

Walking Together for Logan's Children



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Logan Together pays respect to the Traditional Owners and custodians of the Land on which our community lives, works and plays, the Yugambah and the Yuggera people. We pay our respects to Elders past, present and emerging and seek their guidance and wisdom to ensure all children get the best start in life. We extend our respect to all Elders and Aboriginal and Torres Strait Islander peoples in Logan and across Australia.



Over 8 weeks from mid-April to early June 2023, the Logan community joined hands to create 'Walking Together for Logan's Children'. The event embraced the **Stronger Places Stronger People Annual Learning Event** and was a celebration of the ongoing work of Logan Together.

The preparation for the event itself was demanding and required a big focus, but it also strengthened the movement, enabled new connections and relationships and deepened our alignment.

This is how the change-making unfolded...





Welcome and Acknowledgement of Country

At Jinndi Mibunn, the Eagle's Nest, we were welcomed to the event by Auntie Robyn Williams, a Traditional Owner of the Yugambeh Lands, who spoke of the insights, land and legacy offered by Elders past and present.

At Eagleby South State School, Worrin Williams, a Traditional Owner of the Yugambeh Lands, shared his deep respect for Country and welcomed everyone to the Lands of his people. The school children offered their acknowledgement and read the poignant Uluru Statement from the Heart. We were gifted emu feather necklaces made by the students themselves to connect us to land and we were treated as the children sang the Australian National Anthem in Yugambeh.



Objectives

Together, we will:

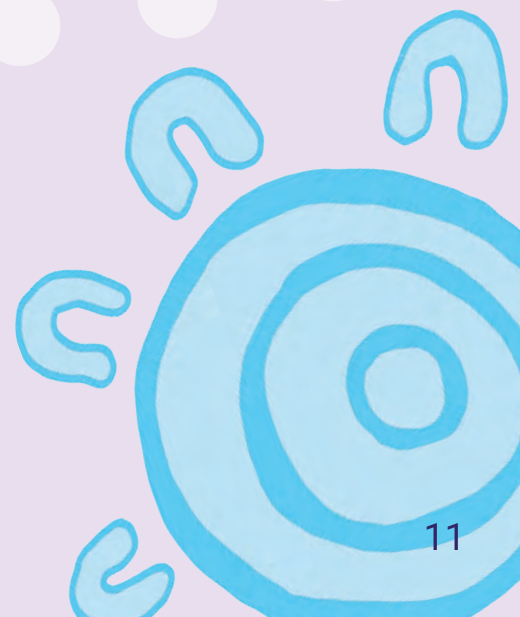
- ★ **Engage** in the Logan Together journey which has led to a reimagined and enacted Early Childhood System with children and community at the heart
- ★ **Explore** the co-investment models which have enabled implementation of community co-designed solutions
- ★ **Understand** the early signs of impact unfolding in Logan
- ★ **Interact with** community, government and services as they share what it took to get to shared decision-making
- ★ **Gather** frameworks and models to inform the work of policy writing, investment and community leadership in place
- ★ **Uncover** the road to building Practice Principles which underpin a new way of delivering services and innovating in Logan
- ★ **Inform** the establishment of a Social Value framework to identify the return on investment of community-led, place based initiatives
- ★ **Consider and co-create** the shape and nature of governance required of authentic community leadership
- ★ **Sit alongside** our First Nations Leaders, Gnirigomindala Karulbo to explore the Logan Equity Agreement, truth-telling and plans for self-determination
- ★ **Learn more together** about how our diverse community members can engage as leaders of social impact
- ★ **Define** the practical implications and accountabilities of our individual roles in progressing the practice of community led, place-based initiatives
- ★ **Celebrate** with the Logan community as the journey continues....



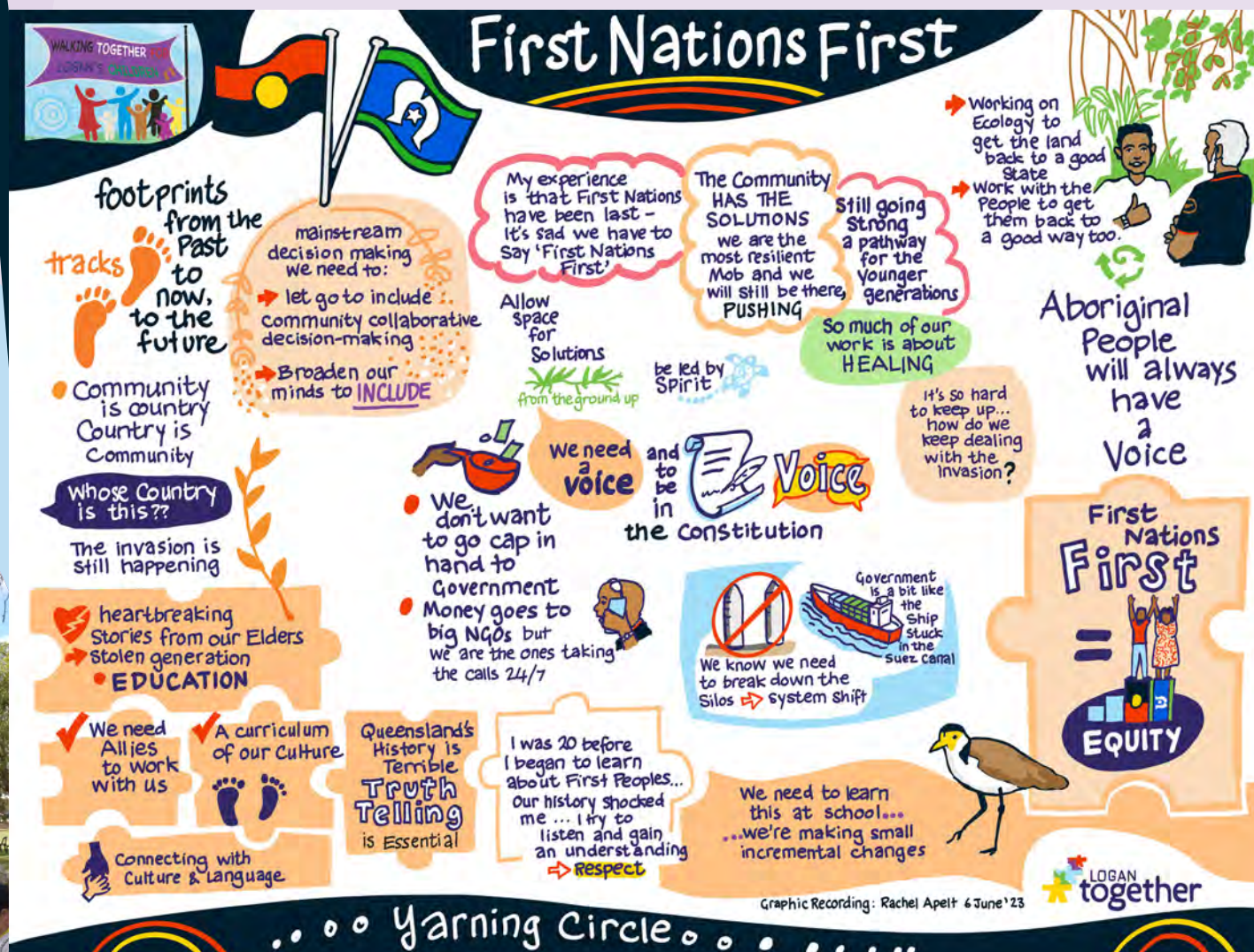


Day One





First Nations First



community-decision making

Children were taken within 10 years of invasion and it continues today
➡ the deficit model

GRAPHIC RECORDING
RACHEL APELT
6-6-23

- ## The Person First

system
+ services
need to
adapt

integrated,
holistic
hubs

The System
needs
DISRUPTION

Black Matriarchy
is the remedy

Recovering our
language and
culture

Government
letting
go of
the power

Community-led
is still a dream
➡ we are still
learning how to
do it
Children's Voices
are important

Everyone's
Voice is
heard

Our colonial history (+ present) is BRUTAL

it gives
me pain

- The Genocidal history
Horrendous history
⇒ despair

Humbled by the
graciousness of
Elders

- How can I encourage a positive change in my children?
- Acknowledge the History and the HOPE

so many non-Indigenous people feel dislocated

Feeling Powerless... AND...
Admiration for and Gratitude
to First Nations Elders

Communities know what they need

Stories of
Place... pay
young First
Nations academics
to tell their
stories

Support
Love &
kindness
in how we
design
communities

Migrating here \Rightarrow not knowing the history

Finding my
place...
Respect

I come from a fierce,
resilient culture...
Aboriginal people
are gentle in their
resilience

learning
to
listen

Yarning circle

Seeing so much
injustice...
makes me
angry...

- older generations didn't learn this history

- we need to hear

LIVED EXPERIENCE
to hear & understand

- authentically engage



LOGAN
together

Our Journey to Shared Decision-Making

Logan is a city of 242 languages, 365,000 people, 72 suburbs, 2 majestic rivers, green wetlands and sacred spaces. Traditional owners have been here for 60,000 years, others amongst us are newly arrived. Together, we are Logan.

At Logan Together, today we are proud and strong as we continue our important work, but our journey hasn't always been smooth and there is still a long way to go.

In 2015, racial tensions erupted in our city – community said 'enough is enough'; we want to be part of the solution! Community worked to resolve the racial tension but had a bigger vision.

The tensions also put a spotlight on Logan which resulted in community, services and government coming together and making decisions on the way forward. We embarked on a Collective Impact journey and became known as Logan Together.

So many good things happened through Logan Together since then, but by 2020, things got busy and people increasingly forgot to include us; the community. We moved away, to consider 'How could we find a better way – a way to walk together and share the decisions about our own lives?' We were entering a new phase of Collective Impact in Logan... A phase driven by community itself.

This is the story of our journey to community leadership...



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

Container for Change

Our work at Logan Together focuses on Three Pillars: First Nations First. Community-led. Children at the Heart.

We have built these pillars and the definitions up together over the past couple of years through robust conversations and we continue to test their meaning at every meeting.

It has been part of the healing process which has enabled community to engage in decision-making.

Our community in Logan is so diverse, not just in cultural norms, but within different intersections that can only be understood through lived experiences. We understand we should reflect this diversity in decision making. Community members should be seen as capable individuals that can lead decisions and contribute to how our communities look and feel.

We are increasingly becoming more aware of the power imbalances and holding ourselves accountable to shift and change so that community leads.

Our Roadmap includes ways of measuring our impact against the Three Pillars.

Container for Change

Penny Goodall and Kenny Duke

Joined-Up Data and Information

A fundamental aspect of enabling systems change is shared decision-making. Shared decision-making across sectors requires changed mindsets, relationships & connections and power dynamics. It requires an active shift from Turf or Competition to establishing deep Trust.

At Logan Together, we have been on a journey to establish shared measurement and strategic learning opportunities that are right for this stage of our development.

Our pathway has involved:

Building trusting relationships with community and across sectors, including:

- building our shared Signs of Success or indicators together at SPLASH!
- communicating our measurement plans visually and in plain language
- developing a public website and using socials to visualize data so the Logan community can see Logan Together's progress data and hold the movement to account
- building data literacy across Logan Together
- holding Leadership Table deep dives to prioritise and understand the data and track progress

We've also been:

- building a culture of transparency through ethical sharing and interpretation of data
- exploring and mapping services, community and professional data contacts and researchers, data collection tools and authorizing environments
- building shared value propositions for shared measurement and action
- formalising our shared measurement with MoUs.



WALKING TOGETHER FOR LOGAN'S CHILDREN

Data



Yugambah Country



Data is collected but not 'returned' communities get nothing back

It's essential to 'close the loop' → **TRUST**

→ data is **AVAILABLE** to the community

★ Quantitative and
★ Qualitative

• **Culturally appropriate** collection and devised to be accessible & user-friendly

• Training? All of our Staff members are community members

• **Communities are sick of being researched**



→ Grassroots conversations

All goes into the app

→ Collect data progressively

→ can review and look for trends

Community members won't talk to someone with a clipboard



Validating our Measures

- Review measures with community
- Align them
- Collaborative design & Evaluation

identify gaps

Permission & Ethics?

→ what's happening in the community?

People know conversations are collected generally

de-identified and Narrative

Verbal Consent

Is this a local or more general experience?

→ Visuals shared with the community



How are we Using the data?

- Is it being used to effect positive change?
- Is it simple & Agile?

Making sure it is Culturally appropriate

- ✓ First Nations working group check every aspect
- ✓ Data may not answer a question, but leads to a better question
- ✓ Supports funding
- ✓ A small amount of data can help get to the crux of a problem, but not ad hoc
- ✓ Checking in with Elders and Directors



Data Sovereignty

Systems Conditions

It has been very clear to those of us in the Logan Together movement that as we embrace community at the centre of decision-making, we also need to change the conditions and the power differentials currently at play by changing the way that we connect and share together. This requires a change in mindset as well as a change in practice, policies, processes and structures and systems.

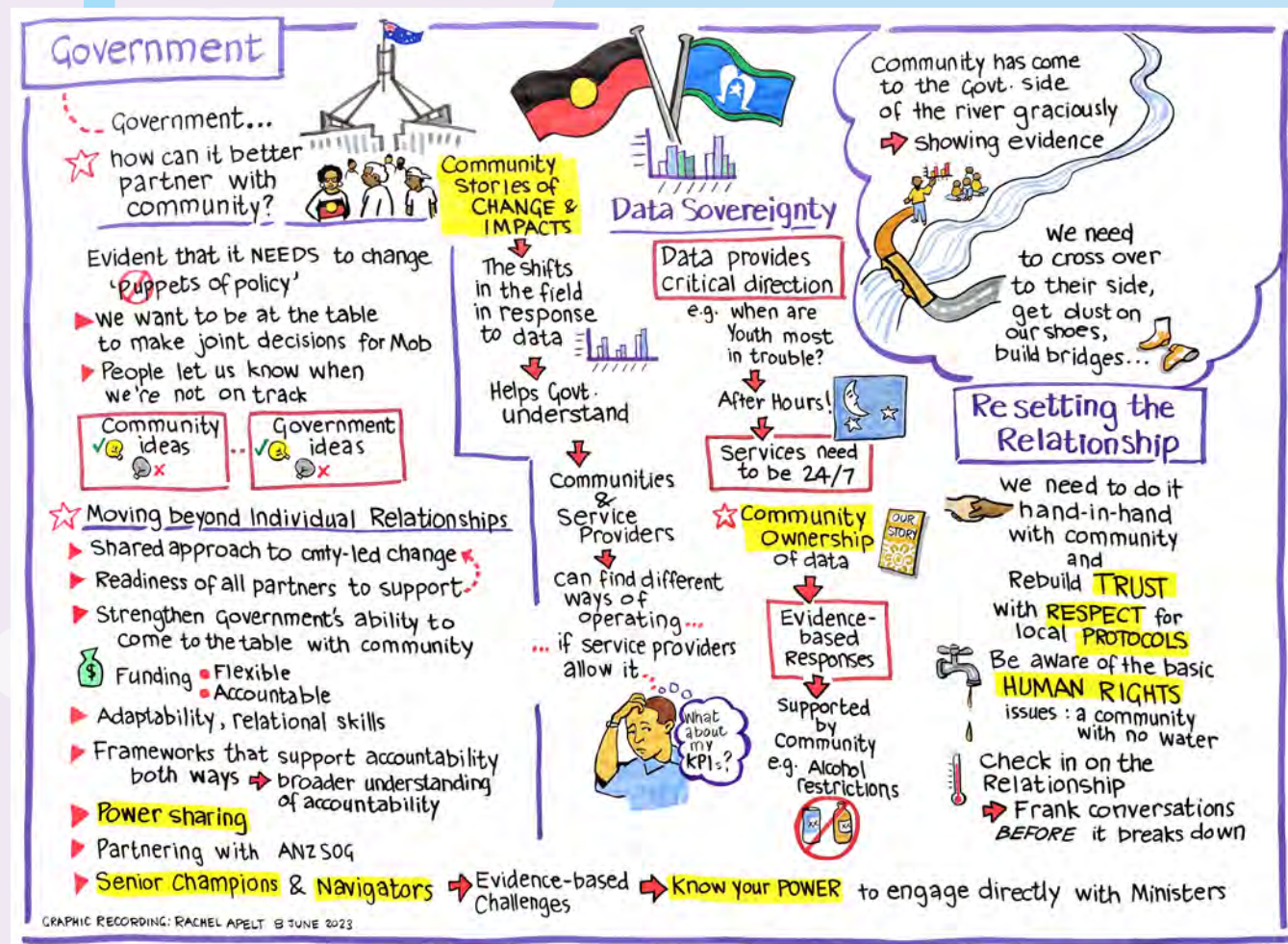
Facilitating the shift away from service-led decision making and towards community-led decision making isn't easy. And creating the conditions for this paradigm shift is a delicate and timely process. Often it involves meeting in the middle – the space that exists between community and government services – where we come together to ground our truth, develop a shared understanding of the issues and opportunities, where we share community and cultural knowledge, where we build trust and connection, we reimagine what good data looks like in this place, where we shift the balance of power. This is a space that functions best when it is hosted and cared for by a group of individuals who help to hold space and facilitate the conditions for these key components to emerge.



There are challenges along the way, of course, some of which are engrained in policies, practice and legislation and very difficult to shift.

Tracey shared that as a senior public servant she wore lots of 'hats'; as a statutory decision maker, and through roles in funding, licensing, implementing public policy and partnering. While all important these different roles can get in the way of credibility and authentic partnerships.

Building trust required a unique approach, starting as a servant of the public first, sharing part of oneself, being predictable and consistent and being honest about parameters and where boundaries could be pushed.







Chat rooms

Eagleby Together

Bringing Community Together: Collective Action



Flash Points in community are personal

→ people we know

Working together for the good of community



Self-organised

open up doors for people + families

pull together networks for the community

TRUST

We need to put our necks out a little
Not trying to be a "school"

Eagleby is

a neglected place but connecting with community transforms it



Schools are confronted daily by the needs of children + families

It's URGENT ... and ... needs Patience

The loss of our Pool was ...

a big thing



petition thousands of signatures → Community decided



Thinking across the life span



Birth through to death



→ What do we need?

♥ Maternity Hub

♥ Health services

♥ 24 hour access

♥ Pregnancy Care

- looking after the mother

♥ Community support for people sleeping rough

Pop-up

clinics beginning growing partnerships

Advocating back up to Government

• Holding space for community

• Not losing the Voice of Community

Balancing the Power



GRAPHIC RECORDING: RACHEL APELT 6-6-23



Gnirigomindala Karulbo

We connect every Friday and Yarn

Being back on Country is very significant

First Nations First

Our Process takes time, to connect & make sure the language is right & everyone understands

In Logan Together

- We are the Indigenous Governance group
- But we're not the only ones leading First Nations

everyone's responsibility

Our Communities fight for their BASIC NEEDS!



- ▶ To be looked in the eye
 - ▶ Not copping discrimination
 - ▶ Don't wait for someone else to do the job for us
- Basic Needs
- Communities are just surviving

Go the Maroons!



LOGAN together

GRAPHIC RECORDING: RACHEL APELT 6-6-23

Respect

Cultural Responsibilities

Making sure we have the Right people at the table

Following the correct Protocols when you're on someone else's Country...



Connective art



Gnirigomindala Karulbo

Walking Together for Logan's Children

'We've come together and we've said – "We're not really happy with what's happening in Logan". This is about taking power back and sharing decision-making in a culturally sensitive way. We are asking that our people are able to assume leadership over our own lives; our own community.' – Walking Together for Logan's Children Team members (2019)

Our event took inspiration from the work done by the Walking together for Logan's Children Group. This group came together in 2019 where, after decades of exponential investment in the Child Protection system, and more of the same interventions, it was clear that the system was not wrapping support around families in ways that would best help them raise their children to thrive in life.

The Walking Together for Logan's Children Group (WT4LC) was convened and together we invited Cultural Leaders, young people, families, and government and non-government partners, to sit together in Circle and on Country, to hear truths, build understandings and heal from our histories.

Over time there grew an acknowledgement that child safety was everyone's responsibility. Together we identified what it would take to work differently for our children. The following changes unfolded:

- Child Safety practice increasingly shifted given a commitment to community leadership, wherein it was understood and enacted that:
 - no one has the right to 'offer authority' to community. Country has the authority and when country is strong, community is strong.
 - every child should have a cultural plan
 - they listen to, create a space for, and prioritise First Nations people always
 - they preference community-led solutions owned by community
 - cultural understanding is the responsibility of everyone, and both individuals and agencies need to invest in growing their cultural understanding



- healing, truth-telling and self-determination would be important elements moving forward
- data exchange was critical to enable an increasingly informed community and grow trust both ways
- government sat beside community to co-design solutions for kinship and foster care which the government would then purchase

The opportunity for locally designed solutions began rippling out further; to the Pasifika and CALD communities...



Logan's Collective Plan and Roadmap

It's one thing to realise that change is needed in your community – it's much harder to understand how much change is needed, in what ways, and whether this is actually the change your community even wants.

At the end of 2021 and into 2022, we chatted with hundreds of Logan community members to understand what Logan's children and families felt was most important for Logan's children to help them be happy, healthy and thriving in life.

The answers to these questions provided a snapshot in time which we then lined up together with the data and evidence during our big event; SPLASH!. This whole process – from 1000 Voices to the end of Splash! – meant that we had been able to build a community-led and robust Collective Plan.

In turn, our Collective Plan has been distilled to a Roadmap – organising community priorities by ARACY Nest domains across the life stages of a child. We have also been able to map the community's key signs of success to reveal what will actually be measured along the way to achieving impact.

The Roadmap is our “north star” – it sets what we need to be working towards and how we will know if we are on track.



2022-2032 Roadmap

to see Logan's children happy, healthy and thriving now and for generations to come

Community priorities



Children are loved and safe

- Children feel safe, secure, loved and cared for in their environment
- Children have a strong sense of belonging, connection and community
- Children start school socially and emotionally on track
- Parents/caregivers feel safe and have safe spaces to connect
- Parents/caregivers experience a positive sense of wellbeing
- Families have access to a 'village' of wrap-around support



Children are healthy

- Children meet developmental milestones or receive the personalised support they need to thrive
- Aboriginal and Torres Strait Islander children thrive in their early years
- Parents/caregivers and community have a good understanding of child development
- Families have improved pregnancy and birthing experiences and outcomes
- Services for child health and wellbeing are connected, timely and equitable
- Services have skilled workforces that exceed national quality standards in education, health and wellbeing services



Children have material basics

- Children have access to quality, healthy food
- Children have secure and stable housing
- Parents/caregivers have stable employment
- Families have access to timely and appropriate early childhood development services and support



Children are learning

- Children are playing, with play considered a critical learning tool
- Children have access to safe green spaces within walking distance of their home
- Children and parents/caregivers have a positive view of themselves as engaged learners
- Early Childhood Education services value collaborative partnerships with families and community
- Early Childhood Education services and primary schools actively promote safety, inclusion and a sense of belonging for all children and families
- Parents/caregivers are actively involved in their children's learning journey



Children have a strong sense of culture & identity

- First Nations First - Aboriginal and Torres Strait Islander community, families and jarjums feel like their Indigenous lives matter, respect is paramount and they are heard
- Children remain connected to their culture while participating fully and completely in community
- Children have voice and agency - they feel seen, heard, valued and central to decision making
- Families experience equity in Logan
- Nothing about us without us
- Local data belongs to the people who provide it
- We are proud to live in Logan

Key signs of success



Children have a good start in life

- #/% babies who have a strong and secure bond/attachment with their parent/caregiver at 12 months
- #/% antenatal visits during pregnancy
- #/% babies born full term, healthy and strong



Children are on track by 3 years old

- #/% children who are developmentally on track at 3 years old or receive the personalised support they need to thrive



Children are on track by 5 years old

- #/% children who are developmentally on track at 5 years old or receive the personalised support they need to thrive
- #/% children who report enjoying participating in cultural activities outside school hours



Children are on track by 8 years old

- #/% children who are developmentally on track at 8 years old or receive the personalised support they need to thrive
- #/% students who report being engaged with their learning at school
- #/% children who report feeling seen, heard, valued and central to decision-making at home, school and in the community
- #/% children who report feeling like they belong when with other kids their age



Family foundations

- #/% children subject to child protection intervention
- #/% families who report being able to get support from extended family when needed
- #/% children who report having an adult at home who really cares about them
- #/% parents/caregivers who report feeling confident to create developmentally appropriate environments for their children to be involved in decision making, and to play in
- #/% parents/caregivers who report having access to appropriate food for their children
- #/% of households who pay less than 30% of their pre-tax income on mortgage or rental payments
- #/% families with working parents/caregivers and with children under 15 years of age



Strong communities

- #/% families who report being able to get support from a 'village' of friends and neighbours when needed
- #/% parents/caregivers who report feeling welcomed and supported in physical and virtual 'parent-friendly' spaces
- #/% families who report having easy access to quality parks and green spaces
- #/% students who report being able to get help with schoolwork at home or in their community 'village'
- #/% families who report feeling included in local decision making
- #/% families who report feeling proud to live in Logan



Effective systems

- The following sit across all domains
- #/% quality health, wellbeing and educational services for Logan's children when and where they need them
 - #/% quality service leadership with qualified, well resourced, culturally diverse staff
 - #/% child-ready services that are responsive to children's and families' diverse cultural and emotional needs

The Community Priorities above are based on 'The Nest', Australia's wellbeing framework for children and young people, developed by ARACY - Australian Research Alliance for Children and Young People.

'Our community' refers to those who get up in the morning and go to sleep at night in Logan
'Family' refers to parents/caregivers and children

Logan's re-imagined Early Childhood System

The creation of an accessible, trusted and sustainable early child development support system is emerging in Logan to complement the 'pockets of brilliance' underway in Logan's early childhood development system.

This approach will focus on addressing the systemic barriers to child development by defining initiatives across every age and stage of early childhood; a suite that has been shaped by community and underpinned by evidence.

Using the Centre for Community Child Health 'Restacking the Odds' (RSTO) framework as a guide, the Logan Together response identifies evidence-based strategies and enablers of systems change that wrap around and support the all-important early years of a child's development.

By 'stacking' and connecting these initiatives and enablers effectively (i.e. ensuring they are accessible to all children), there will be a cumulative, amplifying effect, creating impact for Logan's children.



Logan's Core Suite for Early Childhood Development

Restacking the Odds framework →	Logan Together Focus Areas →	Local evidence-based practice models
Antenatal care	Maternity hubs	Logan Maternal and Child Health Hubs
Sustained Nurse Home Visiting	Nurse Home Visiting	right@home
Support for Parents and Families	Brain Building* (innovation)	Neuroscience Community of Practice & Pathways to Resilience
Early Childhood Education & Care	Early diagnosis and referral	Thriving and on Track
Early years of school	Play-based learning	High quality play
LOGAN SYSTEM ENABLERS		
Community Hubs		
Community Connectors		
Workforce Development		
Collective Impact		
Cultural Development		
		

Logan's Core Suite for Early Childhood Development

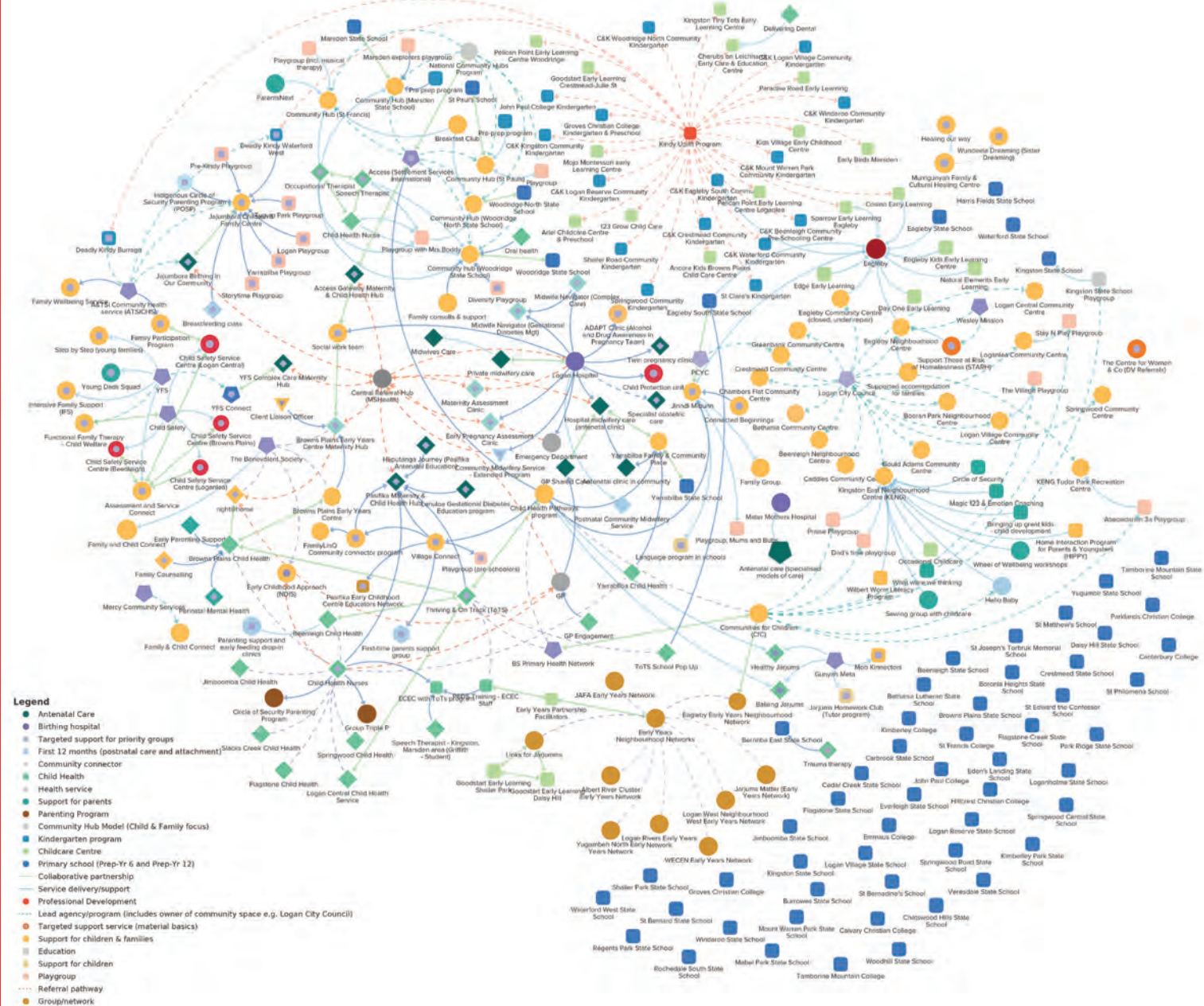


Systems Reform

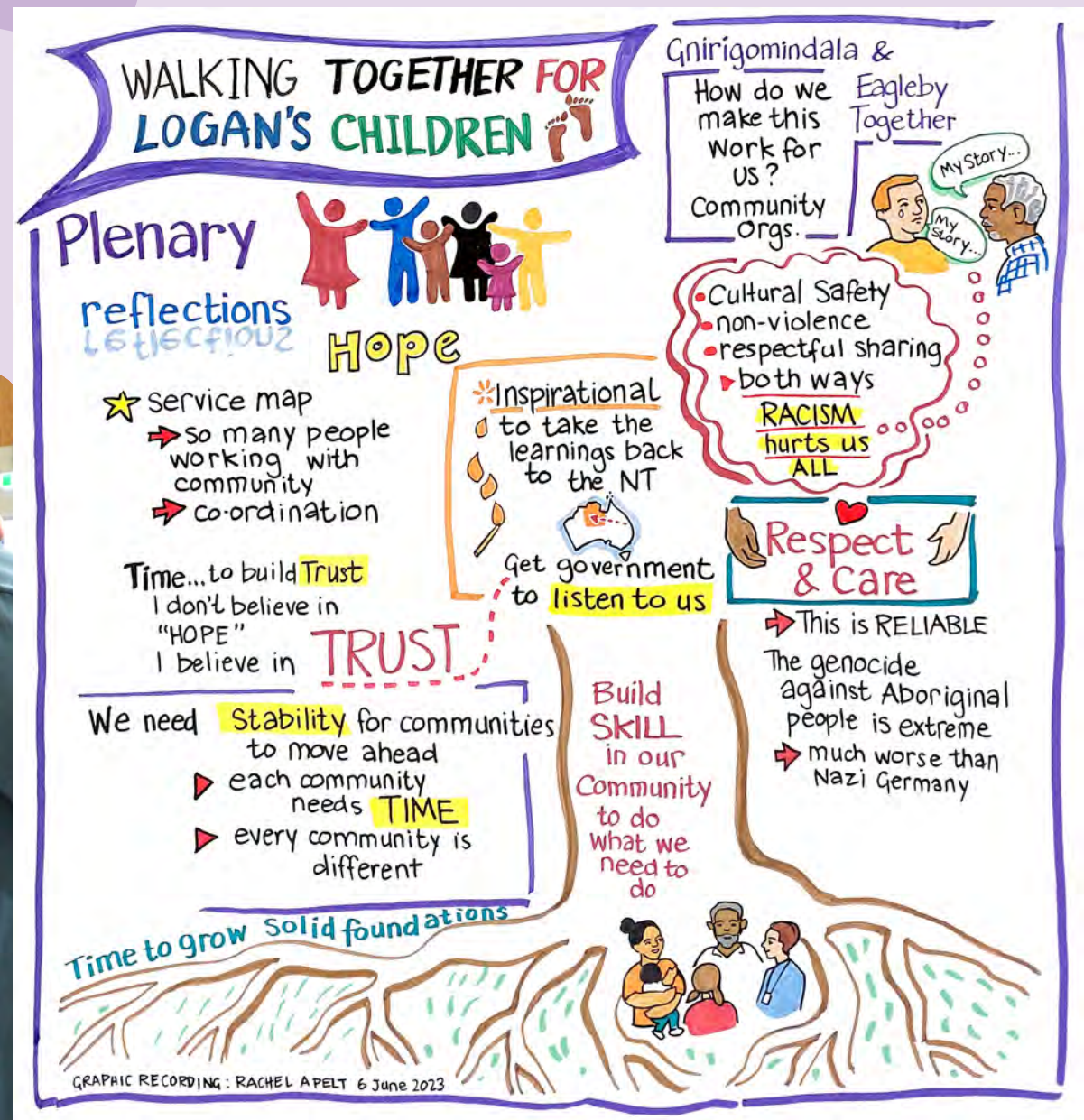
Our service system in Logan is obscure and complex to navigate. This session explored the elements that, together, are helping us re-imagine and re-define Early Childhood service delivery in Logan:

1. Community voice and the Collective Vision
2. Roadmap
3. Systems Map
4. Comprehensive Monitoring System and Restacking the Odds
5. Re-imagined Early Childhood System
6. Ingredients for success in Logan
7. Workforce Reform

Early Childhood Development system map – working draft



Plenary

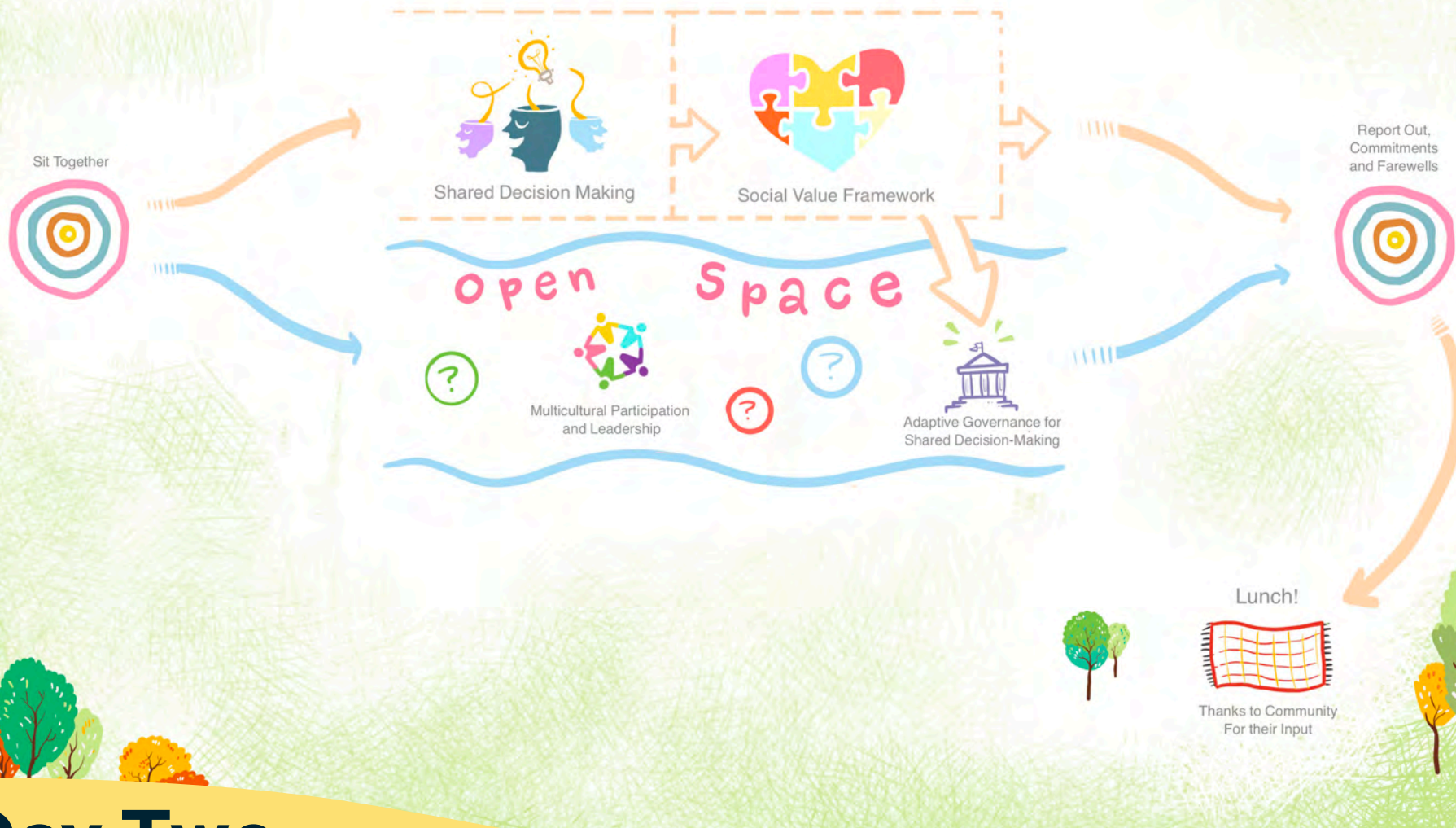


Community celebration





Welcome
BACK!



Day Two

Open space





The Social Value of Shared Decision-Making

Shared decision-making is about people and communities determining their own futures by having a genuine and informed say about what happens in the community and sharing the power to influence local outcomes.¹

Community-led initiatives are seeking the opportunity to share the responsibility for how policies, programs, service delivery and funding are developed, designed and aligned to community needs, at the guidance of community members and local governance groups, while sharing the accountability for risk management, evaluation, impacts and outcomes.

Within this session, we aimed to collectively begin build a national framework to establish the social value of shared decision-making.

We asked our panel, and then the participants themselves to consider the indicators of social change they had observed as a consequence of shared decision-making. To inform our methodologies into the future, we then asked 'How do you know this change occurred?'

The Social Value indicators which emerged will provide the beginnings of a framework for use in Logan Together and across Australian communities. We will keep everyone updated on the progress and invite participants to join us in the further development of the Social Value framework.



¹ Backbone Alliance Group: Social Value Paper April, 2023

Shared Decision-Making Fishbowl

Our purpose for this session was:

- To model Shared Decision-Making in real time, unveiling the invisible and exploring the conditions required for real impact
- To support and enable a community-led cluster of solutions, 'live'
- To collectively contribute to a National Practice Framework for Shared Decision-Making

Over the course of the session, together we were able to reveal an important way of working that underpins place-based community leadership and therefore impact.

During the course of the Fishbowl, diverse offerings were presented, from direct funding to decision-making approaches, to place-based policy commitments, procurement approaches and offers of learning and development. And then there are the strengthened relationships, now in place for the longer term....

Together we were privileged to watch unfolding solutions which were woven together and combined to offer possibilities to work differently into the future.





CALD Women's Advisory Group



Farewell



It took a lot of people to make Walking Together for Logan's Children a success – a very big thank you to everyone who was involved and for those committed to continuing community-led work across Logan, including:

- The Logan Community
- Gnirigomindala Karulbo
- Jinndi Mibunn
- Eagleby South State School Children, Staff and Community
- Logan Together Leadership Table
- Logan Together Backbone Team
- Australian Government, Department of Social Services
- Queensland Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
- The committed community members and partners who led the co-design of the event
- Presenters and facilitators across the event
- Shared Decision-Making Fishbowl contributors and investors; Eagleby Together, Australian & Queensland Governments, Hand Heart Pocket, Eagleby South State School, John Hollond Group, Amazon Web Services, Communities for Children/ Salvation Army, Thriving Queensland Kids Partnerships, Primary Health Network
- Beenleigh State High School Students and Staff
- John Hollond Group – Community Event Lighting
- Amazon Web Services – Virtual reality
- Our amazing volunteers – Belinda, Lisa, Una and John Dryden
- Our wonderful graphic artists and scribes: Rachel Apelt, Louisa Whettam, Phil Judd and Dan Rawlins
- Our event manager, co-ordinator and sense-maker - Dan Rawlins
- Our logistics manager - Kirstin Bishop
- Event Support - Ellen Ferris
- Melody and the Cleaning Team
- Infront Security



Acknowledgements

