

Case Study

Pathways Learning and Leisure Centre

Commissioned by

Community Hubs and Partnerships

Produced by

Deloitte Access Economics

December 2017

Case Study 8: Pathways Learning and Leisure Centre



Queensland, Australia

Overview

North Lakes is part of the Brisbane's Northern Growth Corridor, which has a young population and pockets of high unemployment². The Pathways Learning and Leisure Centre opened in 2004, aimed primarily at the needs of young families and businesses². More specifically, to improve learning and employment opportunities for the community and to help small, home based business grow.

The centre has adapted to the evolving needs of the community, with an expansion taking place in 2007 to include North Lakes State College senior school, a new community centre, a business services hub and adjacent care centre².



Source: Ridgemill

Note that no consultation has been undertaken for this case study, and therefore the information contained in this case study is based on desktop research. Note that this case study is a 'point in time' snapshot and it is CHaPs' understanding that arrangements in relation to service mix may have again evolved since this study.

Context/setting



Service mix



Education, including an education and training centre²

Community infrastructure, including a library (the first public library to allow 24 hour access) and meeting rooms¹

Community services, including youth programs and tax help²

Wellbeing, including a leisure centre, indoor and outdoor recreational spaces, aquatic centre and village green²

Commercial, including a coffee shop³

Level of integration

Unable to be confirmed through desk top research

Site characteristics



Greenfield
Urban

Funding



Public/private, including different levels of government such as Pine Rivers Shire Council, Department of Sport and Recreation, Education Queensland, State Library of Queensland, Australian National Training Authority, as well as private sector, the developer (originally Lensworth and now Stockland)²

Partners (inc. lead agency)

Lead agency: Managed by Pine Rivers Shire Council in partnership with the Horney Institute²

Partners: Horney Institute, Pine Rivers Shire Council, Education Queensland, Sports and Recreation Queensland, State Library of Queensland, North Lakes community, and the developer^{2,4}

Foundations for success

This hub exhibits three key success factors that were identified in the literature review.



Collaborative and detailed planning



Funding



Governance and culture

Collaborative and detailed planning

There was extensive community consultation and engagement, along with market research to understand the needs of the community^{3,4,5}. This identified the need for education, access to information, recreation and leisure, as well as employment opportunities⁴.

The centre is conveniently located adjacent to a shopping precinct and in close proximity to public transport, increasing accessibility for the community².

Funding

Capital funding came from a range of public and private sources. In terms of operational expenditure, the hub operates on a profit basis. In 2016, there was a 50/50 split in net expenditure and revenue associated with its programs between Council and The Hornery Institute². Revenue sources include council, grants, income through hire fees for meeting rooms, and rental income from tenants². The CEO noted that the funding arrangements attached themselves to the fact that each stakeholder derives value from the use of the facilities, whatever the use may be. Each investor has their investment leverage because they can use other parts of the facilities⁵.

Governance and culture

The establishment of the stakeholder advisory committee, an independent governance group representing government, business and the community, contributed to the ongoing success of the centre^{4,5}.

It was also observed that the collocation and collaboration of multiple agencies can lead to culture clashes, and that it is important to manage stakeholders and develop a common vision from the earliest stages of the planning process⁴.

Outcomes

Increased revenue

The centre receives revenue from hiring out meeting rooms to various businesses. For instance, over 15 businesses including the ANZ bank, State Government departments and major retailers use the facilities frequently for staff training and development³.

Service awareness and access

The location of the centre in close proximity to public transport and shops has increased the opportunity for the community to access the services provided. Moreover, the collocation of multiple services has increased the community's awareness of complementary services.

Lessons

- Strong partnerships across various levels of government can help to create a variety of capital funding sources. This can also assist in providing ongoing sources of revenue². A variety of income sources from private and public sector reduces reliance on subsidies³
- The proximity to local shops and transport increases accessibility to a wide range of services for members of the community²
- Leadership and champions are needed to drive the vision into a reality³
- Building strong relationships and consulting with all stakeholder is vital, particularly the community. Moreover, these relationship need to be ongoing over the life of the project³
- Bringing together a diverse range of stakeholders can result in culture clashes. Collaborative working from the beginning of the planning phase must take place and to develop a common vision can mitigate this challenge^{4,5}
- Independence governance can contribute to the ongoing success of the centre⁴
- Population growth in the North Lakes area has resulted in demand for the library exceeding current supply⁶. Therefore, planning the sharing of facilities needs to take into consideration long term population growth and the impact on service demand over the life of a growing and changing community.
- There were some challenges around students and the general public sharing spaces due to issues with noise⁶.

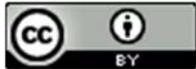
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Prepared for Community Hubs and Partnerships by Deloitte Access Economics Pty Ltd



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