

A decorative graphic on the left side of the page consists of several overlapping geometric shapes: a red human silhouette, a purple triangle, a light blue rectangle, and a purple triangle pointing downwards.

# THE ORIGINS OF LOGAN TOGETHER

THE BEGINNINGS OF A MOVEMENT

# INTRODUCTION

Logan Together as we now know it officially launched in 2015, with a [Backbone Team](#) function and the appointment of a Director, [Matthew Cox](#).

When interviewing people involved with the story of the movement, it became clear that while 2015 was the birth of Logan Together, it was not the beginning of Collective Impact in Logan, nor was the focus on the under-8's a new idea: many dedicated and committed individuals and groups in Logan had been working in both areas for years. They had many challenges, not least that they were working “off the side of their desks”, in addition to their fulltime roles and all of the pressures that entailed.

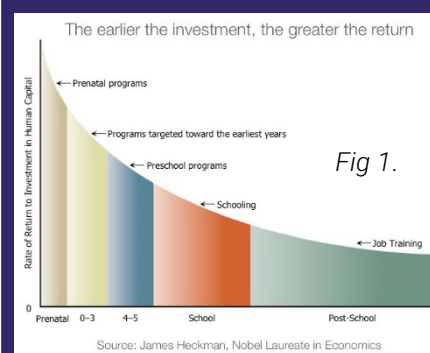
In Logan in the early 2010s, a perfect social storm was brewing - and when an increased focus on collaboration, a widespread political focus on the area, and amplified community hunger for change collided, Logan Together as we know it began to form.

The focus of Logan Together on children from their birth to age eight – namely, making a difference to the lives of 5,000 kids in Logan by 2025 – is based on an abundance of research, which has shown time and time again [how hugely influential the early years are on our life chances, as illustrated by Fig 1](#). Getting our kids in a good place by the age of eight gives them a much greater opportunity to be successful, resilient, and happy throughout their lives. Logan kids are more likely to be developmentally vulnerable – and the partners in Logan Together want to change that.

The partners making up the Logan Together movement are comprised of human services sector workers, NGOs, state, federal and local government, philanthropic organisations, and the Logan community. The concept is simple! Partners pool resources and align their focusses on improving outcomes for Logan kids: to grow them up well. Sometimes the simplest concepts are the most ambitious.

How all of these partners came to work in collaboration as Logan Together is a fascinating story. Work being done in the community for years prior to the launch of the [Backbone Team](#) and the [Logan Together Roadmap](#) (the plan for achieving this change) paved the way for Logan Together.

**Collective Impact:** a way of getting many partners organised around a common goal. The Logan Together Collective Impact manifesto can be found on our website and its principles include engagement and mobilisation, collective partnerships, co-design, shared aspirations and outcomes, a place-based and localised philosophy, support by a backbone team, and capability building designed to sustain partnerships and develop leaders.



**Backbone Team:** A small team of professionals in data, communications, reporting, and community engagement who facilitate, support and power the work and the collaboration of our partners.

**The Roadmap to Change:** The Logan Together Roadmap guides everything we need to do to reach our goals. It takes a life-course approach, with goals at each stage – Ready to Have Kids, Great Start in Life, On Track at 3, 5 and 8, Family Foundations, A Strong Community and Effective Systems – allowing us to design and align actions and projects with each stage.



Before launching into the story of Logan Together it should be acknowledged that, naturally, the journey was – and continues to be - different for everyone involved. In this story it has been important to remain a neutral voice; however, people’s dreams, opinions, worries, successes and doubts need to be reflected because above all, this is a human journey and is full of heart.

Logan as a place evokes passion and strong opinions; its residents are proud and the people who work for the community are dedicated. A city this diverse has unique challenges, but also a sense of beauty in so many people from so many backgrounds living and working alongside each other. Australian values of helping your mate blend easily with a range of cultures and the community is tight.



## BEFORE LOGAN TOGETHER

Logan Together, the whole-of-community movement bringing together community services, government, community leaders, **businesses** and families and facilitated by a backbone team, began in 2015 when the Backbone Team was formed and a Director appointed. But ask most people working in Logan at that time, and they will tell you that the foundations which underpin Logan Together – collective impact, community voice, working in cohesion, focusing on children with an emphasis on prevention and early intervention – were brewing for a long time beforehand. Working with community, focusing on families and reaching those who most needed to be reached was a big part of the mission of existing services.

Many in the community services sector, and many community leaders, had noticed that while Logan was the recipient of substantial government funding and attention specific to families, there was a silo effect: services often worked



alone with limited communication outside their organisation. The result? There was no obvious increase in community improvement. There were many places offering similar services, with a dearth in other areas – and much confusion for families needing assistance.

*“Since I came to work in my organisation in 2002, although we could never articulate what Logan Together would eventually become, there was definitely a desire to have some coordination among everyone working here. Even our 2004 priorities included some of the stuff that Logan Together aims to achieve – what we were looking at was collective impact and data, but we weren’t in a place where we could articulate that, or where that was possible.*

*“We as a service provider saw some people come through our door who had 20 services in their lives, and others who had none. I felt as if a lot of money got wasted. It was like a dartboard.” – Community services CEO*

*“As soon as I started working in Logan, I thought ‘what is this conglomeration of networks here?’ There was a feeling that things needed to change. At meetings I would see people running into people who were doing the same programs and the same work as each other but they didn’t know about each other. The government was throwing buckets of money towards Logan but the indicators weren’t changing.” – Not-for-profit sector professional*

*“We knew something different in Logan was needed from about 2003. Sometimes working in the sector you would spend your whole week attending meetings and nothing would happen. It was a talk fest. Everyone is sitting at the table talking about how deadly they are.” – Community services professional/ Logan community member*

*“It doesn’t matter how committed I am or you are, if we keep doing it alone separately in silos we are never going to get the change in the community across the board. That’s not how people live their lives. They don’t live in their Centrelink engagement and hospital engagement and schooling, and all separately. They live it all at once. And we expect them to do it separately and with confidence. So service needs to be seamless for families in a place they already are, without judgement without labelling and in a way that makes a difference for them.” – Community Services Professional*



Another issue facing change-makers was pilot fatigue being felt by the Logan community. As a fascinating place with cultural and economic diversity and deep pockets of disadvantage, Logan dwellers had seen many pilots come and go from well-meaning ventures which fizzled out or had no follow-up or long-term focus.

*“Logan had had enough of pilots. The latest one had been the Community Renewal project which was a big let down – there were two iterations of it, in the mid 2000s and in 2008 and people thought it would change the way things were for many people – but it didn’t. It’s disheartening when residents get involved and are part of something, but nothing happened” – Logan community member and volunteer*

Possibly the most coordinated and organised approach to bringing services to work together was the founding of the **Child Friendly Community Consortium** which formed in around 2009 out of the existing Early Years Initiative, led by Queensland Health. It was formed when Communities for Children, led by the Salvation Army, and the Browns Plains Early Years Centre, led by the Benevolent Society, came together and acknowledged there was too much competitive funding and fragmentation in the industry.

A meeting of community services providers across a range of organisations was called, and more than 60 people turned up. By the second meeting, they had a name – the Child Friendly Community Consortium - and a collective impact framework around building a place where children and families could thrive.

*“In Logan, collective action was happening long before the riots, the summit and City of Choice which led to the Logan Together movement and Backbone Team. There was synergy between different funded programs – we had the Early Years Initiative, we had the Early Years Centre Browns Plains Service, and then there was the federal funding for Communities for Children that had been operating for quite some time. The three managers got together and decided to stop working in competition; we all agreed it was ridiculous not to collaborate for better results.*

*“We all started sharing our vision, using a common language, and did all this collective impact work, with a focus mostly on birth to age 12. From the end of 2009, it grew into action groups, where people would co-fund a particular focus, looking at gaps in the AEDC data. We would look at pooling funding from all of our groups and some partners were funding things too.*

## The Child Friendly Community Consortium

grew out of the Early Years Initiative, led by Queensland Health, in 2008-2009, with the aim of bringing together interested agencies to promote initiatives aimed at improving child wellbeing. It operated as an unfunded organisation aside from occasional project grants but enjoyed the support of various better-resourced agencies, which acted as secretariat and contributed staff time and other in-kind resources. The Consortium also established a trust fund which acted as an independent repository for project funds.

## Communities for Children

has been operating in Logan since 2005 and represents a long-standing collaborative mechanism. It aims to deliver positive and sustainable outcomes for children aged 0-12 and their families in disadvantaged communities in Logan. The Communities for Children Facilitating Partner, the Salvation Army, provides planning, guidance, decision-making, community consultation and community development resources and funds community partners who deliver services that include parenting and child wellbeing supports.



*"It's not always about funding, it's about looking at people and saying, "Hey you are doing that well. Instead of competing why don't we focus on that area and we will focus on this area." We know that Logan is well funded but it's the organisation of it all." – Education professional*

*"The idea was whatever it was that was in your organisation's planning, you could bring to the table and we could work on things together, ticking off priorities and getting things done; consortium membership was written into the job description of many people. We met with every new member to guarantee that good investment from the start. Having a backbone team was always part of the plan – and all of that thinking was interwoven into Logan Together." – Health professional*

*"Independent and transparent – that was the success of that consortium. Everyone was on the same level and that's why it had such buy in. When it evolved and moved into what became the Logan Together space it was stars aligning." – Logan Together Board Member*

*"There were lots of action groups, there were successes and there were disasters; we did a child friendly community conference, we did training on being child friendly by design, workshops on working with community.*

*"Slowly but surely you saw people start to consult more with children and families. Upskilled and more confident, there was a pooling of resources – and eventually we decided we needed to be smarter in terms of keeping hold of the money and we set up the **Children's Trust**.*

*"Where we struggled was in engaging with politicians, because we didn't have a dedicated team, so having people who were able to get that engagement, with Logan Together, has been great." - Children's health professional*

At its peak in 2014, around 65 organisations were involved with the Consortium, with a range of action groups. The research completed and partnerships put in place by the Consortium were invaluable in paving the way for Logan Together. The Trust established by the consortium was a ready-made neutral space to hold funds.

## **The Children's Trust**

established by the Child Friendly Community Consortium provided a ready-made mechanism for holding funds independently of any of the key service providers – and is the same model used by Logan Together to this day.



*"We formed a strategic reference group out of the consortium, which morphed into the Trust. The thing we can't emphasise too much is how significant and useful it was that the Trust could be the transactor for Logan Together"* Logan Together Board Member

*"We realised fairly quickly that you need funding to be from a neutral place rather than one of the main organisations. It was becoming a bit of a threat if group money went into the coffers of one of the organisations in case there were management changes.*

*"So then we formed the Trust, and we had money coming through that way and that Trust became the Trust for the Logan Together movement. So we launched and set up what would eventually become the funding mechanism for the Logan Together Backbone.*

*"The Early Years Health Initiative that became the Centre for Children's Health and Wellbeing, they provided the backbone for the consortium. In a way that team was the smaller, early version of the backbone team." – Education professional*

*"When I came on board in Logan in 2012 I was told there were two community organisations I needed to be involved in, and they were the consortium and the AEDC groups – at the time there were five of those. Very quickly I could see the need for a more joined-up approach. Certainly in those days the energy was huge and the vibe around working together for children was really strong. I jumped right in!" Community Services professional*

At the same time as Logan's community leaders and community services sector were joining together, further afield in Brisbane a **CEO Conversations Group**, consisting of CEOs of major NGOs, was also coming together to address a similar problem: how do we pool resources to improve outcomes for those we are trying to reach?

The group was hosted by **Anne Cross, CEO of UnitingCare Queensland**, and collectively, the group was responsible for the formation of the **Community Services Industry Alliance**, which still exists as a strong entity. Another arm of the CEO Conversations Group looked at place-based responses and services delivery. Current Backbone Team Director Matthew Cox, who was at the time working for Red Cross and was part of the CEO Conversations Group, was tasked with looking at resources and seeing which models were working across Australia and internationally. The key seemed to be collaboration.

## **The Children's Trust**

established by the Child Friendly Community Consortium provided a ready-made mechanism for holding funds independently of any of the key service providers – and is the same model used by Logan Together to this day.

## **The CEO Conversations Group**

involved a series of conversations which took place between the CEOs and senior managers of some of the larger State-wide charities. These discussions took place in an environment of cuts to funding and focused on ways that these organisations could work better together to deliver their mission. Collective Impact methodologies were among the key ideas discussed by this group.

**Anne Cross** was the CEO of UnitingCare Queensland from 2003 to 2017. Anne has also been involved in projects in New Zealand, United Kingdom, Ireland, USA and Canada. She is the recipient of the 2014 Telstra Queensland Women of the Year award.

## **The Community Services Industry Alliance**

is a group which aims to advance the business and sustainability of Queensland community services and its mission is to move the industry beyond the borders of fragmentation. It received support from a huge range of organisations.

*"We had just produced the scan of disadvantage, which said that for all of the investment we had put in and what we have done – we just weren't making great strides and some communities were in an even worse situation." – CEO Conversations Group member*

*"Around 2012 I was at an education reform meeting and I learned about this group that had brought together CEOs of national organisations to talk about collective impact. I made it my business to find out more about collective impact. I started researching it; as an organisation I had already started moving us into this collaborative partnership model with mainstream services. When I started researching collective impact I thought "this might actually work". By this stage data was showing that the number of Aboriginal and Torres Strait Islander kids in care was continuing to rise. So whatever was going on, wasn't working. That is statewide –it was failing our kids. If we were all doing our jobs as well as we like to tell each other we are, the narrative wouldn't be telling the story it was." – Community services professional/Logan community member*

*"The politics at the time were crucial. One thing which happened was there was a CEOs group of a range of not for profit organisations. In this world of both sides of politics seeking more evidence based outcomes, the idea behind this group was, let's commit ourselves to try to walk the talk of why we think it is important you invest in social services, so getting that blessing was nothing formal, but great. I heard a lot of CEOs mentioning it was important for the sector that we had something like Logan Together ready to go in the face of a government that was going to keep on hacking" – Logan Together Board member*

*"At about the same time, the incident known as the riots occurred in Logan and the local response resulted in the City of Choice Summit and the City of Choice working groups. Logan was ready for the kind of change we had been researching – it all really aligned." CEO Conversations Group member*



**The scan of disadvantage** was a project commissioned by UnitingCare Queensland's Centre for Social Justice, which revealed that areas of entrenched disadvantage persist throughout the state.

### **City of Choice Summit**

– in a bid to restore harmony among the community and to invite the public to share with government representatives what they felt Logan needed in order to thrive, the City of Choice Summit was a Council-run three day event in Logan bringing together residents, community organisations, government decision makers and the business community. Community were invited for one day, with the following two days for Government ministers to process information and develop an action plan.

**The City of Choice Working Groups** were formed as a direct response to the information provided at the City of Choice Summit. Groups were formed around employment, housing, education, safety and social infrastructure. This was decided after a draft action plan was made available for public comment and State Government review, leading to a final action plan and the formation of groups.





# FUNDING STRESS

Among some of the barriers to embracing collective impact was something that's a universal and almost constant stress to community services throughout the world: funding instability and territorialism, which could lead to services applying for funding for funding's sake. This process doesn't allow for much strategy and didn't deliver what's needed to intended recipients.

*"Because we had so much pilot funding here in Logan, there was always new things rolling through, comings and going, and reforms which could result in changes to funding models ... In that time a new State Government came into power and obliterated (?) us. They took away CPI funding, youth funding. As a result of this, some organisations were re-examining themselves, they had lost significant amounts of funding. There was so much unknown going on, there was a bit of scrambling for survival. You were out for self-protection and preservation of your own, you had staff you had to keep employed. It was a really full-on time."*  
– Community services professional/Logan community member

However, this confusion eventually strengthened the belief among many organisations that collective impact was the way to go: joining together to find a way of pooling resources as they became more limited for many. Just like a diamond, increased pressure eventually led to producing something incredibly valuable.

*"Individually we started thinking, what can we do? I had to redirect, rebirth and a lot of us did that through the consortium and collaboration. But we worked out really fast that we had to take it past being another network and take action rather than being just another meeting. We wanted it to be sustainable. So we had action groups, it was a sub group where different topics had arisen across the lifespan. It was all 0-12, aligning with the Communities for Children age bracket. So the action groups produced things – a DVD was done, Dads Packs were created, there were tangible products that were produced but still it was early days. We thought we were collaborating! But probably what we were doing was sharing resources, because you were still holding on to your own entity."* – Community services professional/Logan community member

**Better Futures, Local Solutions** was a federally-funded series of place-based measures which aimed to improve the circumstances of disadvantaged members of society. Logan was one of 10 local government areas selected as priority locations for the measures, which involved extra responsibilities and more assistance for teenage parents on income support, jobless families and other vulnerable groups to support children and families, and help parents enter or return to the workforce. There were also new participation requirements for some parents receiving income support and the introduction of income management in five of the ten locations. It expanded Communities for Children services in the selected 10 areas.

This initiative also included a sub-initiative called *Community Innovation Through Collaboration* which included the establishment of a Local Advisory Group (LAG). This group was facilitated by a Government Action Leader and a Community Action Leader. The group brought together local people to identify local issues and work with them on solutions. The initiative also included a Local Solutions Fund. Collaboration was an essential component of funded projects and the LAG started learning about collective impact and exploring possibilities in the Logan community.



*“In Government, from a planning perspective we looked at Logan and thought there were issues but lot of potential as well. In 2009 when Keep Australia Working started and later in 2011 when Better Futures, Local Solutions was rolled out it meant there was an ability to focus regionally rather than universally and there was money to do it as well. There was a regional employment plan – and the employment chapter actually used that plan in Logan Together.” – Australian Government representative*

*“The concepts of collaborative effort and collective action were being explored. Extensive work was done to engage with the Logan City Council and encourage participation of officers and some Councillors in networks and meetings addressing key Logan issues.*

*“The Government Action Leader, Community Action Leader and Local Advisory Group (of a sub-committee within Better Futures, Local Solutions) had been working on bringing together the 3 levels of government. Also work was being done on combining the efforts of the numerous networks (at one time over 35) and meetings in Logan and considering the governance of the huge service system network in Logan.” - Logan community services representative*

## THE “RIOTS” AND THE CITY OF CHOICE

So let's set the scene in 2013.

Logan's organisations are working together in a collaborative effort, battling the dual challenges of funding uncertainty or reduction and the pressure of a full workload in addition to attending network meetings. The CEO Conversations Group is gathering research about Collective Impact and the idea of applying place-based collective impact to Queensland communities was gaining momentum. The Logan community is getting on with life.

Then the “riot” hit.

The “Woodridge riots” as they were labelled in the media, occurred when racial tensions boiled over in a neighbourhood and resulted in a weekend of violence. Wooden posts and cement pavers were used as weapons and fighting broke out over two nights. Footage obtained of the violence was replayed on national media for a number of days.



From the swirl of community unease, negative media portrayal, and a sense stronger than ever that something needed to change following the weekend of violence, a Summit was held by Logan City Council. Community members from all areas of Logan, from all levels of the community and local community services, schools and businesses were invited to share concerns, frustrations and potential solutions and come together to clear the air and make way for a new age in Logan.

Attendees went in with a varying range of emotions: from optimism to cynicism, hope to doubt. It was an intense three days, but one thing everyone agreed upon was the energy. Energy for change.

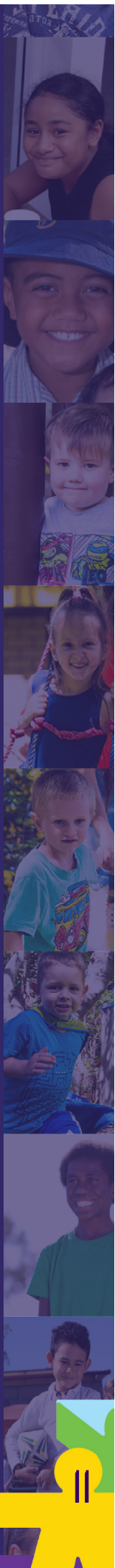
*"I didn't think what happened in the streets would lead to change. We had had to bury one of our young people who was killed on railway tracks three months prior. Then there was the incident before that where one of our older community members was killed in a park. So we were trying to keep peace at that time. Did I think it would lead to change? No. We were peacemaking. We had a lot of sorry business going on, letting people grieve. By the time we got to the riot we were at the third big thing that had happened – but then the Summit was announced" – Community services professional/Logan community member*

*"In the early days I think everyone did the eye roll about the Douglas Street riots, basically but whatever it takes to get things happening. Stars aligning was often the term used. What it did do was really get everyone thinking about the same thing.*

*"I think the Summit was an important part of the whole process, but I don't think anyone walked away thinking that we were going to rocket into something now. This is where going in hard on Collective Impact language was really going to make an impact. It was still a new term though Logan and Queensland-wide." Logan Together Board Member*

*"At the time of the Summit I was not a part of the Government. I think among the government members in the room, they were a bit overwhelmed by the force of the anger and the upset that was in that room.*

*"The riots may have been the pivotal point, but from the point of view of the consortium we were not surprised. The force of it, the underlying tensions – we knew we had to do something." Education professional*



*“The Summit had an air that something was going to happen. Fresh ideas were allowed to emerge from the floor, there was collaborative action.” Government representative*

*“The Summit itself was quite remarkable, it was a very complex three day process that was very well executed and it really was ground-up – the Mayor at the time said enough is enough, I am sick of people seeing us in this light, we have problems and we need to work it out.” Former Logan Together Board member*

*“There was a bit of cynicism about it: would it all come to anything? There was a sense in the community that we had seen it all before. But Pam Parker had just been re-elected Mayor and there was quite a bit of faith in Pam. So there was interest too.” – Logan community member and volunteer*

**One of the key actions to emerge from the Summit was the establishment of the City of Choice working groups.** These working groups each centered on different issues facing the city, including safety, housing, transport and children’s services.

Former Brisbane City Council CEO Jude Munro was appointed as chair of the City of Choice Committee.

“It was a wonderful team and there was a richness to the group,” she said.

“We knew that there was a need to deal with deep and significant issues that had really underpinned some of the tension that was part of the street brawl which happened before the summit.

“One of the ideas was to bring children’s services together for children aged under the age of 8. If you could get the settings right for children and families you can make huge progress for children and create a wonderful environment. There was a wonderful database around that using the concept of hubs, accessible maternal and child health services based in communities, where people would be able to go and also the idea of early intervention.

“We also pulled together the stats and a profile for Logan. That was one of the first times that was done. We were able to produce the information in an accessible format to help with advocating efforts.

**Jude Munro** was CEO of Brisbane City Council between 2000 and 2010. She has also worked on the Board of Queensland Urban Utilities, Victorian Pride Centre and Victorian Planning Authority, and as a non-executive director for Air Service Australia and Uniting Care Queensland.



“There was a sense of joy and elation and a real purposefulness to get things done for the community and people of Logan and involve them actively as well. To our leadership meetings we invited different people and groups, in some cases they might be young Indigenous students, in another it was a group from Syria, so we really were educated along the way as well as working together to develop solutions and make sure they were implemented.”

The terms “buzz in the air”, “purposeful work” and “optimism” are bandied around a lot when people who were involved in the working groups reflect upon them. It seems clear that this was a time of change, where a perfect storm had come together: a community hungry for change, a government that was listening, services who were already on a collaborative path – and even **and even an effective financial mechanism in the Child-Friendly Community Trust which was readily adopted by Logan Together.** It was time.

*“When the City of Choice Leadership team was formed it was just great. I remember during one of the first meetings we took pillars of things we saw a need for and the state of children was really important within that. Matthew Cox articulated this vision that came from it. To me it was like, you have just articulated something that has been going on in our heads for a long time but we have not been able to crystallise it like that.” Community Services CEO*

*“For me looking back on it with a collective impact lens, that working group of 20 or 25 people who stayed working through two calendar years to get Logan Together up, throughout 2013, 14 and the first half of 15, consistently went down the Collective Impact chronology. It wasn’t because anyone was being prescriptive. It made it even more curious that it was natural.” Logan Together Board Member*

*“Each of the working groups chose to buy into the Logan Together formation bigtime, which is why lots don’t exist anymore. It seemed sensible to put this all under the Logan Together umbrella and that is where a lot of what are now the Early Years Neighbourhood Networks came from. Initially I think there were two streams of thought – there were those who were saying yes this makes sense and we want to make it work, and then there were others who were worried about being swallowed and losing space. That’s for a whole bunch of reasons, some is insecurity, but there’s also concerns that individual clients and customers can get lost and the agenda can run away without being aware of the little people.*

*“For someone like me, I was running on a high every day. Those heady days, I was in my element, loved it to bits. I’m always convinced we do better together than alone.” – Not-for-profit professional*



*"The leadership team in the City of Choice was one of the most exciting groups of people to work with, and they were working on a very interesting model. I had been in a leadership role at Griffith and that was really all about deepening engagement with the Logan community. When they said we are looking for people to come on the leadership team for the City of Choice Working Group, it was a huge commitment but I thought it was really important. It was really intense work and they had very senior government people – ministers from state and federal government and from local government too. You cannot overstate the impact of that, it was exemplary. And we also had people from the community, and experts from the sector."* – Former Logan Together Board Member

*"I was going into the Working Groups with all my scepticism in the world. I wasn't yet on board with the process, but I had the fire in my belly of "this is consortium work". I felt like people were riding into town with the magic formula and giving something new instead of building the capacity of the consortium to support our work. The working group met for 12 months. There was three levels of government, there was NGOs, there was community group representatives, and that's where the whole concept and idea of the Collective Impact stuff was tabled and talked through.*

*"It was agreed that the consortium would be the holder of the money and Griffith would host the programs and in kind financial systems and those sorts of mechanism. We had started to morph from working groups into Logan Together."* Community services professional/Logan community member

*"I went to City of Choice as an observer. I was optimistic that this was finally going to happen.*

*"This was a new approach and there was a lot of selling, getting people on board. For me a highlight was the level of government support, and it remains a highlight –we have been through a number of elections since the beginning and the support is still there. That hasn't really happened to this level before."* – Community services professional





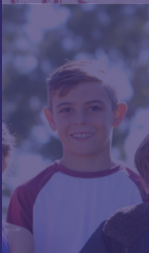
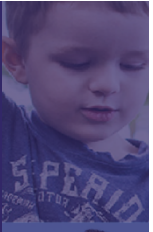
## SELLING A NEW PHILOSOPHY

During the time that the working groups were drawing up their strategies for a positive future in Logan, the CEO Conversations Group was also continuing their research and planning for a collective impact approach in two areas in Queensland, one of those being Logan. With all that was happening in Logan, the group chose to focus solely on this area, and began speaking with Council and the working groups in early 2014.

*“We talked to local project teams leading the whole Council plan and talked about the possibility of what we could achieve and how we could achieve it, we shared all of the information we had created from the CEO Conversations Group - we must have remodelled it thousands of times - we created program logics for all different age groups. We had an opportunity to present to Jude Munro and the small working committee, a few councillors, and it was really the first formalised opportunity to say honestly we can do this, we need you to let us, and let us start playing in your space - and Council were really keen. It was clear that Logan was ready for something big, and Matthew Cox had been involved in both those working groups and with the CEO Conversation Group – so it really seemed like it was meant to be.*

*“From that point, we basically went on tour and did the same presentation over and over again, to health forums, mental health, councils –and we got the same response each time. There wasn’t a single person who didn’t say yes, I am up for it.*

*“The working group then became the thinking behind the whole philosophy of Logan Together and we began to work with the consortium, health and everyone else who was involved.” – CEO Conversations Group member*



Elsewhere, the concept of a Logan Strategic Leaders group was being explored by the Local Advisory Group (see page 9) in meetings with the Mayor and CEO.

The Regional Managers Combined Network facilitated by Logan Council was active and had been expanded to include local representatives of all three levels of Government. Additionally there was a Local Government Coordinators Group which had representation from all three levels of Government and facilitated by the Government Action Leader and the Local Employment Project Officer.

*“At the same time there were increasingly opinions expressed from service providers about the way in which the service system worked and its governance. A number of meetings were held exploring the concept of combined networks and how the service system could work together better harnessing the significant intelligence that existed through the workers in the many community service providers.” - Local Advisory Group member*

Around this time Communities for Children also saw a big change to their funding model. Prior to 2015 they were funded as a service delivery model and that shifted into being funded as a facilitating partner. Debbie Miscamble came on as Program Manager and brought with her a collaborative mindset, essentially transforming the committee model that existed for Communities for Children into Logan Together’s Child and Family Chapter.

“We were already taking a collective impact approach before Logan Together came into being; we already had the mindset,” said Debbie.

“We are still involved in a number of Logan Together projects.”

**Debbie Miscamble** was a Community Action Leader for the Salvation Army working with Better Futures, Local Solutions, and is now a Program Manager with Communities for Children.





# MAPPING IT OUT: LOGAN TOGETHER'S PROSPECTUS AND ROADMAP V 1.0

Writing the document which became the prospectus for Logan Together wasn't easy – Geoff Woolcock, tasked with keeping tabs on the document, estimates that it went through 25 versions – but the final product gave the movement solid foundations and was something everyone involved – government, community service sector, education, health and the community – could agree on.

**The prospectus led to meetings with federal and state ministers, key committees overseen by the Qld Treasurer, and aligned philanthropic organisations that led to committed support from all levels of government, NGOs and philanthropics.**

*"We were able to launch Logan Together with a great deal of joy and a sense that it was going to be a fantastic start to integrating services for children as the future for the change in Logan. There was definitely a sense that anything is possible if you have the right evidence and if people of goodwill come together." – Former Logan Together Board Member*

*I think whereas Logan Together was originally one of a number of options which came from the City of Choice Working Groups, the reason it pretty quickly became the priority project was because it started becoming more and more doable and achievable and simple really." – Logan Together Board Member*

## THE TEN20 FACTOR

Currently, Logan Together enjoys support from three levels of government, as well as a range of other funders and philanthropists. Philanthropic support plays a huge role in Logan Together's story. The role philanthropists play in a movement like Logan Together is one of funding projects which seem out-of-the-box: there's an element of "let's try something new and give something a shot" – whereas, rightly, governments fund things that make good policy sense. Support both from governments and philanthropic organisations gives a movement the chance to work towards a good policy goal, as well as exploring new ways to get there. Currently, Logan Together is lucky enough to enjoy support from a wide range of organisations including Dusseldorp Forum, Opportunity Child, Vincent Fairfax Family Foundation – and Ten20.

So where did the philanthropic support begin?

**Geoff Woolcock** is a Senior Research Fellow at the University of Southern Queensland's Institute for Resilient Regions, and an Adjunct Associate Professor at Griffith University's School of Human Services and Social Work and QUT's Centre for Children's Health. He is a board director of the Brisbane Housing Company, the Australian National Development Index (ANDI) and the Logan Child-Friendly Community Charitable Trust overseeing Logan Together.

**Ten20** is a philanthropic organisation focussed on bringing inspiration and innovation to early childhood investment throughout Australia. They support local action and leadership. The beginning of Ten20 illustrated how willing the group is to take a risk for the greater good: it was founded in 2008 and previously existed as GordonCare, which was the first organisation to establish a home for neglected and abused Victorian boys. It was instrumental in the establishment of Victoria's Children's Court in 1907 and focussed services on reunification and strengthening of family connections in the 1980s and 90s. They shifted focus from service delivery to prevention and became the Ten20 Foundation in 2008, after the Board noted that existing responses to vulnerable children were not working to reduce the number of children who were disadvantaged.



One of the first big wins for Logan Together was when Ten20 committed funding to the movement: substantial “anchor funding” that showed confidence in the movement which went up the chain. **The backstory to the Ten20 Foundation is an inspiring collective impact story in itself: the ‘Ten’ stands for ten years of consistent Foundation funding for ‘20’ communities, of which Logan was one of the first selected.** About the same time, an exciting project called The Search appeared. This offered significant support to a community delivering a collective impact model of social change. The terrific “Burnie Works” project was selected as the successful community in part because of the very successful community engagement efforts.

*“When we found out we lost out on winning (The Search) because of community engagement, Matthew came back with a level of fire in his eyes that we hadn’t seen up to that stage; we knew we needed more community input. We had representation but we needed that voice, we recognised we need to do it and we got better at doing that.*

*“It’s hard to get community input but through the road mapping process it became part of the mantra and we drew on the experiences of consultants and others who were brought in at the beginning to talk about how to get the community input. That gave us some technical expertise on getting people in. Matthew also spoke to people close to the coalface, and asked them to get people in. We used that then to reach out to networks more and bring people in.”*  
Government representative

## THE BEGINNINGS OF A BACKBONE

Before the Backbone Team could work together, a physical location to use as a base was needed. **With a primary emphasis on the backbone organisation not being a service provider,** it was clear it needed to be a neutral community space with plenty of resources to offer: a place for meetings to be held, a place with established and reliable HR and IT systems, a place that was familiar to the Logan community.

A search commenced for a host organisation, engaging an independent consultant to assist with the assessment of options. The result of this process was that, of three options to host the Backbone Team, Griffith University was chosen to host the project while the Logan Child Friendly Community Trust agreed to act as fund holder to ensure funds for the project would be committed 100% to the project itself.

After the process, then Pro-Vice Chancellor of Griffith University Lesley Chenoweth, who had been an active participant in the City of Choice Working Groups, set up the role of Griffith as the host of the Backbone Team.

**The Search** was a joint project run by the Centre of Social Impact and Social Leadership Australia which invited applicants from around the country to participate in a competitive process for the design of Collective Impact projects. The “winner” of this competition received a \$1m grant from The Search’s supporters – including Ten20 - and while Logan didn’t win this grant, the Logan Together project was highly regarded by the assessment panel and the process resulted in ongoing participation in a national community of practice.

**Lesley Chenoweth** is Professor Emeritus at Griffith University and was formerly ProVice Chancellor & Head of Logan Campus & Lead: Women in Leadership.

Early in the process Margaret Allison was recruited as independent chairperson of the Cross-Sector Leadership Table, the main governance body for the initiative, and a membership structure was established.

While the key decisions in this arrangement were made by September 2014, the negotiation of detailed legal arrangements took until mid-2015, at which point the project was in a position to formally appoint staff and commence its operational phase, initially with staff seconded from partner organisations or recruited on a temporary basis before permanent appointments were made from July 2015.

The Backbone Team began very small and started work before a Director was appointed. By this stage, Griffith University was the host of the Backbone Team and the **Logan Child-Friendly Community Trust provided a functional transaction mechanism for Logan Together funding**; beyond that, little existed in terms of frameworks and agreements.

*“Being on the Backbone team was good because when the working group convened we could give them papers they were asking for, and all of the establishment stuff. We could go back to the group with governance papers, chase up people who made pledges for money. We were doing a lot of that start-up backbone functionality which meant we could get things going, and give a lot of support for the launch.” – Original Backbone Team Member*

The role of the backbone team is to facilitate, organise and power the movement by connecting partners supporting activities, guiding the vision, spreading the word of Logan Together and providing resources to inform the work being done.

**Margaret Allison** has over 35 years' experience in state and local government, including roles as the Chief Executive of the Public Service Commission and Director-General of the Department of Communities, Child Safety and Disability Services. She retired from the public service in late 2013.



# PUBLIC KNOWLEDGE, RESEARCH AND DATA: THE KEYSTONES OF THE MOVEMENT

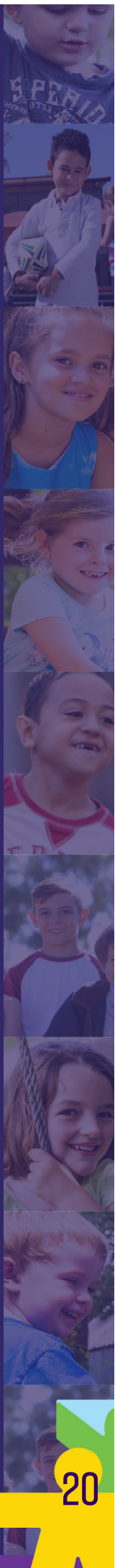
One of the key things which sets this project apart, and possibly why it has been able to secure so much support, is its commitment to including public knowledge, research and data to underpin its mission. Logan Together considers the inclusion of public knowledge, research and data as the three important, essential ingredients in everything we do, for Logan Together to be a driver of long-term change. It has been the role of partners to ensure all are brought to the table.

When working with a community suffering from pilot fatigue, with such a vast range of cultures and family situations, it was essential that the community voice was well and truly part of the fabric of the movement – so community is represented at all levels of Logan Together, from community conversations and chapter meetings, to the Leadership Table.

*“The aspect of history I would like to see brought out is the importance of collective impact as something which fundamentally changed the relationships between organisations and the community, giving a lot more power to the community.*

*“When we sit around the leadership table, you get people from all levels and from the community, who really want to know how to do that and have invested a lot of effort and resources into trying to build that awareness. That needs to be recognised, that there is a desire to do it and we are trying different things. If Logan Together was just about organizing the organisations it could still make a difference – but for really radical change you need the community to be engaged.” – Logan community member and volunteer*

In addition to public knowledge around what needs to be done for the best interests of the unique needs of the area, data is crucial to ensure we focus on the right people in the right places. Data for Logan is out there and has been for a long time: but for the Logan Together movement, data needed to be looked at differently. There have now been two versions of the Summary State of Logan’s Children and Families, and the movement has begun to release Suburb Profiles: presenting data at a place level.



*"AEDC data was there, in its infancy, it was the first time we could really see that we aren't doing too well in Logan – we knew this and now we had the data to back it up. In my reflection of being a service provider, I certainly didn't look at data like I look at it now and that's only through Logan Together as it currently is. We looked at population level data, we looked at incarceration, we had the deaths in custody report, all of those things that were indicating that as a justice reinvestment strategy if we looked at early years as opposed to later we may have different outcomes... But we didn't look at APGAR, AEDC, NAPLAN together as a narrative. Some of the other big orgs might have been but as small and medium we were getting funding for survival, we didn't have the resources." – Community services professional/ Logan community member*

*"All the data was there for Logan – NAPLAN, income, employment, single parent families, domestic violence – Logan has historically been the kind of place where millions of dollars go in – but we just weren't making any impact. We had to do something differently." – Former Logan Together Board Member*

## AND SO HERE WE ARE!

Since the heady days of forming the Backbone Team, chasing and securing funding, mapping out the strategy and developing the Roadmap – Logan Together has come a long way. How do those who were there at the beginning feel about it now?

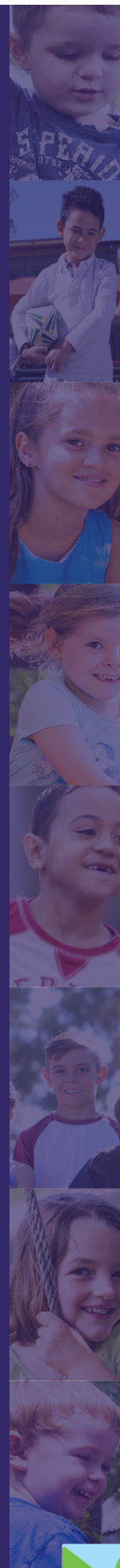
*"I have 15 years of experience working with Centrelink so I know what it looks like when things go wrong. I know how hard it is to try and fix it there.*

*"I was more naively optimistic, now I am determinedly optimistic. I call myself a practical optimist. I know the challenges but I believe in change. There was so much going on in the community, it was ripe. It was time. It was a catalyst in the media but everything was in place." – Community Services Professional*

*"I am still optimistic, but we need to see traction now, it's a constant thing of making sure it's on track. It has got bipartisan support but people have to understand it's a ten-year plan, even if they are on three year cycle.*

*"A misconception or confusion point could be that it is more advanced than it is. Because I am so grounded in service delivery I see changes as a few years away. People outside of Logan will say you've got a lot of money, what has happened so far, and there could be that perception that the backbone have become another bureaucracy.*

*"The Logan Get Together did feel like you were part of a movement - and I don't say that much." Community Services CEO*



*"Do I believe this is going to work? Yes. I am invested. I have seven grandchildren and from a strategic and data point of view, three of them are potentially going to fall through the cracks. I don't want any of them to fall through. Actions speak louder than words. We don't have a checklist so we have to action learn our own path which will have trials and tribulations. Matthew and Sandra (Fields, Deputy Director of Logan Together Backbone Team) have to battle through a government who may be looking at KPIs, not a journey of continuous change." – Community services professional and Logan community member*

*"I was sceptical about Collective Impact initially but after a while I was convinced and now I am even more convinced – there are a lot of things being done right. We have been through boom and bust cycles a couple of times. Even in a place like Logan Together, where we have had so much buy in, there has been ups and downs and Logan Together continues to refine processes in how to make this work.*

*"I think now we are at the stage where we are finally able to introduce community into all levels of this initiative. We are beginning to build the mechanisms we need to do this systemically, not small scale change. Logan Together has also had a big impact on our department. It's a flagship project helping shape the national agenda." – Government representative*

*"I am still as optimistic now as I was when this all started. These things are never easy but I am still optimistic. You have to, in these models, hang in for quite a time. It's a ten-year time window, before you start to see things change – but there are already signals. The ten-year movement came out of literature in US, we didn't want to sell it short, you have to get people buy in for more than the three-year government cycle.*

*"We have a clear message and deliver on it - we have been doing other stuff for decades and nothing is changing." Former Logan Together Board member*

Now, in mid-2018, Logan Together continues to move forward on a range of tactical and strategic projects and has chalked up a number of successful projects which will continue to make a difference to Logan families.

The movement continues to grow, as regular Induction Sessions and events are held, and workers, educators and community members are continually introduced to the movement.

This is a story which we will continue to chart, through ongoing evaluation, progress and feedback - and all partners will continue to learn as we go, leaving behind us a long-term legacy of change for the children of Logan.

