Together has achieved the resourcing it needs to operate at full scale and is now looking at sustaining this. The Backbone team is also attracting investment for partners and playing a conduit role for communities and services to connect with funding partners and secure resourcing.</p> <p>Demonstrating agility as a container of change. Concerted effort was invested in a governance refresh with new entity, Leadership Table charter and collective governance arrangements, with view to improve diversity and community leadership. There is still some vulnerability in the long-term if leadership is not diversified and sustained.</p> <p>Backbone support has strengthened capability, capacity and agency; receiving very positive feedback. Improvements in internal communications and project reporting made.</p> <p>There is a call for the Backbone Team to have a clearer stance on their role as support and to create the opportunities for community voices to step up and lead.</p>	<ul style="list-style-type: none"> • Five year funding from Commonwealth and State governments for operational costs of the Backbone Team, local capacity building and MEL, through the <i>Stronger Places, Stronger People</i> partnership. • The initiative budget of \$2.2 million per year. • Assistance with securing resources at project level e.g. Maternity and Child Health Hubs, Gateways. • Online project register improved line of sight across the work and alignment to Roadmap. • Capacity and capability building role and resulting impact ripples. One example: <p><i>“If Logan Together wasn’t around, we wouldn’t have the manpower or the resource to actually do all of that stuff. That’s how I see this relationship and the impact and all the strength of Logan Together being involved with us and being involved with Gateways. They’re strong advocates – big brothers to give a voice and more authority.”</i> (Non-government partner)</p>



5 Early instances of impact for kids and families

This section provides an evidence summary of key changes that Logan Together has contributed for kids, families and communities.

5.1 Summary of changes

Logan Together has contributed to several early instances of impact. These instances of impact are also significant as they align with Roadmap focus areas and are early indicative signs that small scale change is occurring. For further details see Annex 1b, 2b and 2c. It is not expected at this phase of Logan Together's implementation that we would be seeing population level changes against the Roadmap indicators.

Summary

Logan Together partners are leading the efforts in creating change for kids and families in Logan. Relative to the size of the City of Logan, this is still small scale.

These projects and initiatives are at the frontline of shifting the dial towards positive outcomes across a range of roadmap domains. As well as the early instances of impact for individual projects, the frontline work with communities demonstrates partners are working together to shift practices, policies and relationships that are the building blocks for population level change. The evaluation found that some impacts for children and families are a direct result of how partners have been collaborating and innovating together.

'Pockets of early impact'

Once participant described the early instances of change being contributed to as 'pockets of impact', which align with Logan Together's roadmap. The instances of impact evidenced are for small and targeted child, individual and family cohorts, and are not at population level scale. The key areas of progress for kids, families and community from Logan Together aligned and supported efforts include: Progress within the community includes:

- Families engaging earlier with antenatal care are experiencing better birthing outcomes and are more connected to care services, includes outcomes for First Nations and culturally and linguistically diverse target cohorts.
- More children are accessing early learning and Kindergarten as a result of increasing levels of awareness and improved support for target families.
- Small scale instances of families starting to connect socially within their community.

'Bright spot' projects cited by participants that are performing well included Maternity and Child Health Hubs, Logan Rivers Project, Community Hubs and Gateways Networks Stronger Parenting Campaign (design phase), Early Years Neighbourhood Networks, Kindy to Prep, and Sure Steps.

Key
progress
area



Table 3: Summary of early instances of impact across domains

Early instances of impact across Roadmap domains

Selected change domains	Selected examples of where we are seeing this in the Movement
<p>Good start in life</p> <p>Earlier engagement in pre-natal care and improved birthing outcomes</p>	<p>The Maternity and Child Health Hubs are showing the greatest area of impact across the Good Start in Life domain. The hubs aim to support at-risk women and families during pregnancy by providing community-based spaces for women to receive continuous care during pregnancy and connect them to early childhood health and services post-birth. Resulting changes are that targeted women are having earlier engagement in antenatal care and better birthing outcomes are being seen e.g. reduced risk of birth-related complications. Earlier engagement is linked to many positive antenatal outcomes including less women presenting to local hospitals who have had no prior maternal health care; increased holistic, wrap around antenatal support being received; and improved birthing outcomes. This includes a 50% reduction in pre-term births from 2018. The Maternal and Child Health Hubs examples demonstrates early impact as well as shifts in practice and other systemic changes. The hubs initiatives performed well in the 2018 Progress Report and since then have continued to progress and be successfully scaled for increased impact. Please see Annex 2b for further information and references.</p>
<p>On Track at 3 years</p> <p>Increased access and enrolments to Kindergarten for some cohorts</p> <p>Increased parental awareness about the importance of Kindy</p> <p>Increased access and enrolment for CALD cohorts</p>	<p>As a result of the Kindy Scholarships, there is increased access to Kindergarten for small cohorts of families facing barriers sending their child to Kindergarten (based on a mix of qualitative and quantitative data collected during the project and as part of this progress study). Though the program, Logan Community Bank branches of Bendigo Bank and private donors are providing 40 children with scholarships in 2019, 16 of whom will begin kindy in 2020. See Annex 2c.</p> <p>As a result of the Kindy Conversations program, there is anecdotal evidence of increased parental awareness of the importance of sending their children to Kindergarten. Data collected in a 2018 Kindy Conversation review found that there was improved parental/caregiver knowledge of the importance of kindergarten and kindergarten enrolment processes.</p> <p>Refugee and Asylum Seeker Early Childhood Pilot (RASEC) led by Access Funding from Multi-Cultural Development Association supports families to get kids to Kindergarten. In 2018, 46 children were enrolled through the program and in 2019, that figure rose to 92. There were 20 children enrolled in 2020 (as of August 2019).</p>
<p>On Track at 5</p> <p>Small increase in number of families enrolling into prep</p> 	<p>There are promising results within the On Track at 5 domain, with evidence showing that some schools had an overall increase in the number of families enrolling into prep, and some children as having increased school readiness. Examples include:</p> <ul style="list-style-type: none"> • Four schools who were involved in the Enrol to Prep campaign saw an overall increase in families enrolling their child into prep prior to the school commencement date. • Three of the four schools had a decrease in late enrolments and a decrease in families coming to enrol their child without a birth certificate. • Anecdotal evidence that progress is being made in enrolling children from refugee and asylum seeker backgrounds, with 140 refugee children enrolled in Kindergarten in 2019 through partners Access Community Services. • Anecdotal evidence from Yarrabiliba Community and Family Place stating that children who had attended playgroups were noted more 'ready for school'. <p>For more information on Kindy to Prep suite, refer to case study in Annex 2c.</p>
<p>Strong Community and Family Foundations</p> <p>Improved connections for some children, their families and their communities</p>	<p>As a result of the Logan Rivers project there are three main outcomes which show early instances of impact for a strong community, and family foundations.</p> <ul style="list-style-type: none"> • Anecdotal evidence has been collected that report an increase in connections between families and their children. • There are instances where community connectors and program facilitators have observed an increase in connections between families, other families and their community: <i>"We've seen families build connections with each other and start to form little micro villages – so little social groups."</i> • There are also a small amount of families connecting to community services and Hub representatives. See Annex 2d for 'Connections' case study.

6 Key lessons

Summary

The key lessons for this period fell into the themes of critical conditions and enablers for success, challenges and barriers, and lessons about place-based work.

Key enablers and conditions identified for achieving the shared goals were: transparent and effective governance and improvements that have been made, stable resourcing for both the collective and the Backbone Team, the impact of the Backbone Team's advocacy efforts, experiencing the 'wins' and impact being made, and the strong relationships, connections and alignment between partnering organisations.

A key area of learning has been how to embed and apply the principle of First Nations at the Centre.

Some of the **key challenges** for this period included: finding the balance between doing systems change work and service delivery, as both require time and resources to do effectively and are needed for sustained long term change; shifting from a top-down approach to being community-led and engaging and amplifying diverse voices in the community takes a long time and needs collective effort and a clear collaboration methodology and protocols; maintaining momentum and engagement as the Movement enters the "middle years"; and systemic issues such as competition for funding within service system was seen as a barrier to working collaboratively and shared outcomes reporting.

Broader lessons about the **place-based work and collective impact model** included insights such as: consistent and genuine engagement of First Nations peoples is essential; while community-led change may be slower than if it were led by services, it is more valuable that the community effects change for themselves and are supported to do so; to break out of silo working, cross-sector collaboration is necessary and the collective impact model is delivering a means to achieve this; and, to achieve system reform it is necessary to work with stakeholders, influencers, policy-makers and other place-based initiatives outside of Logan.

6.1 Enablers and conditions for success

A number of critical conditions and enablers for change were identified, including:

- Transparent and effective governance is essential to gain trust and buy-in from community, services and partners.
- Stable resourcing for both the Movement and the Backbone has provided the opportunity to build capacity and ensure there are the right skill sets. It has been "transformative to our ability to do our work". A well-funded Backbone Team has been essential to Logan Together's progress made in implementing CI.
- The Backbone Team acting as strong advocates, and their experience, ability to innovate and enthusiasm. Many stakeholders commented on the Backbone Team's 'clout' or influence, greatly strengthening the advocacy efforts of smaller partners.

"Logan Together (Backbone Team) are persistent. They are about connecting thoughts, areas of interest. They're quite good at being able to sit above service delivery and see the connecting strands and help connect the right people to the right thought, or to the right process, or to the right project"

(Non-government service provider)

- Seeing early ‘wins’ and that the Movement is making an impact as an enabler as this validates new approaches and motivates people to continue working in this way.
- Effective relationships, including with key influencers and community leaders, are essential. Strong relationships and alignment between organisations lead to opportunities to collaborate, share resources, and be more efficient.
- A learning stance, including how to practice the First Nations at the Centre principle.
- This is highly relational work and creating environments for partners to get to know each other and work on shared initiatives often delivers ancillary results that are more important than those we are consciously pursuing.

6.2 Challenges and barriers

Challenges and barriers identified by participants included:

- Despite investment reform efforts and a shift to more collaborative work, competition for funding within service system is a continuing challenge.
- The long-term nature of the work creates a challenge to maintaining motivation, engagement, and communications across the Movement.
- A lack of shared methodology for how collaboration happens was raised by one participant.
- Community voice and engagement not as strong for community and cultural groups aside from Warril Yari-Go Karulbo.
- Shifting from a ‘top-down’ approach to being community-led is a difficult process. Community-led systemic change is slower but more valuable than service-led change.
- General tension between systems change work (resource and time intensive) and service sector work (time poor, contract limiting, lack of resources, organisational culture) makes it difficult to ‘reimagine the system’, or reimagine ways of working for mostly reactive services.
- We heard different points of view about who needs to be stepping up within the Movement and to lead, share and deliver the work. For some there was a frustration that community and service organisations are not given enough support to truly lead, and for others there is a perception that some Movement members attend meetings but don’t feel responsible for carrying the work through to their daily organisational work.
- There is a lack of local level and real-time data being captured to rigorously assess the outcomes of a range of Logan Together projects and initiatives.

"The big learning out of ChangeFest was First Nations First. We've continued to learn how to actually apply that in our day to day work and decision making. That's a really big learning... we're still evolving and we're still learning how to do that."

(Backbone Team member)

"None of this change happens overnight, and I think it takes consistent and very skilful and mindful targeting around service systems, investment, communication and education to get the outcome."

(Funding partner)

"Community leadership is pivotal to working within a place based collective impact model, but is extremely hard to sustain and balance community perspectives with those of institutional stakeholders."

(Yearly Report Logan Together 2019)

"One of the things that I've reflected on a lot in Logan Together is the extent to which people have properly articulated a methodology for collaboration. Without that, it just relies on the quality of relationships and people's particular focus over time. Across that collective of course that will wax and wane as different organisations have different priorities at different points in time. In the context of the extraordinary work that's been done to set the agenda and to back that with evidence, that's a bit of a missing piece from where I sit. I don't think it's collectively understood or owned."

(Industry/ research partner)

6.3 What is being learnt about place-based work

Key lessons identified about place-based work and implementing a collective impact model include:

- Cross-sector collaboration is necessary to break out of silos working within separate organisations (and shifting from programmatic lens).
- It is important to stop, reflect, refresh, and ensure all in the Movement have a shared purpose.
- Need buy-in from both decision makers and frontline workers with effective communication between the two. The decision makers can influence what happens, but the frontline workers can inform, as they know what is working, what the issues are on the ground, and ultimately will be the ones to implement decisions made.
- Getting the balance between the systems level work and practical local impact for kids and families is tricky, plus balancing the time it takes to research and plan versus taking action. And there is an “ebb and flow of momentum”.
- Consistently and genuinely engaging with First Nations peoples is essential for collective impact work.
- Co-design and genuine engagement (not just informing) has been an enabler for success.
- Working with other place-based initiatives and supports (outside of Logan) is necessary to achieve system reform.

“You’ve got to keep going back to people. You’ve got to keep engaging people, keep engaging community members in the process. Absolutely critical that people get to lead this stuff, that it isn’t a bureaucratic exercise or government exercise. I think the first ChangeFest demonstrated that really clearly, and particularly going back to and engaging as much as you physically can with the Aboriginal and Torres Strait Islander people of the place that you are working and supporting, as best you can, leadership amongst that community, which I think Logan Together has done.”

(Industry/ research partner)

“Working with large, siloed institutions and departments collaboratively presents an array of challenges, yet persistence is the key to facilitating change in these situations.”



7 Recommendations

This section identifies some recommended 'next steps' that draw on the priorities called for by stakeholders, as well as from the Clear Horizon analysis and findings. They respond to and are informed by: the progress findings and the 6 big themes identified (Section 2); the enablers and conditions for success (Section 6.1); and challenges/barriers (Section 6.2).

The recommendations are for the Logan Together Movement and are the shared responsibility of all partners.

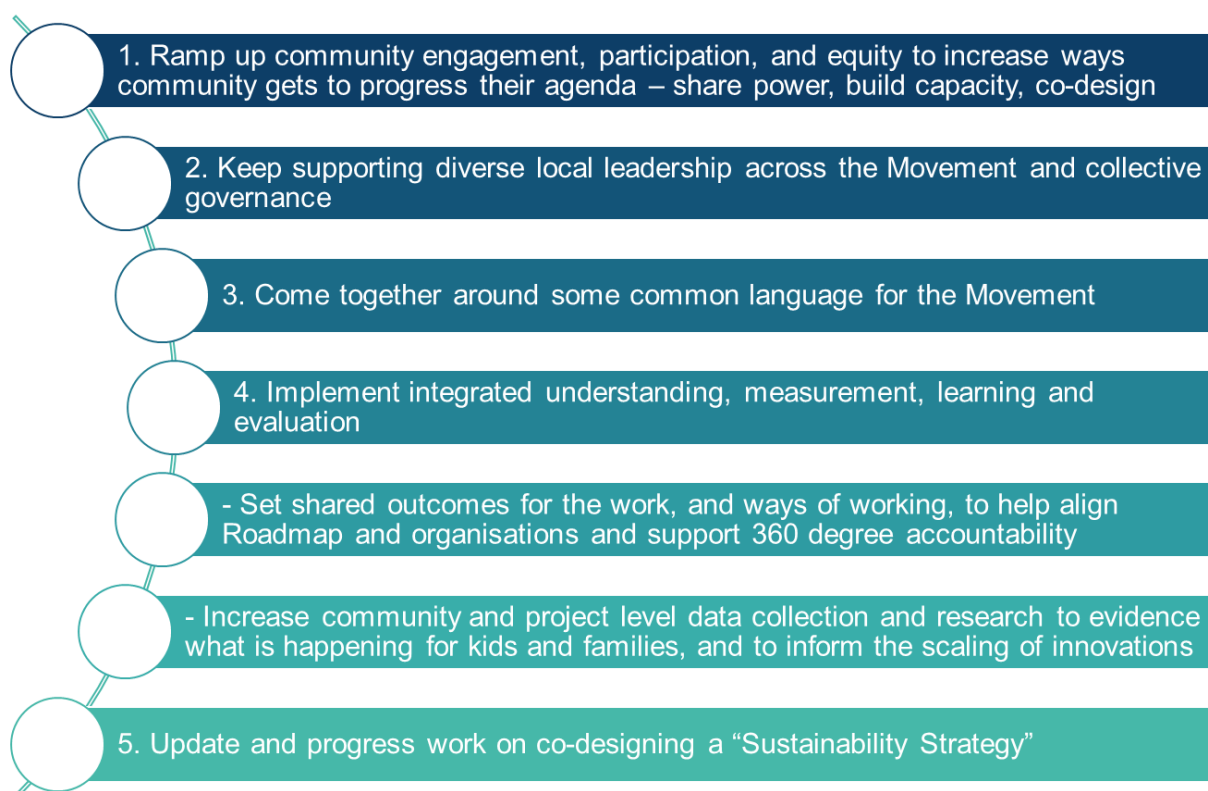
Most of the recommendations relate to work that Logan Together has identified as a priority or is already in the process of reiterating. These items are included as an affirmation of their priority for the next phase. The recommendation to increase the gathering of community level data and research addresses a current gap.

The recommendations are based on the findings from the progress study review period (up to February 2020).



7.1 Summary of next step recommendations

The following priority 'next steps' are visually summarised below and detailed in the following section. (See Summary Table in the Executive Summary for the A3 one-page summary.)



7.2 Detailed summary of recommendations

1. Ramp up community inclusion, participation and equity

At the time of writing this report, Logan Together support was exploring a new model for community engagement and participation, which included a shift to a more participatory model, investing in community leadership, and keeping children at the centre of the work. The progress study findings support a move to a more participatory and co-design oriented model. A community-led movement will need sufficient resourcing to build people's capacities to participate and ensure that there are feedback loops built into decision making processes. In moving forward with the community engagement review, we include a few nuanced points to keep in mind to help deepen collaboration with community arising from the research, including:

- a. Identifying and acting on opportunities to draw on and/or embed Indigenous knowledge into key Roadmap projects, local service delivery and community engagement.
- b. Continuing to build ways to hear the community with equity, so the Movement represents the whole of communities in Logan. This includes agreed listening processes and minimum timeframes for engagement with leaders and families across a wide variety of cultural and socioeconomic groups (beyond service delivery system and beyond only key cultural cohorts). Create flexibility regarding the ways people can participate and the level of involvement they want to offer, including decision making.
- c. Reflecting on and evaluating the new engagement model and to what extent it helps shift from a "top-down" to "community-led" approach. Set goals for the next 12 months and measure progress against them.
- d. Continuing to celebrate and share successes to help keep momentum over time.
- e. As part of rolling this out, clarifying the role of the Backbone support and the Movement in creating and/or convening opportunities for increased community participation. E.g. what support do interested service providers need to learn from more participatory processes and to enable them to shift their approach?
- f. Invest in building cultural competency and building the mindsets, knowledge and skill for Collective Impact – policy makers, CEOs of organisations, practitioners, and community.
- g. Identify opportunities to strengthen the employment of local people with a diverse range of backgrounds and knowledge in the Backbone Team and other funded service provider organisations.

2. Keep supporting diverse local leadership across the Movement and collective governance

To continue to support community and cross-sector local leaders in the Movement, consider:

- a. Creating opportunities for a diverse mix of people to step into leadership roles (in and beyond governance) and support them with ongoing capability and capacity building. This requires sharing power, co-design and investing in leadership capacity.
- b. Backing credible and influential local leaders, with a key stake in Logan's challenges and opportunities, to lead the local change endeavour and provide resources for them to do the work.
- c. Enabling continued collaboration with First Nations peoples and groups such as Warril Yari-Go Karulbo. This requires resourcing to enable participation, contribution of Indigenous knowledge and co-design, and uptake of co-leadership roles. It would also be beneficial to have First Nations representation on the Logan Together Board if this is not already in play.

- d. Supporting services to do the alignment work necessary to bridge the ways of working within their organisations and within Logan Together (to create more alignment and focus on shared outcomes).
- e. Increasing community buy-in and ownership where community leaders are making significant decisions about direction and funding coming into the community.
- f. Leveraging the opportunity afforded by *Stronger Places, Stronger People* to deepen the work towards a 'whole of community' led approach, shifting power and devolving decision making.
- g. In 6-12 months, review the refreshed governance arrangements and reflect on how it has enabled/supported diversified and effective leadership, and partnering and collaboration.
- h. Use governance groups and the Roadmap Refresh process to unpack and resolve some of the tensions being held by partners (in addition to progressing the other recommendations which will illuminate these tensions and help drive resolution).

3. Come together around some common language for the Movement

Community engagement and growing the Movement in the next phase requires building common language for the Movement and its role, expressed in ways that are meaningful and motivating and inclusive of local community. To progress, consider:

- a. Developing simple, uniform language across the Movement that is accessible to everyone. Work towards having a broad use and adoption of the shared language.
- b. Promoting clear definitions for what the 'Logan Together Movement' is and continue to clarify the identity and role of the Backbone Team and the Movement. Help partners and local stakeholders see where they fit into the picture.
- c. Defining what 'working differently' together means and how to do this.
- d. Deepening the understanding of each other's role in the Logan Together Movement and system.

The above recommendations could link with the Logan Together Roadmap Refresh as a potential co-designed process for coming together around some common language.

4. Implement integrated understanding, measurement, evaluation and learning

Now that the MEL role in the Backbone Team has been filled, a key priority for the next phase will be operationalising MEL and strengthening of MEL capability across core partners through:

- a. Introducing processes to bring the knowledge and learnings from First Nations people into the MEL work. This will include learning new ways of measuring success using a First Nation's lens on data sovereignty and using culturally appropriate methods for reporting.
- b. Implementing priorities from the MEL plan, and determining an appropriate governance.
- c. Continuing the important work for data linkages, including with governments (Child Safety, Education and Health etc.).
- d. Setting a few priorities for strategic learning and look to integrate with the *Stronger Places, Stronger People* UMEL Learning Circles, and by developing the culture of learning.
- e. Co-developing some progress markers and/or rubrics for 12-18 months time to progress measurement in a few priority domains.
- f. Codifying what is being learned about incubating, managing innovation and scaling. This would develop a shared understanding about the different approaches to scaling and how they are working in context to inform decisions (see Cabaj & Weaver 2016). This could be done by a cross-case study analysis to develop criteria or guidelines/insights on scaling.

Set shared outcomes for the work, and ways of working, to help align Roadmap and organisations and support 360 degree accountability

- g. Co-develop a set of shared and agreed outcomes that the community and organisations can contribute to data collection and measurement. This would link interdependent community, organisational and Roadmap outcomes.
- h. Include outcomes for governments and other funding partners to support accountability to the community for how they are partnering, showing up and taking action. This could include co-creating a process for policy makers and service providers to report to Logan Together's community leaders and to hear their views.
- i. Include outcomes for the local community to support accountability to governments and other funding partners for how they are generating local changes and impacts.

Increase community and project level data collection and research to evidence what is happening for kids and families, and to inform the scaling of innovations

- j. Increase data focus and build a local evidence base by collecting data at a project level to measure outcomes and project specific evaluation/ research. This could be supported by continuing to build local capacity and capability.
- k. Set up research relationships and projects that deliver real-time research and/or community level longitudinal evidence on what is happening for Logan kids, families and communities (in relation to interventions).
- l. Co-design research with participants and beneficiaries (as well as key stakeholders) to include outcome measures important to them, and report research results back to community and key stakeholders.

5. Update and progress work on co-designing a “Sustainability Strategy”

Resourcing for the infrastructure to enable the Logan Together Movement is secured for the next five years (medium term). Logan Together should be planning for a transition to a locally led and driven Movement that is sustainable beyond this point. Planning for a “sustainability strategy” for the Movement could include:

- a. Strategies to increasingly embed Backbone Team functions in other local groups and organisations, and to ensure sufficient investment now in building local capacity and capability to carry these functions successfully (“Sunset” strategy for Backbone Team).
- b. Scenario planning regarding future funding and other supports, including planning for no additional resourcing from governments as part of a risk management approach.
- c. Identify long-term non-government partnerships that will support the ongoing collaboration and data/measurement programs.
- d. Opportunities to embed (where appropriate) place-based collective impact approaches as ‘business as usual’ which are resourced via core business investment from across service systems.



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Glossary

Term	Definition ⁵
Backbone support	The Backbone support for the Movement includes the collective governance groups, the dedicated Backbone Team, and core volunteers, trainees and student placements. The role of the Backbone support is to catalyse and enable collective action, through strategic planning, community engagement, capacity and capability building, and by improving the enabling conditions for longer term change.
Backbone Team	The dedicated team that serves partners across Logan Together and supports collaboration, communicates progress, and maintains the shared agenda. The Backbone Team is not a service delivery arm of Logan Together, but rather a connector, facilitator, advocate, and supporter of the partners' work on the ground.
Collective impact	Collective Impact is only one of many collaborative organisational approaches used for place-based initiatives. More than just a new way of collaborating, Collective Impact is a progressive, staged approach to problem solving that requires multiple organisations from different sectors to align with a shared agenda and mutually reinforcing activities. Collaboration for Impact (2018) define Collective Impact as: <i>A strategy to tackle deeply entrenched and complex social problems. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organisations, and community members to achieve significant and lasting social change.</i> One distinguishing feature of Collective Impact from other collaborations is the backbone organisation with dedicated staff, whose role is to help participating organisations shift from acting alone to working together (CFI, 2018).
Impact	The ultimate difference or net benefit made by an intervention (usually longer term). It refers to measures of change that result from the outputs being completed and outcomes being achieved. Compared to the combined outcome of activities contributing to a purpose, impacts are measured over the longer term and in a broader societal context (Commonwealth of Australia, 2015: 49).
The Logan Together Movement	Referred to as Logan Together in this document, the Logan Together Movement includes community members and groups, cultural leaders, schools, families, faith groups, businesses, sports clubs, service providers, three tiers of governments, philanthropy and the Backbone support (which includes the collective governance and Backbone Team). Collectively, these partners co-design, lead, deliver the Roadmap and strategic projects, are collaborating for the shared goals, and contribute to shared measurement and learning.
Place-based approach (PBA)	Collaborative, long-term approaches to build thriving communities delivered in a defined geographic location. This approach is ideally characterised by partnering and shared design, shared stewardship, and shared accountability for outcomes and impacts.
Roadmap (Logan Together)	The Roadmap is the organising framework for the collective's shared vision and population level outcomes measurement, and illustrates the intermediate outcomes relevant to 'key transitional phases' in the child's development across ages, namely: pre-conception; pre-birth; ages 0-1; ages 1-3; ages 3-5; and ages 5-8. http://logantogether.org.au/the-roadmap/
Rubric	A tool communicating expectations of quality, performance or progress. In many cases, scoring rubrics are used to define consistent criteria for grading or scoring. Rubrics allow stakeholders to see the evaluation criteria.
Systems	Systems are composed of multiple components of different types, both tangible and intangible. They include, for example people, resources, and services as well relationships, values and perceptions. Systems exist in an environment, have boundaries, exhibit behaviours and are made up of both interdependent and connect parts, causes and effects. Social systems are often complex and involve intractable, or 'complex' problems.
Theory of change	An explicit theory of how the intervention causes the intended or observed outcomes. The theory includes hypothesised links between (a) the intervention requirements and activities, and (b) the expected outcomes. Theory of change is often used interchangeably with program theory.

⁵ The majority of definitions are sources from the Place-based Evaluation Framework (Dart, 2018).

Annex 1a: Most Significant Change (MSC) story

The Story OF Warril Yari-Go Karulbo and Logan Together

This MSC story brings together the voices of three Warril Yari-Go Karulbo Leaders into one story.

Creating change at ChangeFest

“So we had six weeks before prior to the ChangeFest '18 happening and we weren't happy with how it was going because everything is about white's right and you get all these white speakers in and white everything and that didn't run with us.” (Storyteller 3)

“Originally, for ChangeFest's Aboriginal Torres Strait Islander participation they'd only given us one section of it. We fought hard to get what we did and we got represented a lot more.

We got a yarning circle in there, we got a marquee in there, we got art in there, we got everything we wanted. Plus, we got talking at a couple of the roundtable discussions and we got in there and we had a bit of a problem there; there was something we didn't agree with...so we talked that out...

There was supposed to be just a ChangeFest Statement. (And we thought) no, we want to make our statement too, so we had two statements and Auntie Robyn read it out and we got a standing ovation which was very good.

“I think that ChangeFest was one of the greatest things that happened for us.” (Storyteller 2)

“So the ChangeFest thing was good.When we were doing up the Statement, there was a lot of black fellas from all over Australia there at that first one and we were walking; we were going to walk out of it and the Uluru Statement had been done....it gets in the media and everybody goes yahoo, people might have a quick read of it, but no one reads this stuff. Nobody - they don't feel what's coming out of the words and what it means to Aboriginal Torres Strait Islander people.

Governments and bureaucracy come to us when they want to pinch our Indigenous Knowledge, but they don't want to do anything for it, so we sat in meetings. We have closed meetings and we have open meetings and there was some blood and tears and sweat because one thing that we are all proud - Murri's and Kooris and our - we are right, we know what's right for us and we need to be listened to.” (Storyteller 3)

That's how - so we did our ChangeFest Statement; we did it up on that document as a group cemented us.” (Storyteller 3)

“It was just sort of a lightbulb moment - we realised on that day we were influencers from the word go because we were organising it, we were getting dancers, we were getting guest speakers, we had like co-facilitating and everything like that. It was our show and we shone....We were the saviour of their ChangeFest and they won't admit it, but we were.

It was good for our community to see us shining too because we weren't like sort of Aboriginal people that come from the community, we were a collective force and a force that was to be reckoned with. I think that we know that power; I've known that power all my life.” (Storyteller 1)

Forming Warril Yari-Go Karulbo

“After that, that's how Warril Yari-Go started. We had a meeting after that and I said we've made this Statement, now, we've got to back it up. We've got to act on it.. and we've been doing that... That's the main word that's in here - change.” (Storyteller 2)

“Warril Yari-Go is both sides of the River. Working together.

Warril Yari-Go is in the centre of this circle. We support all community in Logan. We love Logan, we love everybody in it, but it's got to be led...It's got to be led by - from a First Nation's perspective.

The good thing about Warril Yari-Go is that there's no Board, there's none of that. We're a group of people that sit in a circle and respect with one another and contemplate. We listen (and we reflect) and we do that very, very good. So that was that start of it.” (Storyteller 3)

Our right to lead and be heard

“We've all had to learn to compromise since colonisation. We've had extreme losses, extreme hardship in terms of our spiritual lands were taken and others were brought on in.... We're resilient.” (Storyteller 1)

“I'm sick of the Government giving us funding telling us this is what you've got to do with it, that's what you've got to do with it, to spend this much. I said, it's about time they stopped educating us. I said now's the time for us to educate them.

I think that Logan Together noticed it too. We tell them no, I don't work that way anymore. This is the way it's going to go, this is the way we've got to do it and that's a start and I reckon it's great. “ (Storyteller 2)

“We sat down and worked it out one day, the knowledge that sits at that table from the Indigenous - the Aboriginal Torres Strait Islander things nearly 250 years.” (Storyteller 3)

The WYG and Logan Together partnership

“We were called to the meeting to talk and Logan Together wanted us to put our ideas about what the community was saying about early childhood education. ‘Were we getting a fair go?’.

We grabbed that with both hands because we hadn't been consulted before and it was really nice to sort of be asked what do we want. People will assume that we need this and that, but to be actually asked for our opinion was quite refreshing in terms of when governments have monies. They tend to spend it where they think, they don't ask or consult. It was good to be asked.

Then when we realised that they really wanted to know what we wanted and we were allowed to say whatever we wanted to - because you know, we didn't have anything to lose.

We were open and we were also hesitant because we had been bitten before as well and we were caught up with the enthusiasm of it - because that's how the Aboriginal movement has happened in Australia before.” (Storyteller 1)

“We were at the Leadership Table and Backbone Team and all that sort of thing. It's going a lot better because we're actually having a bigger voice now. We never had that much of a voice before, but now we're making sure we're going to be heard. It's come all through that ChangeFest.

That's the good things that have come out between our partnership. I've seen it, our partnership Warril Yari-Go and Logan Together going well at the moment and I'd like to see it keep on

growing - keep on going the way it is because anything that makes things better for our mob and our community, I'm all for it.

What makes it a lot easier too is wonderful people on both sides.

We've got wonderful people who are working with us. They're on the same page as us and we respect each other and we communicate with each other. That makes the job a lot easier if you're working with good people....If I've got good people around me, I'm happy and that's what's happening. That's why I think we work so well together.

I thank Logan Together. Maybe this would never have happened if we weren't involved with them, so that's one good thing that's come out of our partnership and yeah, a lot of things are going well." (Storyteller 2)

"That's the good thing about Logan Together. It's a partnership with us; it's not Logan Together coming together and stealing our IP - our Indigenous Knowledge and it's working with us to achieve that but running at our steam.

We set the agenda and it's fair, we talk about it, but we set the agenda what's best - because we know we're right, we know what's right for our people... They have showed us a lot of respect, but the only way for this to move forward is we do it our way. The (team) are lovely, they support what we do, but they're not black fellas." (Storyteller 3)

What's next? - We know what we need

"I think the time for waiting is over now and I think we need to get a few big, big runs on the board in different communities.

So that we can show the world what Logan is doing in terms of working together and I think that we should take this opportunity that's been given to us as like sort of coming out - the Commonwealth's coming out listening to us, all parts of government, the three tiers of government are there. I reckon that it'll be a nightmare if they don't listen because I think... Well...you know what if they don't...we're not going to give them another chance." (Storyteller 1)

"It's got power and strength, but we have to be afforded the right to move forward with it.

How I see it going is I see first of all the resources need to be shared - financial resources. Plus, we need a better top up than we got last time to support the workers that we've got in both areas. We get the vehicles, so we have those two Warril Yari-Go people on the payroll being able to do the job, of course, we can grow the network out there and all around the place. So it isn't just left to old fellas and old girls to run around everywhere and to do this.

So the resources have to be - people have to just listen to it.

We're starting to get little bits of money for our programs that we are funding and it's starting to work. But there are essential things when you're running around trying to build a Logan under this banner, essential things and tools that people need, we spoke about (some of the things we need) and it goes on deaf ears. So we're not going to cop that (any) more; we want two Board positions and we won't settle unless we get a male and a female position on the Logan Together Board.

That's where we're going to grow. We're going to keep growing that. The thing that upsets me, there's other organisations in Logan, they get millions of dollars, you know, millions. We've been here 60,000 - 80,000 years and we don't..... Our business is growing Warril Yari-Go for the benefit of Aboriginal people in Logan and being the centre voice of all the community groups.

That's why we want to get on the Board. We want our wishes heard at that level; that's the next string for us in our growth. We want (Logan Together) with us, they're fabulous support and that's what they should be.....The Backbone Team should be the support mechanism. We should be running this.

For this to progress to the next level, a true partnership where we are viewed as equals, we're funded correctly with appropriate tools (and employees) to do that.

What we say is how we want to see it - how we want to see it most, not deviated that way or that way. So it's our word and this is the way we want it to go.

Respect us as a people, respect our views and if you want to come along for the ride, you can, but we have to be leading it because it's our story... We've got to keep having a voice.

(Storyteller 3)

Annex 1b: Most Significant Change (MSC) story

Kindy scholarships: More days at Kindy helping kids and parents

I didn't even know about (the Kindy Scholarships program) until (the teacher) from the Family Place, came up to me and asked me if I wanted to be involved. I thought, Oh, this is amazing, because my daughter went to normal Kindy and she was only eligible for three days a fortnight. ...so it was great.

I was excited because obviously she wasn't eligible to go any more days, and being so attached to me, three days a fortnight just wouldn't have worked. Going to school five days a week is a really big transition from three days a fortnight. Definitely in the leadup to school (going three days a week) wasn't helping her. It wasn't helping her be away from me, because she was so reliant on me, she didn't want to be away from me.

Previously when I used to leave her and she was crying into somebody else's arms, it was heartbreaking. When I used to drop her off at her old kindy, she'd scream. I'd have to get the teacher to take her because she'd be upset. She wouldn't want me to leave, she wouldn't want to stay without me... She definitely needed to learn before school, so that was one of our goals when we filled out our goal sheet, of what we wanted to learn before we started school. They've helped heaps with that, so that's been amazing.

(The most significant change is) that she's happy to go. It's heartbreaking when you've got to leave them, they're crying in somebody else's arms. So definitely that she's smiling when you leave her. She actually wants to go to Kindy...(Previously) she'd wake up, she'd ask if she had to go to kindy, and then get upset if I said yes. But now she gets excited, and upset if she can't go'. This (Kindy) she loves, absolutely loves. Loves the teachers, loves the people.

She's becoming more independent, which was a big thing, because she just wanted me constantly. Now, she's happy to do her own thing. So, a big help.

Annex 1c: Most Significant Change (MSC) story

Seeing and hearing children under 5 years of age

Across the world, children that are five years and under are not really seen to have anything valuable as a citizen because they're kids, what would they know? That's just a societal perception of young children.

There's a lot of conversation around obviously, zero to eight children and there's a lot of conversation around birth, maternity, prenatal, young mums, that kind of very early stages. Then when it comes to things like consultation with children, it's like it skips over all the children until they're at school.

Community-wise, we have been able to really create some good awareness around children actually being seen and heard. The shift I see is that the communities are respecting and acknowledging that children five years and under are actually citizens and have a right to have an opinion. So, I do feel like, overall, there is a bigger shift about what children are capable of, is probably the best way to describe it.

I think that there is a – more of a community awareness that it's time to change. That's probably more a feeling rather than something concrete that I've seen, but I do feel like there's a definite shift that things need to change.

ChangeFest is a great example of that. I encouraged the organisers to let us interview the children on stage in front of everybody. I had these 3 three-year-olds who came on stage in front of 600 or 700 people in this auditorium, and we pitched questions that they had done in their play work here. So they were questions they were very familiar with, they'd already given answers for, all that sort of stuff, and so I actually pitched those questions to them on stage, in front of everybody, and they answered them really beautifully and very honestly, but very powerfully as well. It was a moment in time where I finally felt like the Logan Together Movement saw children that were under five years old. Actually saw them. Really, really saw them.

Annex 1d: Most Significant Change (MSC) story

Aligning service providers to avoid overlap

I've been here since the beginning, from before the beginning. I have been involved with Logan Together (LT) through my previous roles in government and worked in a few organisations linked with Logan Together and involved with Logan Together action groups. I am retired now and do lots of volunteer work.

I think the willingness of service providers to work together is the most significant change.

There's just so many services. It's a huge, huge service system. That's what makes it really complicated to try to bring that together. I think it is better now and these services are more willing to work together.

This change has been about bringing the service system together and identifying things that are issues and then attempting to do something about them. If there's an issue with kids getting their health checks, for example, we are trying to look at what are the barriers to that. Who can work on it together?

I think Logan Together played a really key role in this. If Logan Together wasn't there, some of the changes that have occurred probably wouldn't have happened.

Logan Together have got the muscle. They have got the clout that enables them to do that sort of stuff, but by the same token, it is still not easy. As some senior person changes position, or some government connection that they have made changes, then they need to redo that over and over. There is a lot of head banging trying to get things through. But I think they have played a key role with that.

Logan Together has taken an umbrella approach - when you're looking from outside you can see the (overlap and opportunities). When you're working inside it, you're just really worried about am I meeting the KPIs to get the tick to get the next bucket of money.

I think this is an important change, as before there were so many services delivering the same thing. I think that's a bit better however there needs to be more effort to align the service system and making a bit more sense of it.

Annex 2a: Case study on First Nations at the Centre

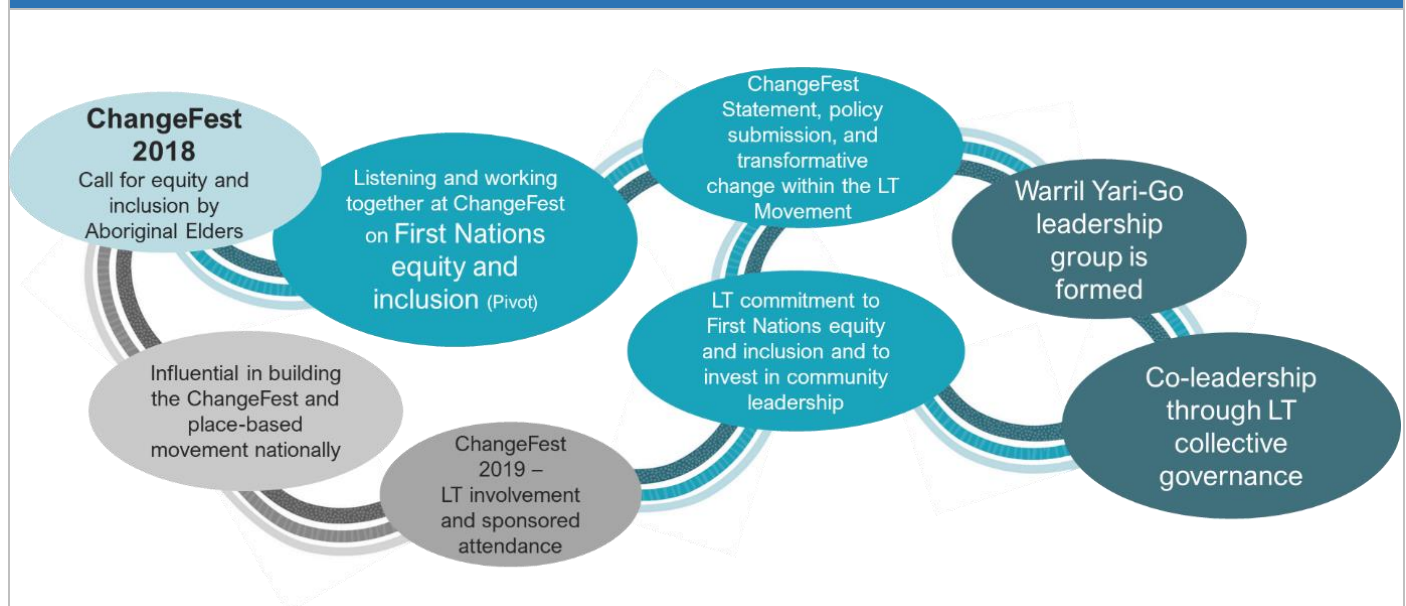
First Nations at the Centre	Outcome domain	Effective systems Strong Community
	Overall outcome rating	High
	Significance	High
	Evidence of outcome	High
	Level of contribution	High
	Evidence of contribution	High

Summary of the outcomes

Key outcomes achieved by Logan Together in relation to First Nations' equity, involvement and leadership include:

- First Nations equity and inclusion has been brought to the fore, with Aboriginal and Torres Strait Islander voices being amplified.
- Local Aboriginal leadership group Warril Yari-Go Karulbo has been established.
- There have been shifts in the way that First Nations leaders in Logan are working together in an enduring way and are co-leading Logan Together.
- The steps taken have led to transformational changes – for individuals and at a systems level.
- There is evidence of impact ripples, such as: the continued growth of the national movement; ChangeFest 2019 having a strong First Nations focus; influence on policy reform and advocacy wins; 2019 commitment to send local representatives to Mt Druitt, local spin off and legacy projects, and more.

The journey



1. Calling out inequity

In November 2018, the inaugural ChangeFest was hosted in Logan. ChangeFest is a national forum for celebrating and discussing place-based social change. The 2018 event brought together 600 delegates and about 90 speakers. Logan Together were collaborating with other event partners including Opportunity Child, Griffith University and Collaboration for Impact to organise ChangeFest.¹

In the lead up to the event, local Aboriginal leaders communicated to event organisers that they felt that First Nations' perspectives had not been considered or included in the focus and organisation. As one Elder said: "we weren't happy with how it was going because everything is about white's right and you get all these white speakers

in and white everything”². This was the beginning of a pivot for the Logan Together Movement, catalysed by what unfolded during and after ChangeFest.

2. The pivot

The ChangeFest organisers, Aboriginal and Torres Strait Islander community leaders and Logan Together Backbone team subsequently worked to include and amplify the voice and preferences of the First Nations communities during the conference. This also culminated in the ChangeFest Statement being re-written by the attending First Nation’s leaders, who aligned it with the Uluru Statement of the Heart.

3. A new era of Aboriginal leadership and partnerships in Logan

The ChangeFest process was the catalyst for the First Nations Leadership Group, Warril Yari-Go Karulbo, being created. Warril Yari-Go Karulbo is a collective of First Nations Leaders, Aboriginal organisations and community from across Logan City (“from both sides of the river”).

Warril Yari-Go Karulbo and Logan Together have continued to develop their partnership. Logan Together has prioritised embedding processes that increase Aboriginal and Torres Strait Islander perspectives and voices within Logan Together. This includes co-leadership, with representatives of Warril Yari-Go Karulbo now on the Logan Together Leadership Table and positioned in the centre of the Logan Collaborative Framework for Governance.

The shift to address the inequity took a lot of work from all parties, and it has not been without its “teething issues”. However, the rise of Warril Yari-Go Karulbo, Logan Together’s pivot within the Movement, and the newly formed partnership, were the most celebrated achievements during the 2018-2019 period by participants.



“I think that ChangeFest was one of the greatest things that happened for us.”²
(Aboriginal Elder)

Description of the outcomes

1. ChangeFest 2018 and Statement turning point for First Nations equity

Listening to the concerns of local First Nations people about not being genuinely involved in ChangeFest led to a turning point for First Nations equity in Logan. The pivot of Logan Together backbone and ChangeFest organisers to listen and place a much greater emphasis and value on First Nations’ perspectives during that first ChangeFest has resulted in transformational ripples of impact for individuals and at a systems level.

“A big turning point happened at ChangeFest. That gave us a voice, and Logan Together proved they’re committed to listening to the people of Logan. ... There is a long way to go, but people are talking now about not working as separate silos, there are rumbles of collaboration where there wasn’t any before – so I feel optimistic for the future”³ (Aboriginal Elder)

“Hands down the biggest outcome has been the ChangeFest 2018 event in Logan, then there’s been another one in Mount Druitt. That was just an absolute watershed movement, life-changing for me personally and the other people that I worked with and know within local community I hear the same from them too. It completely changed me as a person and as a professional. It was a very difficult and traumatic experience, great intentions, but it completely blew up like a phoenix from the flames, some really good things came, but not without damage.”⁴
(Backbone Team member)



2. Establishment of Warril Yari-Go Karulbo

One of the impact ripples that has come from ChangeFest is the creation of Warril Yari-Go Karulbo. The group is now working to advance social change for their communities by helping Logan Together, their partners and the community understand their priorities, and to help them to understand how stakeholders (including Logan Together) can and should strengthen the way First Nations communities are supported.

3. Co-leadership and strong partnership with Logan Together

Warril Yari-Go Karulbo and Logan Together have developed a strong partnership, which is still evolving. Underpinning these outcomes are myriad changes such as shifts in power, community agency, relationships, practices and mindsets. Warril Yari-Go Karulbo sit on the Leadership Table, with one member in the position of Co-

Chair. One of the Backbone Team members acknowledged that they are still learning how to improve the way they work with and for First Nations peoples:

*"The big learning out of ChangeFest was First Nations First. We've continued to learn how to actually apply that in our day to day work and decision making. That's a really big learning... we're still evolving and we're still learning how to do that."*⁵

*"That's the good thing about Logan Together - it's a partnership with us. It's not Logan Together coming together and stealing our IP - our Indigenous knowledge - and it's working with us to achieve that but running at our steam.... Another good thing that's come out of it, we've been talking to Logan Together saying this is the way we want to do it, this is the way things are going. They're listening to us. We're having a voice and we're talking. We want to keep on doing that."*² (Aboriginal Elder)

4. Impact ripples

Additional impacts resulting from ChangeFest 2018 include a policy submission that was developed during ChangeFest 2018 and submitted to Parliament by the ChangeFest Network. The policy submission called for the Australian Government to enact the recommendations from the Uluru Statement of the Heart, progress social investment reforms, and provide greater resources to place-based initiatives⁶ ChangeFest 2019 continued the strong focus on First Nations and place-based systems change, with Logan Together sponsoring 20 community members, including Aboriginal members, to attend ChangeFest 2019 in Mt Druitt in Western Sydney⁷. ChangeFest 2021 is currently being planned and will be held in the Northern Territory, building on the work to date.

Significance of the outcomes

Myriad changes such as shifts in power, community agency, relationships, practices and mindsets underpin these outcomes. From structural to transformative – this journey has been deep and involved the hearts and minds of many. Some areas of significance are as follows:

1. ChangeFest 2018 and Statement turning point for First Nations equity

ChangeFest was reported as a significant turning point for First Nations equity and involvement in Logan Together and as being a critical event in resetting the relationship between First Nations leaders and Logan Together. It showed a genuine move by Logan Together to listen to and value First Nations voices.

2. Establishment of Warril Yari-Go Karulbo

The creation of Warril Yari-Go Karulbo is important because it brought together previously separated First Nations groups in Logan and gave them a platform for a collective voice.

3. Co-leadership and strong partnership with Logan Together

The inclusion of Warril Yari-Go Karulbo in the governance of Logan Together creates the beginnings of a significant shift in the power dynamic and the way that Aboriginal and Torres Strait Islander people are involved in creating change for their communities as part of Logan Together's work.

4. Impact ripples

The impact ripples mentioned above are significant because they are creating influence and change on a national level.

Outcome enablers and next steps for implementation

Key enablers for achieving the outcomes include Aboriginal leaders speaking out against inequity, the willingness of the Backbone Team and ChangeFest organisers to listen and pivot, trust and relationships, and different First Nations groups agreeing to work together and be represented under one banner (among others).

While the outcomes represent a significant change in terms of the inclusion of First Nations peoples in Logan Together's work, it is critical that Logan Together continue to collaborate with First Nations peoples and groups such as Warril Yari-Go Karulbo and embed the First Nations at the Centre principle. This requires resourcing to enable participation, contribution of Indigenous knowledge and co-design, and uptake of co-leadership roles. It would also be beneficial to have First Nations representation on the Logan Together Board if this is not already in play. A member of Warril Yari-Go Karulbo said:

*"(The partnership with Logan Together has) got power and strength, but we have to be afforded the right to move forward with it. For this to progress to the next level, a true partnership where we are viewed as equals, we're funded correctly with appropriate tools (and employees) to do that."*² (Aboriginal Elder)

Contribution of Logan Together Movement and Backbone

The outcomes discussed here largely stem from the pivot that occurred in the lead up to and during ChangeFest 2018. As one of the four founding partners of the festival, the Logan Together Movement has played a strong contributing role in the changes that were initiated. The Movement committed to the First Nations at the Centre principle and have supported embedding structures for First Nations' agency into governance, such as having a Warril Yari-Go Karulbo Elder co-chair the Leadership Table.

The Backbone Team formed part of the ChangeFest organising committee and have continued to adapt their practice and structures since ChangeFest 2018 to better include and amplify First Nations voices. They have played a key enabling role in building the relationship with First Nations Leaders, supporting the creation of Warril Yari-Go Karulbo, brokering the partnership between Logan Together and Warril Yari-Go Karulbo, and providing ongoing support and advocacy to help Warril Yari-Go Karulbo grow their work.

*"I thank Logan Together. Maybe this would never have happened if we weren't involved with them, so that's one good thing that's come out of our partnership and yeah, a lot of things are going well."*² (Aboriginal Elder)

Cross case analysis

Which Roadmap domain does the outcome align with?	<input type="checkbox"/> Ready to have kids <input type="checkbox"/> Good start in life <input type="checkbox"/> On track at 3 years <input type="checkbox"/> On track at 5 years <input type="checkbox"/> On track at 8 years <input type="checkbox"/> Family foundations <input type="checkbox"/> A strong community <input type="checkbox"/> Effective systems
Which systemic changes are happening?	<input type="checkbox"/> Domain 1: Policies <input type="checkbox"/> Domain 2: Practices/services/ social innovation <input type="checkbox"/> Domain 3: Resource flows <input type="checkbox"/> Domain 4: Relationships and connections <input type="checkbox"/> Domain 5: Power dynamics (leadership and community agency) <input type="checkbox"/> Domain 6: Mental models and mind sets
Which collective impact conditions are enabling the result?	<input type="checkbox"/> Systems approach <input type="checkbox"/> Building a community movement <input type="checkbox"/> An empowered community <input type="checkbox"/> Strategic learning <input type="checkbox"/> Reform social investment and policy <input type="checkbox"/> Container for community change

Evidence

The following evidence exists for the changes detailed above.

1. <https://changeifest.com.au/>
2. Progress study interview - Transcript 3
3. <https://www.dss.gov.au/publications-articles-corporate-publications-annual-reports/the-future-is-collaboration>
4. Progress study interview - Transcript 22
5. Progress study interview - Transcript 19
6. <https://logantgether.org.au/wp-content/uploads/2019/03/ChangeFest-policy-submission.pdf>
7. Logan Together Yearly Report 2019

Verification and contribution

The [what else tool](#) has been used to conduct light contribution analysis. There is a high level of evidence that the outcomes were achieved, verified by triangulation, with high level evidence about the role of Logan Together in contributing to these outcomes. All key informants verified there was a reasonable case that Logan Together played the role of catalyst and accelerated the work. Level of contribution is high. Current evidence of contribution is high.

Annex 2b: Case study on Maternity and Child Health Hubs

Maternity and Child Health Hubs Case Study

Outcome domain	Good start in life
Overall outcome rating	Med-high
Significance	High
Evidence of outcome	Med-High
Level of contribution	Medium
Evidence of contribution	Medium

Summary of the outcome

Logan's first three Community Maternity and Child Health Hubs were successfully launched in April 2018, with a fourth hub recently opening in March 2020. The hubs aim to support at-risk women and families during pregnancy by providing community-based spaces for women to receive continuous care during pregnancy and connect them to early childhood health and services post-birth. 425 babies were born during the reporting period across the different hubs. Three key outcomes have emerged since the establishment of the hubs.

First, women and families engaging earlier with antenatal care are experiencing better birthing outcomes and are more connected to care services, and this includes creating outcomes for women and families from First Nations, Maori/Pasifika and culturally and linguistically diverse target cohorts. Outcomes achieved include (but not limited to) a 50% reduction in pre-term births from 2018, less caesarean section compared to standard care (10 per cent), improvement for closing the Gap performance indicators of reduction in smoking and smoking cessation (15 per cent to 63 per cent); and improvement in uptake of antenatal visits for women experiencing vulnerability. Second, there is evidence of a shift in traditional healthcare policy and practice, by virtue of the hubs placing community need at the centre of decision making. Third, there are broader learnings being generated for the field around best practice maternal and child health.

The hubs initiatives performed well in the 2018 Progress Report and since then have continued to progress and be successfully scaled for increased impact. Their establishment is a result of the commitment of a wide range of partners including local families, Metro South Health, host partners, ATSIHCS, Access, Benevolent Society and the Logan Community and Maternity Child Health Oversight Committee. The Logan Together Backbone Team provided close support in establishing the hubs, and since then the Movement and Backbone Team has played a support and advocacy role.

Background and context

Results of a Logan Together community consultation process held in 2015 showed that each year, between 500 and 600 women in Logan were accessing little or no care during their pregnancy, and many of those who were seeking and receiving support were not receiving continuity of care after giving birth.¹ At that time, services were regarded by participants as institution-centric, authoritarian and not working in an environment that enabled the delivery of evidence-based care.²

As a result of frustrations with local health services and the locally identified issues around support for women during pregnancy, Logan Together facilitated the formation of project groups, community consultations and co-design processes with Logan women to develop a community-based service model. The co-design process brought together the identified, specific needs of the community; research on evidence-based practice; long-time maternity consumer advocates; and health services. The result was an evidence-based and community co-designed approach to maternal and child healthcare in Logan which focused on vulnerable communities as its target cohort.

The Community Maternity model is based on wholistic wrap around social service support, building on place-based care. Key features of the model include offering women their own midwife from the early stages of pregnancy to ensure continuity of care; the placement of hubs within community organisations, as opposed to larger central hospitals; and the ability to provide wrap around support to women via referrals to other services including emergency bill paying, housing, refugee settlement, domestic and family violence support and more.²

The model aims to increase access and uptake of care for women and families experiencing vulnerability and not accessing care at Logan Hospital. Target cohorts include Aboriginal and Torres Strait Islander women, Maori and Pacific Island women, young parents under 18 years old and women with significant social risk.³

Their establishment is a result of the commitment of a wide range of partners including local families, Metro South

Health, host partners, ATSIHCS, Access, Benevolent Society, and the Logan Community and Maternity Child Health Oversight Committee. Key partners for the hubs include community members, consumer advocates, academics, service providers, and representatives from governments and the hospital. Several partners involved in the project are aligned with the Logan Together Movement.

The Maternal and Child Health Hubs 2019 Executive Director's report cites that 425 babies were born during the reporting period across the different hubs.⁵

Description of the outcome

The hubs' main areas of impact over the period mid 2018 – March 2020 are outlined below. Outcomes achieved in these areas build on the outcomes set out in the Logan Together Progress Report 2018, and show a maturing of the service, its reach and its impact. Three main outcomes were identified.

1. Early instances of impact for women

The most prominent outcome of the Maternity and Child Health Hubs project is an increased rate of women engaging in continuous, antenatal care. Earlier engagement is linked to many positive antenatal outcomes including that less women are presenting to local hospitals who have had no prior maternal health care; increased holistic, wrap around antenatal support being received; and improved birthing outcomes.⁵ The number of women accessing and self-referring to the hubs has grown over time. Anecdotal evidence suggests that this is due to increased trust in the service from community members who refer family and friends. Outcomes achieved include less caesarean section compared to standard care (10 per cent), improvement for closing the Gap performance indicators of reduction in smoking and smoking cessation (15 per cent to 63 per cent); and improvement in uptake of antenatal visits for women experiencing vulnerability.³ In comparison to the 2018 results, the 2019 Maternity Hubs saw clinical improvements on the previous year including 44% of smokers reducing or quitting smoking, lowered numbers of pre-term births and a decrease in babies weighing <2500g.⁶

As well increasing choice and control, and access and uptake of antenatal care, the hubs have led to an increased soft entry and provision of wrap around services starting in pregnancy for participating women (e.g. housing, education, domestic and family violence supports and other services as needed, via existing community organisations; as well as providing multi-disciplinary support with maternal and child health service providers).³

2. A shift in institutional power, practice and policy

As a result of the co-designed model and the governance structure (including the Oversight Committee), the work of the hubs is centred around the way the community want maternal and child health to be delivered. Hubs are accountable to the community through the oversight committee. In contrast to support being provided in hospitals, the community-based Maternity and Child Hubs mean that care is provided locally, with services based around the needs and timelines of the women and families. Evidence shows that through this model of care, some women are experiencing more choice and agency over their pregnancy and being able to access antenatal and birthing care in a culturally safe way.

'I would never have considered, as a clinician, that this would be such a core way to give care to women. It's been a real pathway of learning for me to see the profound effect we're having on families when we decide to give a huge amount of community ownership'⁴

3. An increase in learning around best practice maternal and child health

There are three main learning 'bright spots' that are contributing to the dissemination of best practice maternal and child health information in the community. First, the Oversight Committee learn from their members (including consumer advocates, community members and academics) so that the most up-to-date, community-based data can be fed into the hubs' programming. Second, the Metro South Health board continue to learn about effective maternity practices, influencing the maturing of the model. Finally, connections with Griffith University mean that students are being provided with an enhanced clinical education through work placements. Griffith University Midwifery Students report an increase in confidence and capabilities as a result of their placements with the hubs. Maternity and Child Health Hubs are also being used as a best practice 'case study' during an online course called 'Maternity Care: Building Relationships Really Does Save Lives'. The Logan Maternity and Child Health Hubs are the prime case study of the course, which has already had 10,000 people complete nine hours of learning over a three week period.

Significance of the outcome

The significance of each outcome area differs according to the level of the outcome, with different assessments of significance at the individual level (outcomes for women), at the system level (outcomes for the health system and the delivery of care), and the reach and influence of learnings coming out of the Hubs.

1. Early instances of impact for women

Increased numbers of women engaging in continuous, antenatal care in Logan is a significant outcome. The demography of women in Logan means that many women present to the hubs with complex medical needs as well as complex social and emotional needs. Culturally-safe early engagement means that more vulnerable women are being linked to much needed services.⁴ Research also shows that women who receive continuity of care are less likely to have premature births, are at lower risk of stillbirth, have a reduced chance of caesarean birth and a lower chance of negative feelings about the birth experience.⁷ This suggests women who access the hubs are more likely to have a better birthing experience than if they were not receiving continuity of care.

2. A shift in institutional power, practice and policy

Traditionally, hospital systems are complex, patriarchal and exclude mothers and families from some levels of decision making. This outcome is therefore significant because the hubs are enabling mothers to regain some agency and power, providing flexible and adaptive care in line with families' needs and wants. Women are now able to receive care in an unthreatening environment at a time of their choosing. The power dynamic between health service provider and community member is also more balanced.

3. An increase in learning around best practice maternal and child health

The learnings generated from the Maternity and Child Health Hubs are significant because they are having reach at the individual, governance and systems level. These learning ripples are threefold, with information about best practice continuity of care continuously circulating between stakeholders and the potential to affect change in other locations.

Progress since previous progress report and next steps

Since the last progress report there have been many areas of progress for the Community Maternal and Child Health Hubs, with further expansion planned for 2020. The hubs have scaled from three hubs to four. The midwifery workforce supporting the hubs has also increased from 12 in late 2019, to 33 by mid-March 2020. This means that capacity will have grown to support over 1000 women in 2020, which is larger than the amount needed to cater for the known high-risk cohort (n=600) of birthing families. There has also been a recent health service announcement of the intention for the hubs to cater for up to 50% of all 3,500 public system births in the City.⁸

Next steps for the Logan Movement's involvement in the Maternity and Child Health Hubs includes continuing to support the opening of the most recent hub and Hosanna Logan City.

Contribution of Logan Together Movement

Since 2018, the Maternity and Child Health Hubs have grown substantially through the efforts of all stakeholders involved but most prominently through the efforts of Metro South Health, the provider. Other stakeholders that have supported the outcomes are Griffith University and the Maternity and Child Health Hubs themselves, and a range of other partners. Several partners involved in the project are aligned with the Logan Together movement.

Through their work on the Oversight Committee, members and partners of the Logan Together Movement have continuously lobbied and advocated for the delivery of Maternal and Child health in a community-centred way. They have also been able to bring together people of influence into the Oversight Committee when a champion is needed to cut through bureaucracy and advocate for the less powerful.

*'Yes, in fact I think that's entirely the benefit of Logan Together ... the big issue is the ability to broker relationships between less powerful and more powerful.'*⁴

Contribution of Logan Together Backbone

The Logan Together backbone team played an important support role in catalysing this work. It is important to note that there were many other advocates in the space as well. However, it is arguable that without Logan Together it would have taken much longer – with some informants believing this to be the case.

Since 2018 their contribution is mainly via their role as part of the Oversight Committee and providing support to related projects. The new Maternity and Child Health Hub also opened with the strong support of the Logan

Together Backbone. Most significantly, the Backbone were instrumental in helping secure funding for the Hosanna Logan City Maternal and Child Health Hub by leveraging their influential networks.

‘(In establishing the Maternity Hubs for the Pasifika community), Logan Together did contribute largely because we didn’t receive any government funding to get the hub up. But Logan Together, their team, individuals in their team, as well as Matthew Cox, were able to go out and find some sponsors for us’⁹

Cross case analysis

Which Roadmap domain does the outcome align with?	<input type="checkbox"/> Ready to have kids <input type="checkbox"/> Good start in life <input type="checkbox"/> On track at 3 years <input type="checkbox"/> On track at 5 years <input type="checkbox"/> On track at 8 years <input type="checkbox"/> Family foundations <input type="checkbox"/> A strong community <input type="checkbox"/> Effective systems
Which systemic changes are happening?	<input type="checkbox"/> Domain 1: Policies <input type="checkbox"/> Domain 2: Practices/services/ social innovation <input type="checkbox"/> Domain 3: Resource flows <input type="checkbox"/> Domain 4: Relationships and connections <input type="checkbox"/> Domain 5: Power dynamics (leadership and community agency) <input type="checkbox"/> Domain 6: Mental models and mind sets
Which collective impact conditions are enabling the result?	<input type="checkbox"/> Systems approach <input type="checkbox"/> Building a community movement <input type="checkbox"/> An empowered community <input type="checkbox"/> Strategic learning <input type="checkbox"/> Reform social investment and policy <input type="checkbox"/> Container for community change

Evidence

The following evidence exists for the changes detailed above.

1. <https://logantogether.org.au/partner-information/projects/>
2. Logan Together Progress report 2018
3. Case study [Community Maternity Hubs](#) on Queensland Government website (last updated 13 March 2020)
4. Transcript 3
5. Maternity and Child Health hubs 2019 Executive Director’s report
6. Transcripts 3,5,6
7. <https://www.cdc.gov/ncbddd/childdevelopment/early-brain-development.html>
8. Logan Together Yearly Report 2019
9. Transcript 16

Other sources for the case study included: Transcript 25.

Verification and contribution

There is medium-high level of evidence to demonstrate that the hubs have led to some instances of improved birth outcomes, some shifts in institutional power and an increase in learning around best practice maternal and child health. More quantitative data, as well as more in-depth qualitative data from women who visit the hubs would strengthen the evidence in this case study. There is medium-level data about the role of the Logan Together Movement and Backbone in contributing to these outcomes. All key informants who worked closely with one or all of the hubs (n=4) spoke highly of the support provided by the Backbone Team, such as brokering relationships with other potentially helpful organisations. The [what else tool](#) has been used to conduct light contribution analysis based on data collected. Level of contribution is medium. Current evidence of contribution is medium.

Annex 2c: Case study on Kindy to Prep

Kindy to Prep	Outcome domain	On track at 3 & on track at 5
	Overall outcome rating	Medium
	Significance	Medium-high
	Evidence of outcome	Medium
	Level of contribution	Medium-high
	Evidence of contribution	Medium-high

Summary of the outcome

Logan Together is currently implementing the Kindy to Prep Program, a coordinated program of actions to reduce and resolve a range of barriers which may be preventing Logan families from sending their children to a good quality kindergarten. Logan Together's priority focus to ensure that children are 'on track at 5' is to increase the number of children attending an approved kindergarten program in Logan. The suite of Kindy to Prep projects are part of the Logan Together Roadmap work. There have been some instances of impact in this suite, including some increased awareness of the importance of kindergarten among families, reported increases in enrolments, increased access to kindergarten for some cohorts and an increase in coordination and organisation of the Kindy to Prep suite.

Background and context

Currently, approximately 52% of Logan children do not regularly attend Kindy, which is significantly lower than state and national averages.¹ Research shows that having at least 15 hours of kindergarten per week increases learning and development outcomes for preschool children. Research also shows that children who attend kindy are better prepared for school than those who begin prep without any early learning experience. When children attend an approved kindy program, they are exposed to an expertly designed curriculum to build the child's social, cognitive and physical skills so that they are well prepared for school.²

A suite of projects within the Kindy to Prep program have been launched or progressed since mid-2018 that look to address this issue by increasing the number of children attending a high-quality kindergarten and successfully transitioning kindergarten students into prep². These projects aim to do this by reducing the range of barriers that may be preventing parents from sending their children to a good quality kindy and by supporting kids to make a smooth and timely transition to school.³ They include the Kindy Scholarships program, Kindy conversations, Kindy communication activities, the Enrol to Prep campaign, RASEC Pilot and other supporting projects. These projects are being delivered in collaboration with a range of community partners (Communities for Children, Rosie's Early Learning, Goodstart, C & K, ParentsNext providers, foster carer networks, community gateways, and corporate partners).

Description of the outcome

Overall, there is evidence that The Kindy to Prep suite of programs is making an impact for Logan families and children with some evidence of increased numbers of children attending kindergarten and transitioning into prep. Some feedback is that the Kindy to Prep work has been a 'slow burn'⁴ and that there is a lack of available data to understand population level shifts; however, four key outcomes have been identified as a result of the work.

1. Anecdotal evidence of increased parental awareness of the importance of sending their children to Kindergarten.

Data collected in a 2018 Kindy Conversation review found improved parental/caregiver knowledge of the importance of kindergarten and of enrolment processes. To strengthen the impact of this outcome, Logan Together developed a Family Kindy Guide, and 54 service partners were trained in 'kindy conversations' by July 2019.⁵

2. Some schools had an overall increase in the number of families enrolling in prep.

Evidence from four schools who were involved in the Enrol to Prep campaign (2017 – Current), and who had appropriate comparative baseline data, saw an overall increase in families enrolling their child into prep prior to school commencement. Additionally, three of the schools had a decrease in late enrolments and in families coming to enrol their child without a birth certificate.⁶ It is noted that school promotion of early enrolment may have also played a role in this outcome. There is anecdotal evidence that progress is being made regarding children from

refugee and asylum seeker backgrounds, with 140 refugee children enrolled in Kindergarten in 2019 through partners Access Community Services. A gap remains, however, for other Pacifica and CALD communities.⁷

3. Increased access to kindergarten for small cohorts of families facing barriers in sending their child to kindergarten.

Through the Kindy Scholarships program, Logan Community Bank branches of Bendigo Bank and private donors are providing 40 children with scholarships in 2019, 16 of whom will begin kindy in 2020.¹

*'The biggest achievement definitely would be the kindy scholarships. Achievement both in terms of seeing additional kids go to kindy as a result of the scholarships, but also in terms of taking a model and tweaking it and replicating it in different parts of Logan and shaping it to different sectors.'*⁸

4. Increase in organisation and coordination of Kindy to Prep projects

Strengthening partnerships and collaboration across the Kindy to Prep focus area has contributed to an increase in organisation and coordination of Kindy to Prep projects. This has included asset mapping, the creation of a shared accountability framework, sharing literature reviews and models of best practice.

*'The level of organisation and coordination has been the biggest change. It has been the planning, the coordinating, the understanding, the sense making of the space and bringing it all together into a program of work. It's the bringing together of people in those roles, the relationship building. The background work...It's the information collection and analysis and all of that, getting the voices of community through our listening activities and surveys to inform the design of the work.'*⁹

Significance of the outcome

The significance of the four main outcomes is that they are evidence of small steps being taken in Logan to address the low kindergarten attendance rates and high number of children entering prep either late or unprepared for primary school.

The increased awareness of the importance of kindergarten attendance among families and increased access for kids to kindergarten through the Kindy Scholarships program is significant because of the benefits of regularly attending kindergarten for the learning and development outcomes of preschool children.⁸

The Kindy Scholarships program is also significant because eligible families are provided with the opportunity to have their child attend longer hours at kindergarten than what they would otherwise be able to. In addition to families receiving financial support, through Logan Together community partners, eligible families are identified, barriers assessed, and support is given to families to navigate the complex kindergarten enrolment and childcare subsidy process. Anecdotal evidence suggests that children are happier and more engaged as a result of increased hours at kindergarten through the Kindy Scholarships program.

*'She actually wants to go to kindy, whereas her old kindy, she didn't want to go at all.'*⁹

Work being completed in the refugee and asylum seeker space is significant because Logan City is home to more than 214 different cultures and kindergarten participation is significantly lower amongst certain cultural groups.²

Next steps and prospects for implementation

There are a range of activities that have been identified as next steps for the Logan Together Movement. Building on the Kindy Conversations work, the Backbone Team are currently progressing plans to establish a network of trained and resourced Early Years Champions across Logan, to support the work of the Logan Together Movement in the delivery of the Early Years Roadmap priorities. Kindy communications collateral is also being refreshed in order to cater for Logan's diverse cultural communities. Planning has commenced for a city-wide Kindergarten Sign Up month in the middle of 2020 and other promotional opportunities for kindy, including Under 8s week.¹

Contribution of Logan Together Movement and Backbone

The Logan Together Movement and partners have been instrumental in bringing about the changes listed above, playing a range of supporting, enabling and leadership roles.

The Movement has collectively contributed to the overall increase in organisation and coordination of the Kindy to Prep work, particularly through the Strategic Advisory group.

'In this process Logan Together has contributed through the strength of the strategic advisory group, as there's just some very strong executive level leadership. That's provided the direction and the authorising environment and has

been an enabler. The cross-representation on that group is probably a big thing and their level of expert knowledge and participation in meetings.⁸

The Kindy Conversations project was built on established partnerships. It was catalysed and driven by the Logan Together Movement and led by the Backbone Team with Communities for Children funding. Funding and project management for the Kindy Scholarships program was facilitated through the work of the Backbone Team. Community partners Family Place and other C&K providers are heavily involved in scholarship delivery.

In the refugee and asylum seeker space, the Logan Together Backbone played an enabling role, funding a refugee and Asylum Seeker Early Childhood Coordinator to work one day a week with partner Access Community services. This coordinator helps to enrol children from refugee and asylum seeker backgrounds into kindy and helps them to stay engaged with kindy. It was also reported that the Backbone Team volunteered their time to Access Community services when there was an influx of kindergarten enrolments and not enough capacity to enrol all new families, and they have supported other community events that support the Kindy to Prep initiatives.

Cross case analysis

Which Roadmap domain does the outcome align with?	<input type="checkbox"/> Ready to have kids <input type="checkbox"/> Good start in life <input type="checkbox"/> On track at 3 years <input type="checkbox"/> On track at 5 years <input type="checkbox"/> On track at 8 years <input type="checkbox"/> Family foundations <input type="checkbox"/> A strong community <input type="checkbox"/> Effective systems
Which systemic changes are happening?	<input type="checkbox"/> Domain 1: Policies <input type="checkbox"/> Domain 2: Practices/services/ social innovation <input type="checkbox"/> Domain 3: Resource flows <input type="checkbox"/> Domain 4: Relationships and connections <input type="checkbox"/> Domain 5: Power dynamics (leadership and community agency) <input type="checkbox"/> Domain 6: Mental models and mind sets
Which collective impact conditions are enabling the result?	<input type="checkbox"/> Systems approach <input type="checkbox"/> Building a community movement <input type="checkbox"/> An empowered community <input type="checkbox"/> Strategic learning <input type="checkbox"/> Reform social investment and policy <input type="checkbox"/> Container for community change

Evidence

The following evidence exists for the changes detailed above.

1. Logan Together February 2020 yearly report
2. Live projects register provided by Logan Together
3. <https://logantgether.org.au/partner-information/projects/>
4. Transcript 11
5. 2018 Kindy conversations campaign review
6. Enrol for prep campaign evaluation
7. Transcript 2
8. Transcript 25
9. MSC story 24

Other sources for the case study included: Notes from Action group meeting July 2019, MSC story 21 and [https://dera.ioe.ac.uk/23344/1/RB455 Effective preschool primary and secondary education project.pdf](https://dera.ioe.ac.uk/23344/1/RB455_Effective_preschool_primary_and_secondary_education_project.pdf)

Verification and contribution

There is a medium-level of evidence to demonstrate that the Kindy to Prep suite of programs is having an impact on families and their children. As there was only one source of primary data, and only small amounts of quantitative data drawn from previous reviews and evaluations, it is difficult to draw conclusions on impact for whole cohorts. The contribution of the Logan Together Movement, Backbone and partners is medium-high, and the evidence of contribution is medium-high. The [what else tool](#) has been used to conduct light contribution analysis based on data collected.

Annex 2d: Case study on Connections

Increasing connections – Logan Rivers project and Yarrabilba Family and Community Place

Outcome domain	Family Foundations & A strong community
Overall outcome rating	Medium
Significance	Medium
Evidence of outcome	Low - Medium
Level of contribution	Med-high
Evidence of contribution	Med-high

Summary of the outcome

The Logan Rivers project has been designed to support the connection of existing services and the development of new programs and services. This was in response to needs identified by families and children living in Yarrabilba and Logan Village.¹ Activities that have been delivered within this program include evidence-based activities for school aged children during school holiday programs, and after school activities. The focus is on getting families to play together and undertake tasks that are fun and educational.²

The Yarrabilba Family and Community Place was opened in 2018 to respond to some of the vulnerabilities identified in the Yarrabilba area, including social isolation and a lack of social capital. The site acts as a 'soft entry' community hub that connects people to programs, services and others in their community, with a focus on the 0-12 age group.³ This hub was the first purpose built Family and Community Place that sits under the Community Gateways umbrella, which is really looking at the critical role the Hubs and Gateways play in Logan.⁴

From both projects, the early outcomes identified a focus on improving connection, and included anecdotal reports of increases in connection between children, their families, their community and services. The Community Gateways initiative could potentially support these projects and hubs in the greater Logan area.

Description of the outcome

Several Logan Together programs aim to produce outcomes that broadly contribute to the Roadmap goals of building 'Family Foundations' and 'A Strong Community'. Through the current work of the Logan Rivers project and the Yarrabilba Family and Community Place, it is reported that people are experiencing increased connections within their own families, between other families, with the community and with local services. The outcomes surrounding these connections support the Roadmap goals.

Anecdotal evidence suggests **an increase in connections between families and their children** through participating in programs and activities at either the Yarrabilba Family and Community Place or the sites where the Logan Rivers project operates. Community connectors, staff and other stakeholders reported that they observed parents/carers building relationships with their children. Positive feedback was also received from parents about the time they were able to spend with their child.⁵

In both projects there are instances where stakeholders have observed an **increase in connections between different families and their community**. Through participating in activities with families of a similar demographic, some parents/carers have formed micro communities, sharing support and friendship.

*'We've seen families build connections with each other and start to form little micro villages. They started by looking out for each other's kids and then they started doing things like eating lunch here together... doing things like, 'hey, I'm pregnant and I've got to go to this appointment' – 'well leave your kids here with us and you can go to your appointment without dragging your other kids along'. So little support networks or micro villages.'*³

A small number of parents are **connecting to community services and Hub representatives**.

*'We noticed that people started interacting more with health professionals, so instead of going to Dr Google, they'll come and ask questions of the child health nurse or myself or whoever else happens to be in here. We've noticed that people are less afraid of services. Whether that's legal services or child safety or health, or whoever, people just seem less concerned about reaching out.'*³

Significance of the outcomes

These outcomes are significant for the following reasons. First, previously in the Logan Rivers area where both projects are operational, there were no consistent, evidence-based activities in which children and their families could participate and where they could spend quality time together.⁶ Second, one of the issues identified in the Logan Rivers area was that because a large portion of the community is newly settled or transient, there was a lack of social capital and a lack of spaces for people to be able to get together, feel safe and build social capital.

*'We wanted to have a space where people feel safe. Where they can get together and actually start to build social capital. The community of Yarrabilba didn't have a space like this prior. What we identified is lots of our families didn't actually know each other, didn't have any friends here.'*³

Third, because a large portion of the population in the Logan Rivers area is newly settled, it is significant that the Yarrabilba Community and Family Place and Logan Rivers projects provide families with a space where they feel comfortable to connect with each other, with services, and to reach out to project representatives for advice on local services.

Outcome enablers and next steps for implementation

A key feature of The Yarrabilba Family and Community place is that it is a part of the Community Gateways project, which seeks to build a network of child and family centres across Logan that can provide critical engagement points for families. The Community Gateways project builds on existing child and family and neighbourhood centres in the city, with a view to increasing their capacity.⁷

The Community Gateways project supports the funding and design of designated places in the community whose sole purpose is for people to come together. It acts as an enabler for community hubs, with the Yarrabilba Community and Family Place being the first purpose-built hub involved in the Community Gateways umbrella. This is an example of the kinds of outcomes that can occur when there is consistent funding, support and connections with a range of supportive stakeholders.

The Community Gateways Project is significant because it is looking at reinvestment into and the elevation of community hubs. Partners are currently putting together a service reinvestment proposal for government, urging them to consider how these hubs are being used and resourced and how they could be used and resourced more efficiently. This funding proposal is significant because it is looking to elevate the function of these hubs as central places for connection to community and needed services.

*'(Without an investment model like this, funding) is so inconsistent. So great stuff happens or great workers are there and then as soon as the funding shifts or changes, it all just collapses on itself. So things like emergency relief, these centres have just been such critical hubs. But not because of their physical space, necessarily, but because of the network that was in there of staff and families.'*⁸

The Community Gateways project outline will be distributed to all connected partners. Once approved, implementation can commence.⁹

The Logan Rivers Projects and The Yarrabilba Family and Community Place projects and hubs, currently in operation are increasing connections between children, families and services. If successful, the Community Gateways project could support, build and learn from these existing projects and hubs, and further the connection outcomes within Logan.

Contribution of Logan Together Movement and Backbone

The Logan Rivers project is an example of a Logan Together Movement partnership. The project is a three-way partnership between Communities for Children as the funding body, the Yarrabilba Community Association (YCA) who have provided the venue, and the Logan Together Backbone Team who have provided capacity building and support.²

Both Communities for Children and the Logan Together Backbone Team have strongly contributed to the setup of the project. The Backbone played an enabler role, sitting on the steering committee and providing capacity building, training and influence. The project itself is driven by the partners and is soon to be wholly moved over to the control of the YCA.

An example of the Backbone Team's contribution was the role they played on the steering committee and their influence in advocating for the best outcomes for the Yarrabilba Family and Community Place.

*'In the steering committee, we spoke, no one listened. Matt spoke the same stuff, but with different authority - boom... That's how I see this relationship and the impact and all the strength of Logan Together, being involved with us and with Gateways. They're strong advocates, big brothers to give a voice and more authoritative.'*¹⁰

Cross case analysis

Which Roadmap domain does the outcome align with?	<input type="checkbox"/> Ready to have kids <input type="checkbox"/> Good start in life <input type="checkbox"/> On track at 3 years <input type="checkbox"/> On track at 5 years <input type="checkbox"/> On track at 8 years <input type="checkbox"/> Family foundations <input type="checkbox"/> A strong community <input type="checkbox"/> Effective systems
Which systemic changes are happening?	<input type="checkbox"/> Domain 1: Policies <input type="checkbox"/> Domain 2: Practices/services/ social innovation <input type="checkbox"/> Domain 3: Resource flows <input type="checkbox"/> Domain 4: Relationships and connections <input type="checkbox"/> Domain 5: Power dynamics (leadership and community agency) <input type="checkbox"/> Domain 6: Mental models and mind sets
Which collective impact conditions are enabling the result?	<input type="checkbox"/> Systems approach <input type="checkbox"/> Building a community movement <input type="checkbox"/> An empowered community <input type="checkbox"/> Strategic learning <input type="checkbox"/> Reform social investment and policy <input type="checkbox"/> Container for community change

Evidence

The following evidence exists for the changes detailed above.

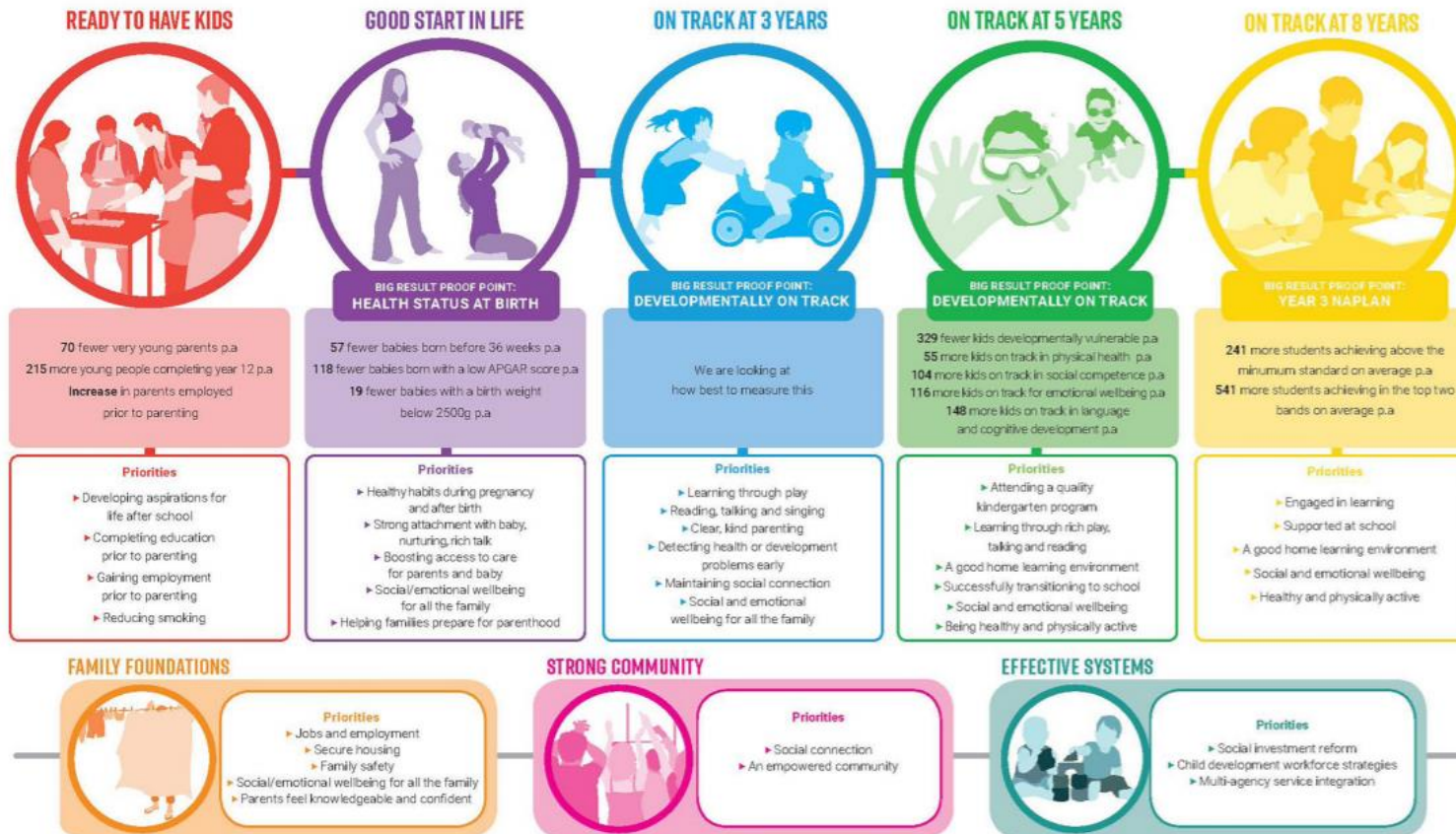
1. Live project register provided by Logan Together
2. Transcript 20
3. Transcript 18
4. Transcript 11
5. MSC story 15
6. MSC story 20
7. Logan Together February 2020 yearly report
8. Transcript 24
9. <https://logantogogether.org.au/wp-content/uploads/2019/06/community-gateways.pdf>
10. Transcript 26

Verification and contribution

Evidence that connections have been built through the Logan Rivers project and Yarrabilba Family and Community Place is via observation, without additional supporting data. Evidence is rated low-medium; this is a domain to monitor. There is a low level of evidence to suggest that connections have been built as a result of the Community Gateways umbrella, although at this early stage this is expected. The Community Gateways is regarded as an enabler with potential for growth, only showing its sign of impact though the Yarrabilba pilot site. Two key informants spoke about the enabling role that the Logan Together Backbone team played. The [what else tool](#) has been used to conduct light contribution analysis based on data collected. The contribution of the Logan Together Movement, Backbone and partners is medium-high, and the evidence of contribution is medium-high.

Annex 3: Roadmap and Theory of Change

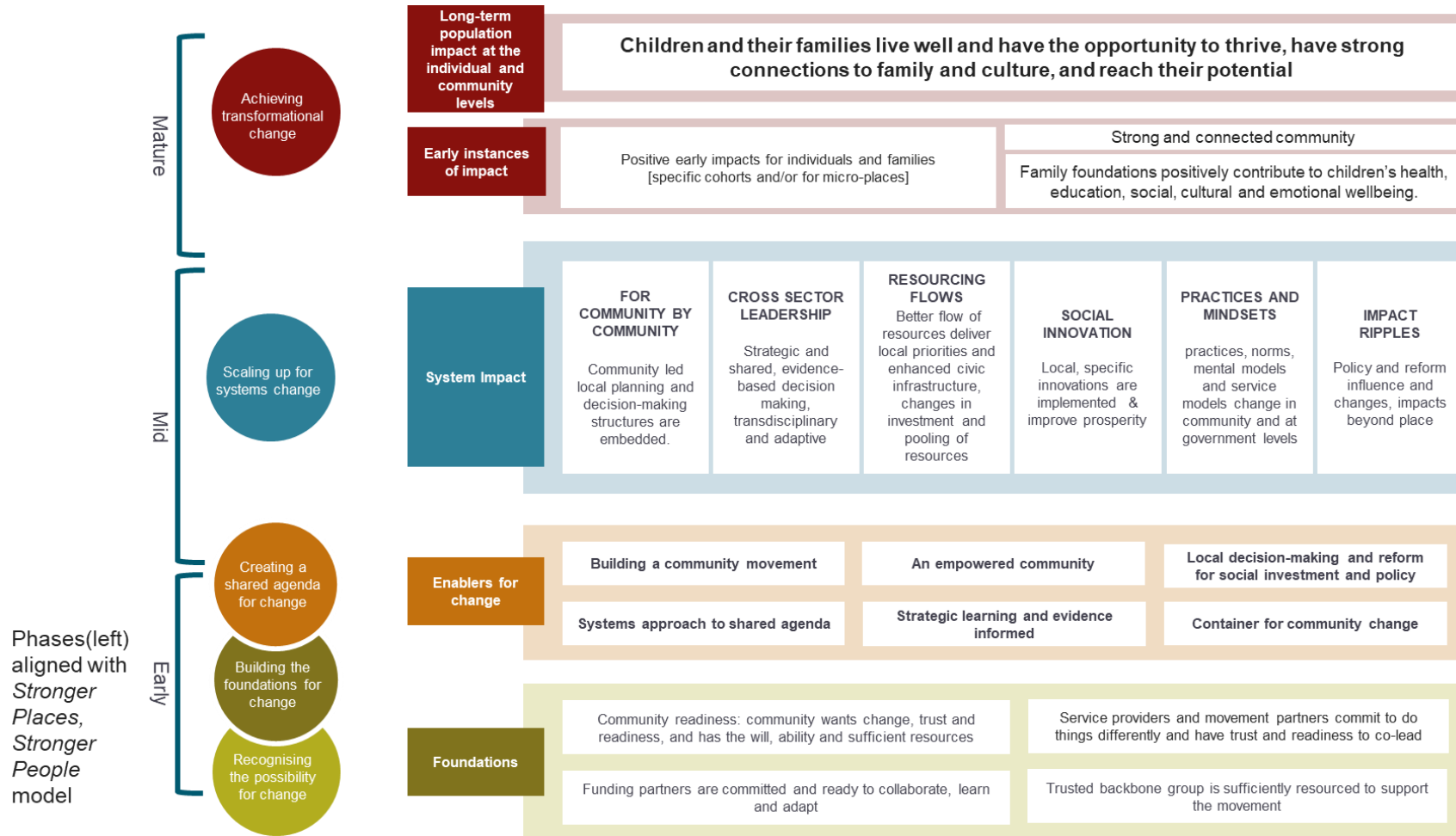
OUR ROADMAP: THE 10-YEAR PLAN TO HELP 5,000 MORE LOGAN KIDS THRIVE BY AGE 8



Logan Together Roadmap [Source: http://logantogogether.org.au/wp-content/uploads/2018/02/roadmap-on-a-page.pdf](http://logantogogether.org.au/wp-content/uploads/2018/02/roadmap-on-a-page.pdf)

Theory of change

The Roadmap on previous page posits that in order to achieve population level changes for children 0-8 years old in Logan, a number of enabling conditions and systemic changes will be needed, and these are stepped out further in the theory of change below. The theory of change has been reformatted for this study, however the content has been sourced from the theory of change in the Logan Together MEL Strategy.



Annex 4: Methodology for progress report

Background

For complex and cross-sectoral initiatives like Logan Together there is no ‘one size fits all’ solution for progress measurement. The methodology devised for the progress report follows the recommended approach of the Place-based Evaluation Framework (Dart, 2018) to measure Logan Together’s progressive outcomes in the short and medium term, ahead of longer-term population level results. For this study, focus has been placed on intermediate outcomes related to systemic changes and the early instances of impact for families and children aligned with the Roadmap domains. Figure 2 shows the phased nature of expected outcomes across time in different domains as place-based approaches mature (this is a generic model and not Logan Together specific). The vertical line marked Feb 2020 indicates Logan Together along the timeline. According to this model, for this phase, it is not reasonable to expect statistically significant and sustainable positive population level impacts, as those aspirations are long term and may take a decade or more (see theory section in Dart, 2018).

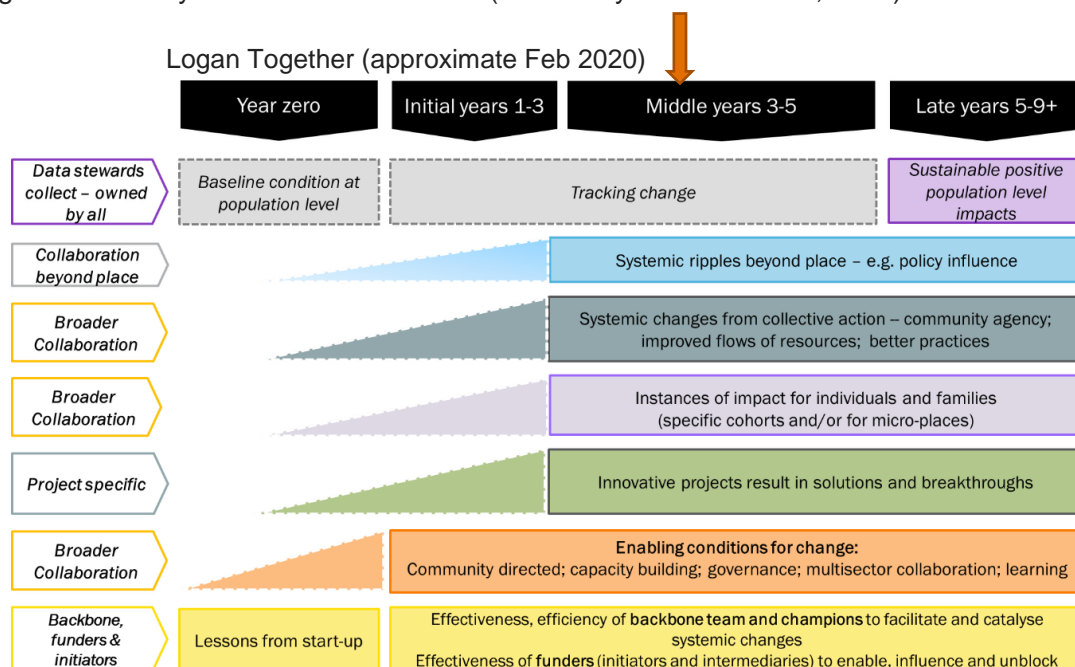


Figure 2: Logan Together position against expected outcomes for place-based approaches over time

For understanding and informing the cross-case analysis of ‘systems change’ outcomes, we used ‘The Water of Systems Change’ as a lens. For understanding different types of scaling we were informed by Cabaj & Weaver 2016.

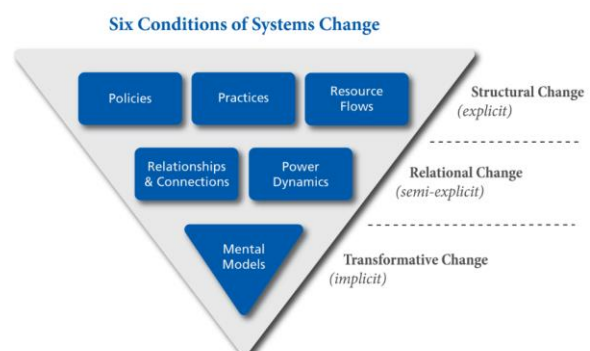


Figure 3 The Water of Systems Change lens for understanding systems changes (Kania, Kramer, & Senge 2018)

Overview of data collection and analysis

The key evaluation and learning questions for the progress study (Section 1.6) were formulated by Clear Horizon in consultation with the Logan Together Backbone Team to align with the phase relevant questions from Logan Together’s MEL Strategy. See Table 5 at the end of this annex for a summary of what questions from the MEL Strategy are covered in this report. The progress study methodology is based on a modified SIPSI approach ([Significant Instances of Policy and Systems Improvement](#)) for identifying and verifying changes that Logan Together is contributing to, and also evaluates progress against Logan Together’s collective impact model and strengthened conditions (see link for more information on the approach and verification steps). These collective impact conditions have been refined for this progress study to align with the *Stronger Places, Stronger People* model and conditions from the Understanding, Measurement, Evaluation and Learning (U-MEL) Progress Mapping Tool.

The data collection for this report has been primarily conducted by Clear Horizon. During the document scan, we reviewed over 90 reports and sources from the public domain, internal documentation from the Logan Together Backbone team, news media, and online multimedia and social media content. The document scan was part of the outcomes harvesting process and helped inform the ‘bright spot’ projects to conduct follow up data collection on. In total, 38 ‘unique’ individual participants (Logan Together stakeholders) were involved in the progress study as research participants. Data was collected via 25 interviews (using Most Significant Change and semi-structured techniques), and five informal scoping dialogues. The Backbone Team conducted three Most Significant Change interviews and Clear Horizon engaged the Backbone Team and core partners in a data verification process ahead of Clear Horizon finalising findings. The [what else tool](#) has been used to conduct light contribution analysis based on data collected, looking at both the role of the Movement as well as the Backbone support and/or Team. See Table 4 for summary of research participants and methods.

Table 4: A summary of research methods and participation for the progress study

Methods	Details	Numbers
Document scan	Reports/evaluations, published strategic documents, internal planning and reporting documentation	93 documents
Semi-structured interviews and Most Significant Change collection with key informants	60 minutes, predominantly phone	35 respondents
Informal dialogues and consultation	Meetings and informal feedback collection	Approx. 5
‘What we heard. What do you think?’ workshop	1.5 hour workshop, predominantly for verification and some data collection	29 participants
Across all progress study	Unique participants in data collection and verification	40+
Progress mapping and Learning Circle and Roadmap Refresh process, prior to progress study	Includes consultation, focus groups and progress mapping assessment via <i>Stronger Places, Stronger People</i> , and consultations undertaken by the Backbone Team for the Roadmap refresh	60+

Clear Horizon utilised data provided by PricewaterhouseCoopers Indigenous Consulting (PIC) and Collaboration for Impact (CFI) on behalf of Department of Social Services, that was collected during the partnership exploration process for *Stronger Places, Stronger People*. This included data and analysis from the progress mapping assessment and Learning Circle process (involving over 60 Logan Together stakeholders and leaders). The progress mapping assessment provided a consolidated overview of the community’s views of the current state of their collective impact initiative against the *Stronger Places, Stronger People* Progress Mapping Tool, and included supporting evidence for the assessment.

The *Stronger Places, Stronger People* progress mapping assessment involved six workshops with key stakeholders between August and October, 2019 and were facilitated by PIC and CFI. The workshops

were held with participants from the: Leadership Table and Logan Together Child Friendly Community Limited Board; Backbone Team; Community Leaders; Logan Together Action Group; and Warril Yari-Go Karulbo. There was strong representation from a range of service providers, community leaders and First Nations people. Representatives from DSS, the Queensland Department of Communities, Disability and Seniors and the Logan Together Backbone Team were present at each session. We used raw data, the progress mapping assessment and final analysis contained in the output reports for the partnership exploration process. Data and analysis from Logan Together Backbone Team's Roadmap Refresh process has also informed this report, which was based on a series of community dialogues led by the Backbone Team.

The data collection for the progress study produced a suite of 14 Most Significant Change stories and five 'golden thread' case studies (Annexes 1 and 2). Document and thematic analysis techniques were used to identify key domains of progress, and data was triangulated using interviews and cross-sector data sources. An online feedback workshop was held on 17th June 2020 with 29 Logan Together stakeholders to hear preliminary feedback on data and stories collected and was used as verification.

Who participated?

The research participants directly engaged in the progress study included representatives from: non-government organisations, including service providers; community and cultural leaders and residents from Logan; local, state and federal governments and philanthropic agencies; Logan Together governance groups including the Leadership Group and the Board; academic and research partners; the Community Services Industry Alliance; and subject matter experts. Some participants had several 'hats' on, for example, a participant may be involved in a professional or governance role, while also being a community leader and/or a Logan resident.

Progress measurement and conceptual frameworks

In order to address the key questions of the progress report, a judgement about progress was required, based on the extent to which Logan Together is on track toward achieving shared outcomes for this phase of the initiative. In addition, thematic analysis techniques were used to identify key domains of progress across the outcome claims verified, and these were mapped and comparatively analysed against Logan Together's theory of change (see MEL Strategy), and the global theory of change within the Place-based Evaluation Framework more generally. Comparing against phase-relevant (mid-level) theory of change helped define what types of outcomes are accepted as reasonable for this phase.

Three progress performance rubrics were also used as tools to inform the evaluation that were developed in 2018 with 14 Logan Together stakeholders. The performance rubric defined what success would look like in September 2018, and June 2020, for the change domains of community leadership and agency, resource flows and service innovations (See appendix in 2018 Progress Report for rubrics). Progress measurement was also informed by the *Stronger Places, Stronger People* progress mapping assessment and Tool. The progress mapping tool and results were extremely relevant for the progress report. (See *Stronger Places, Stronger People* Understanding, Measurement, Evaluation and Learning (U-MEL) Toolkit.)

Strengths and Limitations

One key strength of the progress study has been the quality of engagement and contributions from the Logan Together representatives involved in the study, who provided stories and access to available data and information. The study's methodology has benefited from the use the *Stronger Places, Stronger People's* Progress Mapping Tool data and findings. For the case studies included in the progress report, there was a verification and rating of evidence process followed, and light contribution analysis of the reported mid-level outcomes and the role the Movement and the Backbone Support played.

This report has several limitations. First, Logan Together involves many stakeholders, change-makers, and diverse cohorts of potential beneficiaries. While stakeholder engagement in the research aimed to represent a mix of voices, the data collection is very limited compared to the enormity of the community. The sample size (quantity of people consulted) is relatively small, and participants were selected in consultation with the Backbone Team. It is possible there is positive bias from the sample selected.

Second, this is not an in-depth evaluation nor has it involved any original research on outcomes at the program levels or community level (it has relied on publicly available data or Logan Together provided data.). We used a pragmatic approach with some more in-depth explorations of impacts using the SIPS technique which is essentially an inductive case study approach and investigated 'bright spots' of impact – as it was not possible to cover all aspects Logan Together's vast delivery and impact. Third, while Roadmap indicators were reviewed there has been no contribution analysis to causally trace the causal links between the collaboration's work and any population level shifts. Fourth, some of the measurement tools used (such as the theory of change and systems levels rubrics) have not be refreshed since 2018.

Last, the delivery of progress study was across the COVID-19 period and this meant adapting the original plan, conducting processes online, and that some stakeholders had competing pressures and constraints on their participation in the research. This reduced everyone's capacity for shared sense making and reflection, and meant we were unable to refresh the rubrics and co-interpret results together. One of the key weaknesses of the study is that no shared measurement process was able to be conducted with local stakeholders, to enable a mix of voices to inform the interpretation and judgment of the rubrics and evaluation. Usually we would do this with communities, however in this report Clear Horizon has done the progress ratings independently based on the data and stories collected.

Alignment of questions to MEL Strategy

Below are the key evaluation questions from Logan Together's MEL Strategy. The questions shaded in orange are covered in this report (with light orange denoting partial coverage of a question). The questions addressed in the progress study were co-selected by the Backbone Team and Clear Horizon as being phase relevant and priority questions that fit within the scope of the progress study.

Table 5: Questions from Logan Together MEL Strategy covered in the progress study

KEQ		Sub-questions	Where is it covered in this report
KEQ 1 To what extent have community aspirations and priorities driven activities and investments sufficiently?	1.1	How well has Logan Together engaged with the collective voices across the community? (includes broader community)	Section 3.1
	1.2	What engagement methods were used to reach the collective voices across the community? How this been made authentic for Logan's culturally diverse communities?	
	1.3	To what extent have residents of Logan/community directed and/or informed activities and investment decisions?	
	1.4	To what extent do all the demographics including seldom heard voices believe they are understood and identify with the Movement?	
KEQ 2 What systemic changes are happening because of our collaborative work?	2.1	Are Logan Together partner organisations and practitioners working differently as part of the collective impact process?	Section 4
	2.2	Have resource/investment flows or structures for services, projects, and/or partners within Logan Together changed because of the collaboration?	
	2.3	To what extent is service investment, coordination and multisector collaboration improving as a result of Logan Together?	
	2.4	Has Logan Together influenced policies and practices beyond place that have led to improved outcomes for Logan?	

	2.5	What unexpected outcomes (positive and negative) have emerged?	
	2.6	What is the total amount of resourcing that has been repurposed or leveraged as a result of the Logan Together?	
KEQ 3 What are early the instances of impacts for the individuals, families (micro-communities and specific cohorts)?	3.1	What are the emerging impacts for micro-communities or smaller groups of families have been influenced by early work (including children 0-8)?	Section 5
	3.2	What are the emerging impacts for any children 0-8, that have been impacted by early work?	
KEQ 4 How effective have the collaboration and partnerships within Logan Together been in driving systemic changes?	4.1	What is the quality of the collaboration and the conditions supporting collaborating partners?	Sections 3.1 and 4.2
	4.2	How effective is the Logan Together governance structures and leadership ?	
	4.3	How are Logan Together partners contributing to the building the community Movement and to the collective action for improving outcomes for children 0-8 years old?	
	4.4	To what extent are the funders being flexible and adaptive and helping to create an enabling environment?	
	4.5	To what extent has the Backbone structure (Backbone Team, governance and champions) contributed to creating the enabling conditions necessary for systemic changes (directly or by supporting partners)?	
KEQ 5 What have we learnt via Logan Together about the collective impact model and the critical conditions for systemic change?	5.1	What worked well? What could we have done differently?	Section 6
	5.2	What were the critical success factors /critical influences, challenges/barriers for collective impact effort?	
	5.3	What drove investment in Logan Together?	
KEQ 6 Is life better for children and families, people in Logan; the Logan community? (Related to stage of initiative i.e. hubs/other priority projects)	6.1	To what extent are children 0-8 years developmentally on track in relation to roadmap goals ?	Section 2
	6.2	What has changed for Logan families (resilience, strong foundation, behaviour), that can be reasonably contributed to work of the collaboration?	
	6.3	To what extent are Logan communities connected and engaged in the community Movement? (civic participation; volunteering; involvement in clubs etc.)	
	6.4	What are the population-level impacts for individuals, families and communities across Logan?	
KEQ 7 How have different players/participants contributed to Logan Together outcomes?	7.1	What is the added value of the Backbone ?	Sections 3, 4 and Annexes
	7.2	What is the value of the In-kind/volunteered contribution?	
	7.3	What has happened because of Logan Together that would not have otherwise happened?	
KEQ 8 How well has a learning culture been created and maintained?	8.1	To what extent were safe spaces for sharing learning been created? (conditions)	Section 5
	8.2	How well has data been used for strategic learning (to understand and adapt to the problems, opportunities and progress)?	
	8.3	How well did we communicate our learnings to all stakeholders?	

Annex 5: Progress against 2018 results and recommendations

This Annex provides some comparative analysis between the 2018 and 2019 Progress Reports.

Figure 4 shows the snapshot comparison between results for this report and the 2018 Progress Report. Figure 5 is a summary graphic of the different phases of Logan Together alongside progress reporting. The following review summarises progress made against the 2018 recommendations from the Progress Report.

The comparative analysis has been done at a high level, and there are limitations to comparing results. To note, the 2018 Progress Study was informed by a participatory process for progress assessment, where key local stakeholders were involved in using the rubrics and informed the judgement process. Due to the COVID19 restrictions at the time of the 2019 progress study, Clear Horizon conducted the assessment externally, therefore the methodology between the studies has differences. While the rubrics used were the same, the interpretation of 2019 performance was not informed by local perspectives from Logan Together.

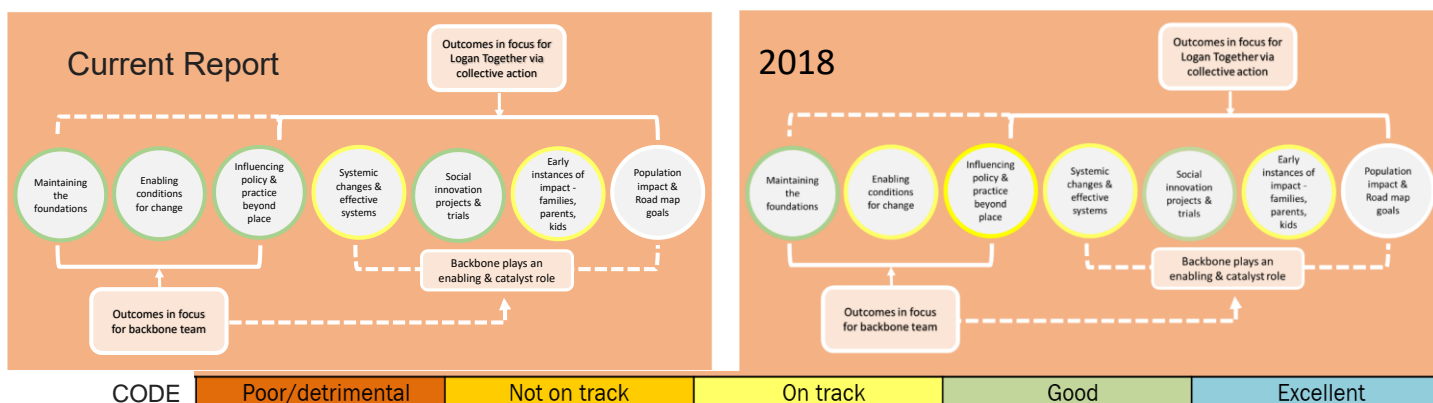


Figure 4: Comparison of results between this report and 2018 for change domains

Logan Together Phases and summary of progress findings

Year zero – Year 3 of delivery
2015 -mid 2018
Initial Years - Focus on inception, planning, start up projects and mobilisation efforts. Roadmap launched February 2017 and delivery of Roadmap
Key progress: strengthening enabling conditions, social and service innovation, community leadership was on track for early phase, early instances of impact (small scale), getting ready to scale for impact.

Year 3 – Year 4
Mid 2018 – 2019
Early phase of middle years – Focus on refining collective impact delivery, systems change efforts, movement building, First Nations inclusion, scaling for impact, and securing partnership to resource and sustain the Movement
Key progress: strengthened enabling conditions, increasing early instances of impact around scaled niche innovations, increased systemic changes and impact ripples starting to appear, early instances of impact (small scale)

Year 5 +
2020 – 2020
Middle years (late phase)
 Early 2020 marked by adaption for COVID19 context, to be taken into consideration for progress measurement for next phase.

Figure 5: Summary diagram of Logan Together progress reporting and phases

Review against recommendations

As part of the progress study we reviewed progress on the 2018 recommendations, beginning with a high level summary:

1. **Scale and resource community engagement and empowerment:** good progress made overall, is an ongoing priority for the work and recommendations to continue to broaden and scale are still very relevant.
2. **Continue to refine and/or refresh governance and collaboration structures:** strong progress
3. **Continue to work to mobilise collaborations and build a sense of shared outcomes:** some progress however remains a priority for attention in next phase
4. **Focus on scaling out and up:** strong progress
5. **Implement integrated Monitoring, Evaluation and Learning (MEL):** some progress, less than expected, remains a priority for attention in next phase
6. **Progress work on development of the Sunset strategy:** some progress, remains a priority area.

Table 6 gives more detail across the 2018 recommendations. This has informed findings in Section 2.

Table 6: Review of progress against 2018 recommendations

2018 recommendation	Progress made during 2018-2020 period (reasonable to significant levels)	Areas of slower progress/ still developing during the 2018-2020 period
1. Scale and resource community engagement and empowerment	<ul style="list-style-type: none"> • Deepening engagement with Aboriginal and Torres Strait Islander, and Pasifika community members and groups • Securing necessary resources and investing in community engagement • Improved systems and approaches for collecting community voice 	<ul style="list-style-type: none"> • Broader engagement and empowerment of Logan community in the Movement, inclusion of families, and CALD cohorts and beyond service delivery system • Working with service delivery partners to explore opportunities to promote client empowerment and/or improve service delivery methods for empowerment
2. Continue to refine and/or refresh governance and collaboration structures	<ul style="list-style-type: none"> • Refresh collaboration and governance structures and processes, with a focus on accountability and efficiency • Improve reporting systems and alignment • Exploring establishment of community interest subgroups 	<ul style="list-style-type: none"> • Balancing relational elements of the Movement with more formalised decision and governance structures
3. Continue to work to mobilise collaborations and build a sense of shared outcomes	<ul style="list-style-type: none"> • Keeping Logan 'children' at the heart of the process • Sustaining momentum in collaboration across agencies • Scoping, and facilitating input and capability building for a broader, more diverse range of stakeholder groups • Keeping an equity focus for decisions and actions 	<ul style="list-style-type: none"> • Continuing to seek diverse opinions and building consensus, and creating safe spaces for discussion of the Movement • Continuing to develop a shared language and aligning messaging

2018 recommendation	Progress made during 2018-2020 period (reasonable to significant levels)	Areas of slower progress/ still developing during the 2018-2020 period
4. Focus on scaling out and up	<ul style="list-style-type: none"> Continuing to evolve the Roadmap to deliver against goals, while avoiding trying to do too much too fast Pushing for scaling up and out of tested initiatives Responding to current interest in 'micro-communities' (suburbs/locales) Reviewing the composition and role of leadership tables Reviewing reporting and engagement with broader government processes 	<ul style="list-style-type: none"> Roadmap Refresh paused, however will pick up in next phase again post COVID Building processes and skills around managing cycles of innovation and embedded strategic learning
5. Implement integrated Monitoring, Evaluation and Learning (MEL)	<ul style="list-style-type: none"> Collecting data at community and systems level Continue to build 'culture of learning' Treating contribution analysis of collective and Backbone Team as separate Continuing data linkages, such as with government (child safety, education and health) 	<ul style="list-style-type: none"> Resourcing and implementing MEL plan Keeping momentum and engagement with MEL stakeholders, and create data group and governance group MEL capacity building across the collective Real time evidence about and stories from families about changes happening
6. Progress work on development of the Sunset strategy	<ul style="list-style-type: none"> Enhancing the capability of others to be community and sector leaders Identify long-term partnerships that will support the ongoing collaboration and data/measurement programs 	<ul style="list-style-type: none"> Developing strategies to embed Backbone Team functions in other parts of the collective to share responsibility Explore opportunities to embed place-based collective impact approaches as 'business as usual' which are resourced via core business investment from across service systems

Annex 6 Evidence of systemic changes

Below are the evidence tables for evidenced outcomes that support progress statements for three domains of change: 1. Community leadership and agency; 2. Resource flows; 3. Services innovation (informing Section 2 and 4.2). These are the three domains from the performance rubrics used in 2018 and the progress study. They provide a selection of examples, and do not represent all changes happening in these areas.

1. Community agency and leadership

Types of changes happening

Power sharing with First Nations groups is happening



Institutional power starting to be brokered with community power, to enable a community-led approach

Children and their voices are being brought to the centre

Cohorts of birthing mums have improved agency during pregnancy and birthing

Selected examples of where we are seeing this in the Movement

The response to equity and inclusion calls raised during the ChangeFest 2018 and subsequent embedding of First Nations at the Centre principle, led to structural changes (such as co-leadership arrangement with Warril Yari-Go Karulbo), relationship and practice changes and mindset changes:

- Aboriginal and Torres Strait Islander leaders had agency and their voices being amplified.
- Establishment of local Aboriginal leadership group Warril Yari-Go Karulbo
- Shifts in the way that First Nations leaders in Logan are working together in an enduring way and are co-leading

Impact ripples includes growth of national movement and that ChangeFest had strong First Nations focus, policy and advocacy, 2019 commitment to send local representatives to Mt Druitt, local spin off and legacy projects. (See Annex 1a for Most Significant Change Story and Annex 2a for case study.)

Logan Together Backbone is brokering institutionalised and institutional power with governments, and community power and need, via *Stronger Places, Stronger People* agreement. This has resulted in establishing new ways of working with three tiers of governments, and 5-year resourcing for a whole-of-community approach at the local level. This has the potential for significant shifts in power for community and devolving decision making.

Examples include the Children's Charter and bringing children's voices into ChangeFest 2018, see Annex 1c. Linked to this are the changes in mindset of 'children at the centre' and valuing 'early prevention and intervention'.

"It was a moment in time where I finally felt like the Logan Together Movement saw children that were under five years old. Actually saw them. Really, really saw them."

Maternity and Child Health Hubs (Annex 2b) have increased the agency of women in their pregnancy and had a number of systemic changes due to the co-designed process. Giving women agency puts them at the centre of the care. The changes are enabled through the shifts in practice and policy that have happened within the project.

2. Resource flows

Types of changes happening

Bringing services together to think differently about funding and outcomes

Selected examples of where we are seeing this in the Movement

The Logan Investment Reform project is an example of organisations working together to reimagine how service funding can be invested differently to have a greater focus on early intervention and prevention. YFS, Benevolent Society, Uniting Care have worked with CSIA and Logan Together Backbone Team to test out how to align how funds are distributed to services, so that shared outcome measures are reached. It is a significant example of partners making a first pass at how to do investment reform and co-design how success is measured across multiple services. It is ambitious goal to change entrenched ways of doing things and it is a promising start and an important foundational piece. It builds on previous work by CSIA on commissioning of outcomes and investment reform.

“What is significant about the investment reform is that each of those organisations, even in this first phase of it, is completely upending their model of business...its really at that practice level. It asks, ‘what is the most effective spend on and in the Logan community?’. I think it’s pretty brave stuff to be doing... It’s not that its been a complete flip in their thinking but it’s brave in the sense of prioritising prevention, because inevitably the results will show up well down the track, perhaps long after those staff members have left.”
(Governance/ Action Group)

Stronger Places, Stronger People partnership

Logan Together has played an influencing role in shaping reforms in state and federal government and has contributed to the national conversation on place-based approaches – and this has legitimised collective impact, helped grow political will, and shaped reforms and national initiatives such as *Stronger Places, Stronger People*.

The impact ripples from this policy and advocacy work has been that significant five-year funding has now been secured by Logan Together via the *Stronger Places, Stronger People* partnership. The resourcing and how it is spent is decided by Logan Together, as the national initiative backs collective impact approaches. The partnership means that Logan Together goes into their fifth year of implementation fully resourced, which has already helped ensure the Backbone Team has their staffing requirements met. It also means resources will flow differently in the system, giving Logan Together autonomy, and it supports longer term sustainability efforts.

3. Service innovation/ services/ practices

Types of changes happening

Working together and achieving transdisciplinary function within project



Selected examples of where we are seeing this in the Movement

A systemic shift in practice norms is occurring between government departments involved in the early service intervention project, Thriving and On Track (TOTs). Health and Education are working together on common goals and there are instances of policy change in the education sector.

The TOTs trial evolved over 2019 and has been expanded in 2020 in response to an appetite to scale further practice and policy changes in the public health and education systems. There have been both challenges and learnings, and there is continued work needed to take the project to where it is demonstrating outcomes for kids and families. Its progress is significant as a systems change effort, that has joined up two disciplines/sectors within a “monolithic” system, around the shared goal.

“The TOTS project is an example of how we’ve been able to manage change with the trans-disciplinary function there. To get health and education working together is no small feat. The trial that they have run has been very successful and so now they’re looking for ways to upscale that. Probably targeted at first, and then citywide. So that’s amazing. That’s a huge change.” (Backbone Team)

Connecting people to services, and aligning service across the system

There are many examples of an increasingly aligned and connected Service Sector (Annex 2d). The Community Gateways linkages and network model is one example of how community hubs can change practice to align their work, leveraging their function, by creating a connected network of diverse formal community gateways delivering connection and resources to the community members who need them. The Gateways are largely driven by the delivery partners, with small ancillary work, brokerage support, and advisory role played by the Backbone Team. The project moved ahead substantially in 2019, with the completion of a new operational framework that will enable the new centres to co-ordinate and run effectively and reduce overheads.

Niche innovations: incubator and scaling

Logan Together supports partners to set up and test niche innovations and projects, as well as delivering a suite via the Backbone Team. This quote describes the incubator function that Logan Together is playing:

“I’ve always thought of Logan Together as a hothouse incubating new ways and new ideas and new perspectives on things. The contribution of Logan Together in putting the agenda of investing in early years ... (and their advocacy) for the sorts of changes that are required ... (Logan Together also made) a contribution for those little conversations about collaboration, investment reform and outcomes focus. There are all sorts of little green shoots out there now, that go to the sorts of changes that need to happen, that if Logan Together did not exist wouldn’t be there.” (Industry/ research partner)

One of the changes that we see happening in this period are pilots scaling out and up for impact. Examples include the Maternity and Child Health Hubs and Kindy to Prep (Annex 2). Another example is Sure Steps/Thriving Families which started as a pilot to trial a ‘Family Coach’ model in 2017/18 led by Logan Together partners YFS and the Department of Housing and Public Works. Following the success of the pilot, the Department of Housing and Public Works has funded Sure Steps for another 12 months. Working alongside Sure Steps and based on its learning is a YFS family resourcing project, Thriving Families, that has been self-funded by YFS.

“The Sure Steps project has matured and has been expanded by YFS. It’s really entrenched this idea that a long-term relationship-based model of care gets big results in terms of working with families.” (Backbone Support member)