

# Advocacy Strategy

2021 to 2024



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Global Food Markets, Woodridge

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*Logan River Road, Waterford*



# Introduction

The City of Logan is experiencing unprecedented population growth. Our population is expected to grow from nearly 350,000 to over half a million people by 2041, with several ‘new cities’ planned for development over the next 30 years.

While bringing remarkable economic, social and cultural opportunities to our community, this growth will also bring complex challenges, including the need to meet an increasing demand for infrastructure, local jobs and vital services; the need to adapt to and prosper from rapid advances in technology; and the need to protect our natural environment.

As the level of government closest to a diverse Logan community, Council is ideally placed to work with our community to understand their concerns and aspirations and co-develop appropriate services and infrastructure that meet their needs.

Delivering some of these infrastructure and service delivery solutions will require Council to advocate for action by the State and Federal governments. To be successful in these advocacy efforts, Council must ensure that our priorities are clear, and our advocacy actions are coordinated, evidence-based and appropriately resourced.

This strategy provides the framework for Council to plan and deliver its advocacy activities over the next three years (2021-2024) and beyond.

## Alignment with Council’s Corporate Plan

The Advocacy Strategy 2021-2024 is identified as a supporting strategy under **Focus Area 7: High performing organisation** in Council’s Corporate Plan. It aligns with Council’s key priority

- 7.7 Advocate to state and federal government to support projects, policies and programs that will deliver lasting, positive change for the city.

FOCUS AREA 7 | 

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High performing organisation

# The City of Logan: A Snapshot

The City of Logan is one of 12 local government areas that make up the South East Queensland region. The city comprises 70 suburbs covering 957 square kilometers, and approximately 70 per cent of the city is rural, semi-rural or land for conservation.

The City of Logan is one of the largest and fastest growing local government areas in Australia. Our population is expected to grow from nearly 350,000 to over half a million people by 2041, with several 'new cities' planned for development over the next 30 years.

Logan is a young city with around 50 per cent of our residents under the age of 34. We have comparatively large proportions of 'babies and pre-schoolers', 'primary school students' and 'secondary school students'. Recent trends show an ageing population, which is expected to continue over the next 20 years.

Our city is a vibrant and diverse community, home to people from 217 different nationalities and cultures, including Aboriginal and/or Torres Strait Islander people, descendants of people born overseas and established and recently arrived migrants. Around 10,000 of our residents identify as Aboriginal and/or Torres Strait Islander and more than a quarter of our residents were born overseas. Country of birth and language spoken are wide-ranging across the city.

Over the next 20 years the City of Logan will continue to accommodate a significant proportion of South East Queensland's population growth. The city's network of activity centres will each play an important role in supporting housing and business development; providing employment; providing options for sport, leisure, culture and entertainment; and delivery of human and health services.

These centres are:

- Principal centres: Beenleigh and Springwood.
- Major centres: Logan Central, Jimboomba, Browns Plains, Loganholme (Shailer Park).
- Specialist centres: Meadowbrook.
- Other centres: Logan Village and Park Ridge.
- Priority Development Area (PDA) centres: Flagstone and Yarrabilba.




Underwood Park Lagoon



# Logan at a glance

Key statistics as at the commencement of this corporate plan.

Total area of City of Logan  
**959** square kilometres




**\$13.3 b**  
 Gross regional product



**217** cultural backgrounds



Largest employer: construction  
**16.7%**



**7,774 ha**  
 waterways and wetlands



**341,985**  
 residents



**70** suburbs



**41%** rural and residential zoning




**23,191**  
 businesses

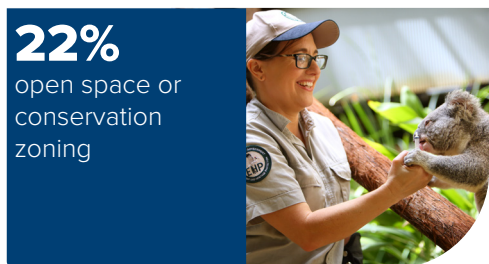


**34**  
 median age



**73.65%**  
 of the city identified as rural living, green living and recreation or open space

**12**  
 Council divisions



**22%**  
 open space or conservation zoning



# Our Advocacy Objectives

Council's advocacy efforts aim to facilitate positive changes that enable the City of Logan to realise its social, economic and cultural potential, as well as protect and enhance its natural environment.

Our advocacy priorities are informed by a well-grounded understanding of our city's needs and opportunities; a sound grasp of policy, demographic and economic drivers impacting on the city; and targeted stakeholder consultation to supplement this knowledge with more detailed information and advice.

The objectives of our advocacy efforts are to:

- Raise awareness of local issues, needs and opportunities amongst the Logan community and State and Federal government influencers and decision-makers.
- Increase grant funding from other levels of government to enable Council to deliver improved community, economic and environmental infrastructure and services.
- Secure State and Federal government support and funding for investments in major infrastructure projects, improved community services and better environmental management.
- Influence State and Federal legislation, policy, standards and guidelines to improve the built and natural environment of our city and the health and wellbeing of our residents.
- Build strategic partnerships with government agencies, neighbouring councils, local government associations and non-government organisations to support Council's advocacy efforts.
- Build community trust and confidence in Council as a proactive advocate on their behalf.
- Position Council as a thought-leader and partner of choice in policy, service and infrastructure delivery innovation with State and Federal government policy influencers and decision-makers.

## Measuring outcomes

Trends in the level of State and Federal government grant funding awarded to Council projects, programs and/or services.

The commitments given by State and/or Federal governments to priority infrastructure projects and other initiatives.

The commitments given by State and/or Federal governments to maintaining and/or increasing funding for service delivery to the City of Logan.

Changes to State and Federal government service delivery arrangements that better meet the needs of the City of Logan.

State and Federal government decisions in relation to policy, legislation and regulation that meet the needs of the City of Logan.

The breadth and depth of the partnerships between Council and the State and/or Federal governments.

The level of community support for advocacy campaigns that include community activation.

# Our Advocacy Approach

Advocacy is the process of influencing decisions that impact upon peoples' lives. Typically, advocacy efforts aim to obtain public and government support for projects, policies and/or programs that will deliver lasting, positive change. Advocacy can be undertaken through a series of smaller actions or by using a larger, partnership approach.

Effective advocacy requires a clear understanding of the challenge or opportunity facing the community, ideas on how this problem can be addressed, and clear communication to decision-makers on what action is needed to achieve desired objectives. This process generally involves:

- **Identifying** and analysing the problem or need.
- **Researching** facts and possible solutions.
- **Planning** a set of advocacy activities and strategies and formulating an action plan.
- **Implementing** the action plan.
- **Evaluating** the results of our actions.

## Our Advocacy Principles

Council's advocacy activities are guided by the following principles:

- **Leadership:** We provide the community with civic leadership in advocating on agreed priorities. We work collaboratively as a team and we are coordinated in our approach.
- **Evidence-Based:** Our policy and strategic positions are based on the best available evidence and data – our decision-making process is robust and balanced.
- **Strategic Partnerships:** We optimise our success through strategic partnerships to influence thought-leaders and decision-makers.
- **Community:** We inform, listen to and represent our community through our advocacy activities.
- **Transparency:** We are open and transparent in our advocacy objectives, priorities, actions and outcomes.

## How we Advocate for our Community

Council delivers its advocacy efforts through a range of activities, including:

- Working with the Mayor, Councillors, the Executive Leadership Team and internal subject matter experts to identify advocacy priorities and to help inform our advocacy actions.
- Regularly meeting with State and Federal government ministers, parliamentarians and senior government executives to ensure our city's needs are well understood and front of mind when decisions are being made.
- Facilitating targeted advocacy campaigns through the media, community mobilisation, as well as direct advocacy to political leaders and government executives.
- Actively engaging with State and Federal election candidates as part of advocacy campaign activities.
- Making grant applications across a wide range of Council business areas to secure funding to deliver projects and programs.
- Making submissions to influence State and Federal government budget decisions.
- Making formal and informal submissions to State and Federal governments on key policy and regulatory issues.
- Commissioning research to develop an evidence base that informs our advocacy efforts.
- Developing strategic partnerships with the Federal and State governments that support innovation in the design and delivery of new and improved services to the City of Logan.
- Working collaboratively with peak local government and regional associations to influence their agendas in support of Council priorities, for example the Local Government Association of Queensland (LGAQ) and the Council of Mayors South East Queensland (COMSEQ).

# Implementing our Strategy

## Advocacy Action Plan

Implementation of the *Advocacy Strategy 2021-2024* will be supported by the development and implementation of an annual *Advocacy Action Plan (AAP)*.

Developed in consultation with key internal stakeholders, the AAP will be a working document that is reviewed and updated quarterly to enable Council to be agile in responding to emerging issues and new advocacy opportunities, while still operating within a stable, strategic framework.

## Monitoring, Evaluation and Reporting

The AAP will enable Council to monitor and track progress and outcomes against individual advocacy projects. It will provide information relating to:

- Council's advocacy priorities and the advocacy ask.
- Key milestones and actions to progress each of the priorities.
- Target audiences and interested stakeholders.
- Opportunities for collaboration with local and regional partners.
- Key performance indicators to measure progress and outcomes.

The Advocacy Program will report to Council against the AAP through quarterly updates and a more detailed annual report.

## Governance

Advocacy efforts extend throughout the organisation and require effective planning, coordination and engagement.

To be successful, it must be a partnership between Council's organisational arm and the Councillor team, supported by the community.

## The Mayor and Councillors

The Mayor and Councillors are a critical link between Council and the community. They

represent their constituents and advocate on their behalf.

The Mayor and Councillors collectively determine Council's advocacy priorities, develop relationships and networks (including with political stakeholders) and are spokespeople on behalf of the community.

## The Executive Leadership Team

The Chief Executive Officer and Directors provide strategic advice on advocacy priorities and actions and are champions of Council's advocacy priorities across the organisation and to their networks.

## The Advocacy Program

The Advocacy Program leads and coordinates Council's advocacy efforts. The Advocacy Program works with Councillors, the Executive Leadership Team and Council's subject matter experts to identify advocacy priorities and provides strategic and tactical advocacy advice on achieving Council's advocacy priorities. The Advocacy Program is responsible for developing, implementing and reporting against Council's AAP.

## Other Program Teams

Council managers, program leaders and officers are subject matter experts. They work with the Advocacy Program to develop action plans for individual advocacy priorities relevant to their areas of expertise and responsibility. Program teams work with the community to understand their needs and aspirations and build partnerships with other organisations in support of Council's advocacy efforts.

## Local and Regional Stakeholders

Local organisations, businesses and community members advise Council of advocacy issues within the city and often support Council in its advocacy efforts.

Feedback from the community through implementation of Council's *Community Engagement Strategy*, the biennial *Logan Listen's Residents Survey*, and other project-based engagement activities help Council to identify potential advocacy issues and solutions.

# Our Advocacy Priorities

Council's advocacy activities are informed by its Corporate Plan, key Council strategic documents and evidence-based research and advice from subject matter experts.

The projects outlined below are not an exhaustive list of Council's advocacy priorities. They are, however, projects that have been identified by Council as being of strategic importance either in growing and diversifying Logan's economy, delivering important infrastructure upgrades and/or improving the health and welfare of the Logan community. Each priority is aligned to a Focus Area in Council's Corporate Plan and this alignment is also identified below.

Council's AAP will outline advocacy milestones and actions aimed at realising the outcomes envisaged for each of the priorities listed below, along with any additional advocacy priorities identified by Council over time.

broader City of Logan.

- Meet the need identified by Logan's inline skating, road cycling, triathlon and mountain biking clubs for a purpose-built 'wheeled' sports facility, including a banked track and criterium track.
- Provide a regional facility that caters for high Australian Rules football participation in the area by both male and female athletes.
- Offer recreational facilities for playing, skateboarding, walking, jogging, running, and cycling.

FOCUS AREA 4



Healthy connected community

## Rosia Park Multi-Sport and Recreation Precinct

Council's strategic review of sport and recreation facilities has identified that Rosia Park in Park Ridge requires a new multi-sport and recreation precinct to service the growing population in the area.

Council has developed a Master Plan and Concept Design for Rosia Park, with implementation to be delivered in stages over the next 10 years.

### Our Ask

That the State and Federal governments contribute funding to support the staged delivery of the Rosia Park Master Plan that will:

- Provide sporting facilities that cater for the growing population in Park Ridge, as well as the



## Logan Central Youth Centre

Council's Community Infrastructure Strategy identifies the need for a dedicated community centre to deliver targeted programs and services for Logan's young people.

A currently vacant Council-owned community facility at Wilbur Street, Logan Central, has been identified as the proposed site for the project. Facilities to be provided at the centre include large and small multipurpose spaces, including service delivery space.

### Our Ask

That the State and Federal governments contribute funding to deliver a Logan Central Youth Centre that will:

- Provide a central hub for youth programs and services in Logan Central and surrounds, including a space for 'soft entry' youth support services.
- A youth centre drop-in space for young people to meet, create, play, collaborate and participate.
- A facility that acts as a catalyst for improvements and redevelopment of the network of community facilities in the Logan Central and surrounding area.



## Park Ridge Leisure Centre and Community Space

To cater for the growing population in Park Ridge and surrounding communities, a new general community space, indoor sports facility and aquatic centre is required.

A Council-owned site on the corner of Chambers Flat Road and Park Ridge Road has already been committed to the project.

### Our Ask

That the State and Federal governments contribute funding for the Park Ridge Leisure Centre and Community Space that will:

- Provide the growing Park Ridge and surrounding communities with a suitable community space.
- Provide an aquatic centre and indoor sports facility for the city's south west region.



## Southern Gateway Motorway

Independent research has identified that Logan has an undersupply of ‘market ready’ medium-impact industrial land to accommodate business expansion and associated jobs.

While Park Ridge has been identified as the only feasible future supply of such land, a lack of road access and connectivity to the Logan Motorway will deter investment in industrial operations, particularly for businesses that have a freight, logistics or distribution requirement.

### Our Ask

That the State and Federal governments work with Council to plan and invest in new road transport links and associated infrastructure that will:

- Unlock land and catalyse development through Park Ridge.
- Provide an efficient north-south connection through the city’s planned employment corridor from Berrinba to Park Ridge, thereby overcoming the current lack of road infrastructure.
- Support connectivity for residential and industrial development in Park Ridge and the southern Logan area, linking the nearby centres of Browns Plains and Logan Central, as well as the Gateway and Logan Motorways.
- Reduce congestion on local roads, and the state-controlled Mt Lindesay Highway and Wembley Road.
- Provide a safer, more efficient route for heavy vehicles travelling into and out of the Crestmead Industrial Estate.
- Provide connectivity from the Park Ridge area to the Port of Brisbane to allow for the future growth of the Crestmead Industrial Estate.



Southern Gateway Motorway



*coLab Growth Hub: Dr Ashish Gupta of Akunah uses mixed reality technology to assist in surgery*

## 21C Digital Connectivity

Independent research has concluded Logan is lacking the digital infrastructure and connectivity necessary to support existing and future capability requirements of the city's businesses and residents. These identified gaps include:

- A clear reliance on copper technology for digital connectivity.
- A reliance on satellite and wireless technology that has distinct connectivity limitations, with these limitations set to increase over time.
- A potential mobile coverage gap in the southern and south-western parts of the city due to the lack of mobile network operators in the area.

### Our Ask

That the State and Federal governments work with Council on developing and implementing a program of investment in digital infrastructure and associated capability development that will:

- Ensure businesses have access to a reliable, high-capacity, cost-effective digital network and associated digital skills that enables them to compete globally.
- Provide a platform to grow Logan's emerging innovation and digital economy.
- Ensure residents have access to reliable, appropriate capacity and affordable networks that enable them to undertake work, study, healthcare and other activities in their homes and neighbourhoods.

## coLab Growth Hub

Council has launched the Logan coLab Growth Hub to support and attract globally significant scaling-up ventures that will grow and diversify the region's economy and create more jobs in the city.

The coLab is a collaboration between Council and local global edu-tech company Go1. It is physically co-located in Go1's global headquarters in Underwood and offers structured engagement with highly experienced Entrepreneurs-in-Residence, customised support programs and a fully serviced desk space for funded scale-ups and late-stage start-up ventures.

### Our Ask

That the State and Federal governments work with Council to provide funding that will:

- Produce globally significant ventures from local ventures, as well as attract new scaling ventures to the city.
- Establish Logan as a world-leader in supporting scaling businesses to reach global markets.





## Inland Rail Impact Mitigation

Inland Rail is a 1700km rail freight infrastructure project being built by the Federal Government between Melbourne and Brisbane.

A large section of the project (Kagaru-Acacia Ridge and Bromelton) is proposed to be built along an existing rail line that passes through a densely populated section of Logan, including through the State-approved Greater Flagstone PDA, which will house 120,000 people when complete.

With almost 38,000 residents living within one kilometre of the rail corridor, both Council and residents have significant concerns regarding potential project impacts, including increased noise, vibration and emissions caused by the proposed increase in the frequency of services and the use of longer and double-stacked trains.

Given that the proposed Salisbury to Beaudesert Passenger Rail will be built in the same rail corridor as Inland Rail, project planning, design and construction for Inland Rail should account for this future use.

### Our Ask

That the State and Federal governments:

- Work with Council and the community on developing and implementing measures that will protect residents from the impacts of increased noise, vibration and emissions associated with the construction and operation of the Inland Rail.
- Work with Council to integrate the future delivery of the Salisbury to Beaudesert Passenger Rail into the planning, design and construction of the Inland Rail project in order to:
  - minimise costs associated with the delivery of the passenger rail project; and
  - provide residents with benefits that offset the disruption and loss of amenity that will be caused by the construction and operation of the Inland Rail.



## Waterford -Tamborine Road Upgrades

Waterford-Tamborine Road is a major arterial road connecting Logan to the Gold Coast Hinterland and the Scenic Rim tourism district.

Significant growth in the region, particularly in the State-approved Yarrabilba PDA, is causing significant congestion and affecting business, travel times and the amenity of the area.

### Our Ask

That the State Government works with Council to plan and invest in upgrades to the Waterford-Tamborine Road that will:

- Improve congestion and boost safety on the road for motorists.
- Provide flood immunity access.
- Cater for the anticipated future growth of Yarrabilba PDA.



## Salisbury to Beaudesert Passenger Rail

Congestion on the Mt Lindesay Highway is increasing due to rapid population growth in Logan's south-western suburbs. This growth will continue in the coming decades, particularly in the state-controlled PDAs of Greater Flagstone and Yarrabilba.

The increased congestion is resulting in longer commutes for residents and major road safety issues, as well as increasing costs for businesses that rely on the highway.

### Our Ask

That the State and Federal governments work with Council to plan and invest in a passenger rail line and associated infrastructure between Salisbury and Beaudesert that will:

- Provide an affordable public transport link for residents.
- Improve access to employment, education and essential services such as health care.
- Reduce travel times for residents.
- Improve productivity for businesses by reducing congestion on overloaded freight routes.



# Glossary of Terms

Advocacy	Advocacy is the process of influencing decisions that impact upon peoples' lives. Typically, advocacy efforts aim to obtain public and government support for projects, policies and/or programs.
Community	The word 'community' is used to define individuals and groups of people, such as stakeholders, interest groups and citizen groups. A community may be a geographic location (community of place), a community of similar interest (community of practice), or a community of affiliation or identity (such as industry or sporting clubs).
Digital Economy	The digital economy is the worldwide network of economic activities, commercial transactions and professional interactions based on digital technologies.
Digital Infrastructure	The digital assets that are required to operate technologies such as digital communication, computing or data storage.
Edu-tech	An area of technology focused on the development and application of tools (including software, hardware and processes) to enhance education and learning.
Governance	Governance is the framework for effective project decision-making and refers to the set of policies, regulations, functions, processes, procedures and responsibilities that define the establishment, management and control of projects.
Master Plan	A long-term planning document that provides a conceptual layout to guide future growth and development of a specific site or defined location.
Monitoring	The processes or tools used to capture, analyse and report against a project's performance. Monitoring is used to oversee and track the progress and quality of a project.
Reporting	The processes used to communicate the progress of the project.
Scale-up	A business that is in the process of expanding to increase production or capacity.
Stakeholder	The word 'stakeholder' defines individuals, a group of individuals, organisations or a political entity with a specific stake in the outcome of a decision to the impact of a policy, project or proposition. A stakeholder can be internal or external.
Start-up	A company that is in its initial stages of operations and wants to bring a product or service to market. These companies typically do not have a fully developed business model and often require capital to move onto the next phase of business. Many of these companies are initially funded by their founders.
Venture	An activity or plan of action, often in business, that may involve a level of risk or uncertainty.



Springwood Bus Station, Springwood

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