

THE QUEENSLAND GOVERNMENT CONTRIBUTIONS TO THE LOGAN TOGETHER ROADMAP (to December 2017)

The Queensland Government, along with other levels of government and community, business and academic partners, will contribute to the Logan Together initiative in Logan.

The Logan Together initiative is applying a collective impact approach to improve the wellbeing of children (0-8 years) in Logan with a specific focus on the 10 most disadvantaged Logan suburbs. The aim is to bring Logan children into alignment with the Queensland average for developmental vulnerability by 2025.

Logan Together uses a collective impact approach because it is recognised that agencies, organisations and tiers of government must work together to overcome complex socio-economic issues and improve wellbeing for families experiencing disadvantage.

Logan Together developed the draft Logan Together Roadmap through extensive consultation to support joined up activities across a range of domains to improve child development outcomes. The Roadmap is being implemented over a 10-year period as it can take many years for all partners to achieve lasting change for young children and their families.

Activities in the Roadmap are determined according to the priorities of the local community and the resources and capabilities available across partners. Gathering evidence and knowledge over time regarding the needs of children and families also helps to drive what activities are taken up through different phases. As a result activities undertaken by partners change over time and need to be reviewed after agreed periods of time.

The Queensland Government has identified, in consultation with Logan Together stakeholders, nine key areas where the Queensland Government can play a range of roles in the collective impact approach in 2017. Some of these involve operational changes to how we deliver services and support in the community. Other focus areas explore functions and arrangements across government that can be done differently to support longer-term change. These last focus areas require significant planning as they reflect the potential for the greatest change for government agencies.

The nine focus areas up to December 2017 are set out in the following table. Queensland Government agencies are contributing from within their existing budgets to undertake this work.

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<p>1. Child and maternal wellbeing Led by Department of Health Supported by:</p> <ul style="list-style-type: none">• Metro South Hospital and Health Service• Department of Communities, Child Safety and Disability Services• Children’s Health Queensland Hospital and Health Service <p>The Queensland Government will continue to develop options to improve access to community, child and maternal support for women and children who do not currently engage optimally with existing health services.</p> <p>Long-term goal: Child health is improved and at-risk women and children receive early health support when and where needed.</p>
<p>Context</p> <p>Access to antenatal care through pregnancy is important, as early detection and intervention through antenatal care can reduce the risk of complications, often asymptomatic for most of a pregnancy. Lack of care during pregnancy and early detection is associated with poorer health outcomes at birth and beyond for both mother and child. Early engagement with child health services can also influence the longer-term health of children by providing opportunities to identify and respond to issues that affect the health and wellbeing of children.</p> <p>Queensland Government investment in maternal and child health services in Logan City is significant. This suggests services can do better to engage members of the community who may not access services for a range of reasons, including lack of health literacy, poverty, and transport, lack of trust in traditional government services, lack of culturally appropriate services, drug and alcohol addiction, mental health, homelessness and domestic and family violence.</p> <p>Community consultation, specific research about the Logan community and broader evidence about child and maternal care are being used to identify ways of improving the engagement of these women and families.</p>
<p>The Queensland Government will:</p> <ul style="list-style-type: none">• Improve referrals for at-risk mothers from Logan Hospital to Child Health for active engagement and follow-up• Explore options for improving the engagement of women in health services and support• Develop a Community Health Action Plan for Logan that includes a focus on improving children’s health• Pilot a community-based maternity service model to improve access for people who will benefit most from engaging with services• Continue the development of assessments for 4-5-year-old children, including sight and hearing tests• Strengthen links and information sharing between health providers.

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2. Integrated services

Led by Department of State Development, Department of Communities, Child Safety and Disability Services and Department of Science, Information Technology and Innovation

Supported by:

- Department of Health
- Department of Education and Training
- Department of Housing and Public Works
- Queensland Treasury
- Department of Transport and Main Roads

The Queensland Government will continue to develop and trial integrated service delivery arrangements in Logan through existing mechanisms such as the One Stop Shop, hubs and neighbourhood centres.

Long-term goal: Families and children experiencing developmental vulnerability receive the help they need and feel safe and welcome when accessing joined up, holistic support.

Context

Access to the right service at the right time is critical for improving child development outcomes through universal and early intervention service responses. Early planning for, and delivery of early intervention and capability development in communities is important to help build for advantage and socio-economic success.

Community hubs can support integrated service delivery, collocation of services and/or shared use of facilities, which in turn can contribute to improved access to services and community connectivity. Hubs can also contribute to reduced access costs for users, maximisation of facility use and more efficient use of land and government resources.

The Queensland Government will:

- Review infrastructure and service models to support co-located and/or integrated service delivery for consideration in existing (infill) and Priority Development Areas (Community Hubs and Partnerships, Department of State Development - CHaPs)
- Explore the application of collocated and/or integrated service delivery models in Logan Priority Development Areas, commencing with Yarrabilba (CHaPs)
- Lead cross-agency planning for social infrastructure and services in Priority Development Areas of Logan (Yarrabilba and Greater Flagstone) (CHaPS)
- Continue to provide Child Health services at Yarrabilba in a child care centre, as well as services in NGO facilities and libraries in Logan
- Continue to implement, at \$3.4 million over five years, the Logan-Beenleigh domestic and family violence Integrated Service Response trial. In addition \$3.12 million over four years for the Logan-Beenleigh High Risk Teams (HRTs)
- Facilitate customer insight, journey mapping and service design process to assist in shaping future priority initiatives (One-Stop Shop, Department of Science, Information, Technology and Innovation)
- Develop innovative solutions to improve service information and referral for community and service providers (One-Stop Shop)
- Improve local access to services, utilising the experience gained from One-Stop Shop's Service Outlet pilots. (One-Stop Shop)
- Provide a Community Connect Worker in a community facility in Logan to improve access to services for families and children with complex needs (Department of Communities Child Safety and Disability Services).

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3. Support to succeed in education

Led by Department of Education and Training

Supported by:

- Children's Health Queensland Hospital and Health Service

The Queensland Government will engage with Logan Together, the Australian Government and the Logan City Council to identify the most effective targeted strategies to better support children with specific learning requirements to engage and succeed in education.

Long-term goal: Children experiencing vulnerability achieve better outcomes at school, challenges are identified early and impacted children receive the support they need.

Context:

Early learning is a building block for lifelong wellbeing and for setting communities on track for socio economic wellbeing, growth and full citizenship. To be able to provide all children with the same learning opportunities, it is necessary to quickly assess and respond to the individual needs of children requiring tailored support to enable those opportunities. This is best undertaken as early as possible, as it is more effective and less costly to support childhood development while children are young.

The Queensland Government will

- Continue to support Logan schools who engage Hear and Say to conduct hearing tests for students needing support
- Continue the universal vision screening program for all prep children in Queensland, including in Logan (Children's Health Queensland Hospital and Health Service)
- Provide access for kindergarten services to between \$2000 and \$8000 to assist children with a diagnosed or suspected disability actively participate in a kindergarten program through the Disability Inclusion Support for Queensland Kindergartens (DISQK) funding program
- Continue to implement the Patrons Program linking primary schools with their local Early Years providers to ensure continuity of support for students and families transitioning from Early Years to primary school
- Promote the Early Years Connect professional development package and webinars for educators working with children with disabilities and/or complex needs. The package has been developed by Early Childhood Australia, in partnership with the Crèche and Kindergarten Association and Autism Queensland, and is supported by a range of other early childhood stakeholders in Queensland
- Implement the Deadly Kids Deadly Futures 10-year framework and 2016-17 Action Plan supporting Aboriginal and Torres Strait Islander students in Queensland Schools, including Logan.

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4. Community engagement and education strategies

Led by Queensland Family and Child Commission

Supported by:

- Department of Education and Training

The Queensland Government will engage with Logan Together, the Australian Government and the Logan City Council to scope potential contributions for community engagement and education strategies to raise awareness of protective factors that promote positive child development and family outcomes.

Long-term goal: More children grow up healthy and happy because the whole community knows how to help children aged 0-8 years and their families.

Context:

Building community knowledge and capability to better understand and support childhood development is important for shifting attitudes to help build strong and empowered communities.

The Queensland Family and Child Commission (QFCC) and Logan Together will work together to identify possible opportunities to partner in community education and engagement programs with the aim to shift attitudes and help build strong, empowered communities that support parents, families and children to thrive. The programs would focus on two key areas:

- Promoting the role of parents and families in protecting and caring for children
- Encouraging help seeking, help offering and help accepting behaviours.

The Queensland Government will:

- Continue to consult with Logan Together regarding an initiative with QFCC's Talking Families program
- Identify synergies between the QFCC and the Logan Together community education and engagement programs to determine if a peer-to-peer campaign pilot could be delivered.

5. An integrated early childhood workforce

Led by Department of Education and Training

Supported by:

- Logan Inter-Departmental Committee

The Queensland Government will engage with Logan Together, the Australian Government and industry bodies to identify potential opportunities to support the development of an integrated workforce so that workers across a range of disciplines develop common skills and capabilities that enable them to promote childhood development.

Long-term goal: Children are helped to get a great start in life by skilled health and education workers who work together, in consistent and skilful ways.

Context:

Shared standards and consistent, quality training and professional development across all sectors impacting on child development outcomes will lead to improved service responses and outcomes for families and children.

Consideration of strategies to transform the early childhood sector into a recognised, skilled workforce with a key role to play in prevention and early intervention activities for children 0 to 5 years is a priority.

The Queensland Government will:

- Continue the program Quality Beginnings, Quality Futures and work with the Logan Together Education Chapter to identify gaps in workforce development to improve quality within the ECEC sector
- Continue to establish Early Years Neighbourhood network in Logan and support the development of community plans to increase workforce capacity and reduce vulnerabilities for children and families in Logan
- Undertake a training needs analysis of workers in existing integrated early years services in Logan, to identify skills and knowledge needs and gaps
- Identify and leverage existing training opportunities
- Support the development of a community of practice across workers in the area of early childhood development
- Leverage the initiatives identified by the Logan Inter-Departmental Committee's (IDC) Employment Sub-committee
- Increase the number of accredited Abecedarian trainers/coaches across various agencies, with training to be conducted by Melbourne University.

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6. A shared outcomes framework

Led by Department of Communities, Child Safety and Disability Services

Supported by :

- Logan IDC Data and Information Sub-committee (and other sub-committees as relevant)
- Queensland Treasury
- Other relevant Queensland Government agencies

The Queensland Government will contribute to work led by Logan Together to establish a shared child and family wellbeing outcomes and accountability framework to support the Logan Together program.

Long-term goal: All parts of the community and government work together to improve the wellbeing of children and families where services are adaptive to changing priorities and family needs.

Context:

Two of the cornerstones of all collective impact approaches are a common agenda and shared measurement frameworks to monitor progress towards that common agenda. Measures are required for definable outcomes using program logic/results based accountability to align and scale the effort required to achieve the desired outcomes. A strong measurement system can help track protective and risk factors, program interactions with children and families, and program outputs and outcomes. A shared measurement framework recognises the overall accountability of governments for the funding, efficiency and effectiveness of investments using public monies and shared responsibility across sectors.

The Queensland Government will:

- Continue to implement cross-government data projects to support the Logan Together collective impact initiative to inform baseline and future measurement of outcomes
- Continue to support activities initiated by Logan Together to identify and measure wellbeing outcomes.

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7. Improved access and use of data

Led by Department of Communities, Child Safety and Disability Services

Supported by:

- Logan IDC sub-committees
- Other relevant Queensland Government agencies

The Queensland Government, through the Logan IDC, will continue to support Logan Together by improving access to, and analysis of, child development and investment data which supports the better targeting and evaluation of services and client outcomes.

Long-term goal: Evidence shows funding results in good outcomes for children and families.

Context:

To understand factors impacting on child development outcomes, and where investment needs to be targeted for preventative, best-practice interventions, data needs to be gathered and analysed across all tiers of government and joined with community and non-government organisation intelligence as well as national and international evidence.

The Queensland Government will:

- Continue to support Logan IDC Data and Information Sub-committee in identifying a range of data sets and appropriate mechanisms to support integrating this data for research purposes
- Continue to support the Logan IDC Investment Sub-committee preliminary analysis of Queensland Government investment in relevant Logan-based services
- Conduct an analysis of Australian Bureau of Statistics (ABS) and Queensland Government data on the child protection outcomes of young mothers and children, and explore the ability to conduct further analysis with the Australian Government on the broader outcomes of this cohort
- Continue the work of the Logan IDC Sub-committees to collect and analyse child development and investment data to improve understanding about the sorts of investments that contribute the most positive outcomes
- Organise relevant approvals to enable appropriate sharing of de-identified client data with Griffith University to inform baselines, planning and evaluation.

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8. Options for funding flexibility

Led by Queensland Treasury

Supported by:

- Logan IDC Investment Sub-committee
- Other relevant Queensland Government agencies

The Logan IDC will co-ordinate a cross-government project to identify and provide advice to government on options to provide more funding flexibility to support the achievement of Logan Together outcomes.

Long-term goal: Better results are achieved from existing government funding, reflecting funding arrangements more responsive to local needs and priorities.

Context:

Public administration is increasingly faced with solving large-scale, complex social problems. Issues such as poverty, health, education, family environment, employment opportunities, family and community connection and inclusion involve many different interdependent factors. These factors interact to determine individual and community outcomes. These factors cannot be investigated or responded to by any one agency or in isolation. Siloed program responses are not effective for addressing issues where entrenched and significant disadvantage is present.

Identifying ways to pool resources and funding, and to plan for integrated and emergent service responses across governments and community partners is increasingly being adopted in other jurisdictions to collectively and efficiently respond in new ways to address persistent disadvantage and structural change in communities.

The Queensland Government will:

- Continue to support the Logan IDC Investment Sub-committee in the project gathering investment data across state agencies relating to child development factors. This data will be released through a deed of release for analysis to support Logan Together subject to government agreement
- Review arrangements across state agencies to identify potential areas of funding flexibility across siloed departments through the Logan IDC Investment Sub-committee program of work.

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9. Approaches for realigning investment

Led by Department of Communities, Child Safety and Disability Services

Supported by:

- Queensland Treasury
- Other relevant Queensland Government agencies

The Queensland Government, through the Logan IDC, will partner with Logan Together and relevant non-government organisations to provide advice to government on a preferred approach to realigning investment to achieve better early childhood development outcomes for children in Logan.

Long-term goal: Community and government work together to ensure that funding invested in services makes a positive difference in people's lives.

Context:

Successful collective impact models have revealed that often it is not a lack of resources and solutions that are barriers to effecting positive and lasting change, but rather the inability to understand the resources and solutions that best respond to need or issues communities are trying to resolve.

Evidence suggests government effort could more effectively target high-impact need if siloed investment approaches were investigated. There is a potential significant efficiency dividend as well as an opportunity to identify and address gaps through adopting a collective government investment approach. Research confirms that collective impact initiatives have the potential to achieve positive and consistent progress, in most cases, without significant injections of new funding or new service or practice interventions.

When exploring investment approaches, consideration needs to be given to the impact on the Australian Government policy direction and priority cohorts, e.g., more of a focus on the level of social security spending (not the spending or impact for the states, or on improving outcomes for clients). If the Queensland Government's focus is on the most vulnerable children in contact with the child protection system, with a parent in contact with corrective services and who are social security recipients, then Commonwealth reforms are a critical consideration in designing a reconfigured child and family service system.

The Queensland Government will:

- Continue to support the operation of the Logan Together 'backbone' through \$510,000 over two years to June 2017
- Contribute ongoing financial assistance through a further \$255,000 per annum from 1 July 2017 over three years. The backbone organisation coordinates community and government effort and assists the community and service sector to build capability to deliver better services individually and collectively as a system
- Continue to support the Logan IDC Investment Sub-committee work in undertaking the preliminary investment stocktake to provide a cross-agency view of existing investment
- Explore what analysis has been undertaken regarding the impact of Commonwealth policy direction on demand for state social services to inform Queensland Government contribution to Logan Together
- Identify relevant activities (for example voluntary pilots) with collective impact partners to explore approaches to making existing investment deliver more effectively.