

Logan Together Leadership Table

Our Roles and responsibilities

Our Logan Together Vision and our 2025 Goal

Our vision sees all children growing up in Logan being as healthy and full of potential as any other community of Queensland children.

Our goal by 2025 is to work together to ensure 5,000 more of our children growing up in Logan are loved and safe, have their material needs met, are healthy, learning and participating, and have strong connections to and pride in their culture and identity.



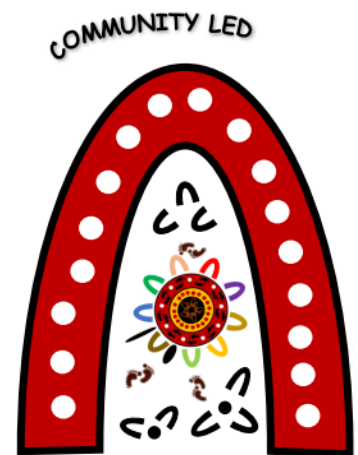
Our Children at the Heart

We are helping to ensure children growing up in Logan are loved, safe, valued and thriving. We are also supporting Logan to be a community in which the voices of our children are truly heard and embraced, and where the voices of our children directly influence the decisions we make together to ensure their strong futures.

Community Led

'Nothing about us without us'.

We believe power should be shared equally with our diverse community. We will therefore listen deeply to community voice. Together we will enable community members to lead decision-making and share accountability with the sectors as confident, capable individuals. We will do this together to support social equity and inclusion over generations, in line with community energy and needs. In doing so, we will create positive futures for Logan's children.



Our Community *in* Logan Together

IF WE INTEND TO DISRUPT THE SYSTEM, TO SHIFT THE POWER, WE NEED TO ENSURE THOSE CHILDREN AND FAMILIES WHO LIVE IN LOGAN HAVE BOTH AGENCY AND A STRONG VOICE

Our community are those who get up in the morning and go to bed at night in Logan: whose children live in Logan and who have an abiding and deep love for those children

WE ARE ALL CONNECTED AS A STRONG LEARNING COMMUNITY THROUGH VALUED AND DEEP RELATIONSHIPS

As a collective we:
Learn and grow together
Co-design
Co-facilitate
Share decision-making
And act together for Logan's children

TOGETHER WE HAVE TO CHANGE THE DISCOURSE AND BUILD THE TRUST SO THAT WE ACHIEVE OUR SHARED ASPIRATION FOR LOGAN'S CHILDREN AND FAMILIES



First Nations First



The Purpose of our Leadership Table

The Logan Together Leadership Table exists to ensure Logan's children and their families thrive across generations. It is Logan Together's integrated community and cross-sectors governance group. Our membership reflects the diversity of the Logan community and our members collectively have the credibility, influence and connections we need to enable the transformations our community is wanting.

Our way of working in the Leadership Table

The Leadership Table expects and maintains shared accountability across all its members. We share the risks, the solutions and the responsibility for achieving positive outcomes with our community.

We:

- ✓ Prioritise the work of Logan Together to achieve the community's shared vision and goals
- ✓ Galvanise our efforts and resources, including those of the Backbone Team, to ensure the community's collective plan is implemented with urgency and integrity
- ✓ Measure our impact and report our progress with the utmost transparency to our community and its partners
- ✓ Continually listen to and talk with our community and partners to amplify opportunities that enable our community to achieve its aspirations and learn together.

Our Co-Chairs of the Leadership Table carry additional responsibilities and are expected to commit to their role as co-chair for a two-year period. Their additional responsibilities include:

1. Maintaining the culture and equity of voice at the Leadership Table
2. Co-designing the agenda for our meetings and ensuring papers are prepared to support deliberations and decisions at formal meetings
3. Facilitating Leadership Table meetings and managing correspondence in between formal meetings
4. Enabling individual small group forums on specific opportunities or risks for the Leadership Table
5. Progressing time-critical decisions and ensuring decisions are anchored to our decision-making tree
6. Ensuring alignment with the strategic and policy directions of our Logan Together Board, and alignment of agenda and action with other key Logan Together governance groups particularly Karulbo and the Action Group
7. Being the key point of contact for the Leadership Table.

Together, we are committed to the six core principles of Collective Impact to help us make decisions and prioritise actions with transparency and for the benefit of our community:

1. Containers for Change
2. Community Mobilisation
3. Capacity Building
4. Strategic Learning
5. High Leverage Actions
6. Sustainability

Our actions and mindsets are anchored to our three core values:

- Children at the Heart
- Community-Led
- First Nations First

The collective attributes of our members

The Leadership Table draws the right mix of people with the right mix of attributes to govern the work and ensure the community's vision is achieved and held strong for future generations.

We join as:

<p>The right leaders</p>	<ul style="list-style-type: none"> • Who serve the goals of Logan Together and courageously share the accountability for generating positive impact in the lives of local children, their families and their communities • Who are invested in and fiercely protective of our way of working – anchored to the principles of Collective Impact, and our two key local principles of Community-Led and First Nations First • Who bring expert knowledge [including cultural and community knowledge] and deep experience [including lived experience] that adds value to the work and which complements the knowledge and experience of the other members of the Table • Who are trusted and valued by community and its partners to make the right decisions, informed by the right voices and the right evidence, to help create the changes our community wants • Who reflect deeply on their own practice and contribution
<p>With the right authority and influence</p>	<ul style="list-style-type: none"> • Who are highly respected and influential cultural, community and/or organisational leaders who challenge the status quo and use their significant influence to change attitudes, behaviours, practices and systems to serve the goals of Logan Together • Who are formally recognised by their community or organisation as a leader to bring the voice of their community or sector into decision-making and who ensures the right processes and engagement are undertaken to enable decisions to be made at the Table
<p>With the right commitment and capacity</p>	<ul style="list-style-type: none"> • Who put the shared agenda of Logan Together in front of personal, cultural or organisational agendas and always proactively declare actual or potential conflicts of interest • Who come to the Table with a collaborative mindset and a commitment to learn and adjust to serve the best interests of Logan’s children • Who skilfully leverage their political and social influence to generate changes and results in line with the community’s plan • Who invest the time and energy to make a significant contribution to the performance of the Leadership Table, understanding the work of Logan Together is core to, rather than additional to their real work • Who are deep listeners, respected bridge- builders, and innovative problem solvers • Who actively help build the movement, connecting up new partners, new community members and new resourcing into the LT collaborative effort • Who are respectful, reliable and robust Table colleagues • Whose own agency performance is linked clearly to the work of Logan Together

<p>With the right diversity</p>	<ul style="list-style-type: none"> • Who willingly serve, generously mentor others, and graciously step aside from the Table when that is required to ensure Logan Together has the right cross-section of leaders from community and its partners to take the work forward at each key phase in the life of Logan Together. It is expected that the diversity of skills will change as the initiative continues to develop
--	--

As a Leadership Table, we regularly engage in reflective practice about the quality of both our collaboration and the implementation of the Collective Impact approach. Additionally, each year we reflect more deeply on the achievements of the Leadership Table through the annual *Stronger Places, Stronger People* Learning Circle. This practice helps us mature and strengthen our Table governance and impact.

The operations of the Leadership Table

Our meeting rhythms

The work of Logan Together is a core focus in the lives of members. To fulfil their role on the Table, members understand it will require significant time and effort from them individually and collectively. They cannot delegate their role as a member of the Table to a proxy, although they can and should enrol their community and/or organisation in the work.

The Leadership Table meets regularly to ensure the implementation and resourcing of the community’s collective plan.

Weekly Meetings are held by co-chairs and/or members who are part of working groups responsible for progressing actions that enable implementation of the community’s plan. These meetings are likely to be a mix of in-person and virtual meetings.

Monthly Meetings are held with the Leadership Table to track status/progress with implementation of the Leadership Table’s 90-day plan, escalate any risks to our progress, and make decisions necessary to advance progress and impact. These meetings are held on the second Thursday of every month, in person, at the Logan Together Backbone Office, from 9:00am to 12.30pm. Virtual participation will only be available by exception [e.g. a lockdown].

The usual rhythm to the agenda of these monthly meetings of the Leadership Table is:

1. Acknowledgement of Country and Setting a Strong and Safe Circle
2. Review of the record of the previous meeting and actions arising
3. Hot Issues from other key Logan Together governance groups, cultural and community leaders, and government partners
4. Status Report from working groups on progress with the 90-day plan and actions arising
5. Deep Dive on implementation of one high leverage initiative
6. Strategic Learning – such as data/impact, recent voice/co-design/other governance group engagement learnings, practice development, mindset shifting
7. Forward Planning, including agenda items for the next meeting

Quarterly Meetings are held, in-person, by the Co-Chairs and Executive Director with the other key Logan Together governance groups – the Board, Gnirigomindala Karulbo, the Cross-Cultural Leaders Group, the Action Group and the local governance groups of Logan Together's two priority communities. Other members of the Table are encouraged to join these meetings if they have capacity.

Quarterly meetings are scheduled with each of these key Logan Together governance groups to align with their existing meeting schedules. The agenda for the meeting is developed by the Executive Director in consultation with the governance group and the Co-Chairs of the Leadership Table.

Annual Workshops are held in-person as a total of the Logan Together governance groups to reflect on progress and impact, culture and practice, learnings, and sustainability of the work. Testing of alignment of priorities is also undertaken at these annual meetings.

Actions and key decisions from all meetings are made available on the Logan Together platform and, other than in exceptional circumstances¹, communications about our work are shared and continually tested by Table members and the Backbone with the community and its partners.

While the Executive Director never sits as a member of the Table, that person is a contributor to the Table as advisor/enabler/facilitator and all members of the Backbone Team are encouraged to participate in formal meetings as observers.

All members of the Leadership Table are encouraged to commit to sit at the Table for a three-year period, with a review point annually, as described by the Leadership Table together.

Our culture and mindsets

Members of the Logan Together Leadership Table commit to:

- Hold the Collective Impact approach, live our core values, and commit fully to work for the community's vision and plan
- Learn together within a growth culture which does not seek to attribute blame but, rather, works towards individual contributions and collective solutions to emerging barriers
- Learn from our First Nations' and other Cultures' practices to build the maturity of our governance and ensure equity of voice across our membership
- Share the responsibility, the risks, the work, and the successes and failures across our membership and with our community as we work together to enable the community's vision
- Transparently report our decisions and progress through Logan Together with our community and provide regular opportunities for community to provide feedback and influence the way forward
- Be open to and trusting of feedback and advice from other members and from community as part of our shared responsibilities, maintain courage, and continue to take risks, innovate and learn as we disrupt 'business as usual' to enable the community's vision to become a reality
- Support each other, respect each other, and encourage each other so we can sustain our efforts, our hope and our energy for this work

There is an expectation that all Leadership Table members will act within the culture and mindsets identified above. We share responsibility to maintain a safe, equitable and impactful Leadership Table environment. It is therefore our individual and collective accountability to uphold these high expectations and to ensure this is maintained by our peers at the Table.

Remuneration of our Co-Chairs and Members

Co-Chairs and members who are able to participate on the Leadership Table as part of their paid employment are not additionally remunerated.

For Co-Chairs and members who are not able to participate on the Leadership Table as part of paid work, the Board will set a monthly remuneration rate that recognises their level of contribution as Co-Chair or member. Where the contribution required of a Co-Chair and/or member exceeds typical expectations for a period of more than two months, the Board may consider additional remuneration on a case-by-case basis for a set period, at the recommendation of the Executive Director.

Exit Protocols

In the event that any member of the LTLT is not considered by his/her peers to be meeting the roles, responsibilities and values of LTLT membership, the following steps will need to be applied:

- Wherever possible, concerned members should raise their concerns separately, directly and respectfully with the individual in the first instance to encourage the change, in line with the LTLT Ways of Working commitments.
- If the behaviours continue, a formal concern should be submitted to the Co-Chairs in writing, highlighting clear the identified breaches
- The Co-Chair will then follow up with the individual and discuss the options for growth and change or, alternatively, exit from the LTLT. Support will be offered by the Co-chairs at this stage to assist the individual in meeting the LTLT commitments.
- If the behaviours are ongoing, the Co-chair will seek the advice of the LTLT in an invitation-only 'in camera' session which requires invitees to declare any Conflict of Interest. A decision will be made using the Ways of Working as a basis. This decision will relate to the individual's ongoing involvement or, alternatively, the need to exit the member.
- The decision will be conveyed to the individual in writing and signed on behalf of the LTLT, and where appropriate, other participation points in LT will be explored and offered to the individual
- In the case of an extreme breach of responsibilities and values, including those raising physical and psychological safety concerns, the individual can be terminated by the Co-Chairs immediately.

Our Decision-Making Tree

The Leadership Table is a decision-making group and we follow a process to make the right decisions within the right timeframe with our local community.

Members sit at the Table with the authority of their community or organisation to bring the voice of their group into decision-making and the trust of their group that the member will ensure the right processes and engagements are undertaken to enable the right decisions to be made at the Table.

Our decisions are made by consensus – that is, reflecting the general agreement of the members of the Table. Prior to decisions being made, members who identify real or perceived conflicts of interest with the proposal will be asked to transparently declare those interests and share their truths. Consistent with our commitment to transparency and our aspiration to be courageous as we listen deeply to diverse views to build genuine understanding, members who declare a conflict will not be excluded from the Leadership Table discussion and decision-making.

Building consensus is anchored to the following Decision-Making Tree which holds children at the heart, embeds our commitment to First Nations First, and reinforces our decision are community-led.

Our consensus building process requires us to have an initial proposer/s and Leadership Table conversation to scope the pathway and the expectations about the engagement and the information needed to assist the Table to make the right decision in the best interests of our community and the goals of Logan Together.

The Leadership Table will meet to answer the following questions and make a decision when the agreed processes of engagement and information gathering have been achieved:

1. Who has been involved in conversations about the proposal, what has been the process of listening, and over what time period?
2. Where does this proposal fit into our community's plan?
3. How many lives will be better off from this proposal and how will we know?
4. Is this proposal considered to be culturally-safe by our Karulbo First Nations leaders and our Cross-Cultural Leaders group who hold the authority and trust of their communities?
5. Will the work in this proposal be sustainable and offer opportunities for our community members and our community-controlled service sector?
6. Have we heard from the right voices to allow us to make a good decision at this stage and do we have the right people at the Table today to make this decision?