



**Community  
Hubs &  
Partnerships**

Year in Review:  
A Concise Snapshot of  
Program Achievements  
to Date

24.11.15

## STRUCTURE:

### INTRODUCTION & PURPOSE

### EXECUTIVE SUMMARY

### PROGRAM OVERVIEW

### OBSERVATIONS AND KEY LEARNINGS

### TOWARD PROGRAM IMPLEMENTATION

### NEXT STEPS

## INTRODUCTION & PURPOSE

The Community Hubs and Partnerships (CHaPs) program has been operational for a little over a year. This period has been characterised by a process of establishment, rapid evolution and growth related to a new area of focus for Government.

The period has seen CHaPs balance efforts between building a strong foundation for the program, including a sound governance model and program documentation, and facilitating a number of notable outcomes for projects across Queensland.

Now is a good time to reflect, review progress, consolidate and confirm direction. This concise report (and the accompanying single page infographic summary) was commissioned to provide a snapshot of CHaPs' milestones and achievements to date. They will also contribute to a communication strategy to build a broader understanding of the function and scope of the program.

## FORMAT

The Year in Review took the form of a number of interviews, supplemented by a survey, with a range of CHaPs key stakeholders. These include a broad range of perspectives, including Program Board members, Cross Agency Review Panel (CARP) members, departmental partners and stakeholders from local government and the private sector.

Program documentation and reports were also reviewed.

The review has adopted a clear structure, based upon experience to date, consolidation and future direction. Views are captured within this concise snapshot to learn from experience, assist with the definition of future direction and significantly, provide a robust and compelling foundation for the next steps.

The document is structured as follows:

- Program and project achievements
- Stakeholder feedback and key learnings
- Toward program implementation

An appendix to the report captures the range of stakeholders included in the review process.

## SCOPE

This report is a summary of the views expressed by a range of stakeholders, representing a cross section of those who have been engaged with the program. It is not exhaustive in capturing the full breadth of program participants.

## EXECUTIVE SUMMARY

The CHaPs program is still an emerging entity within the framework of government service delivery. During the year the original team of three has grown to seven, including secondees from service delivery agencies. The program has a distinctive role and an emerging voice advocating value, efficiency and collaboration to unlock potential.

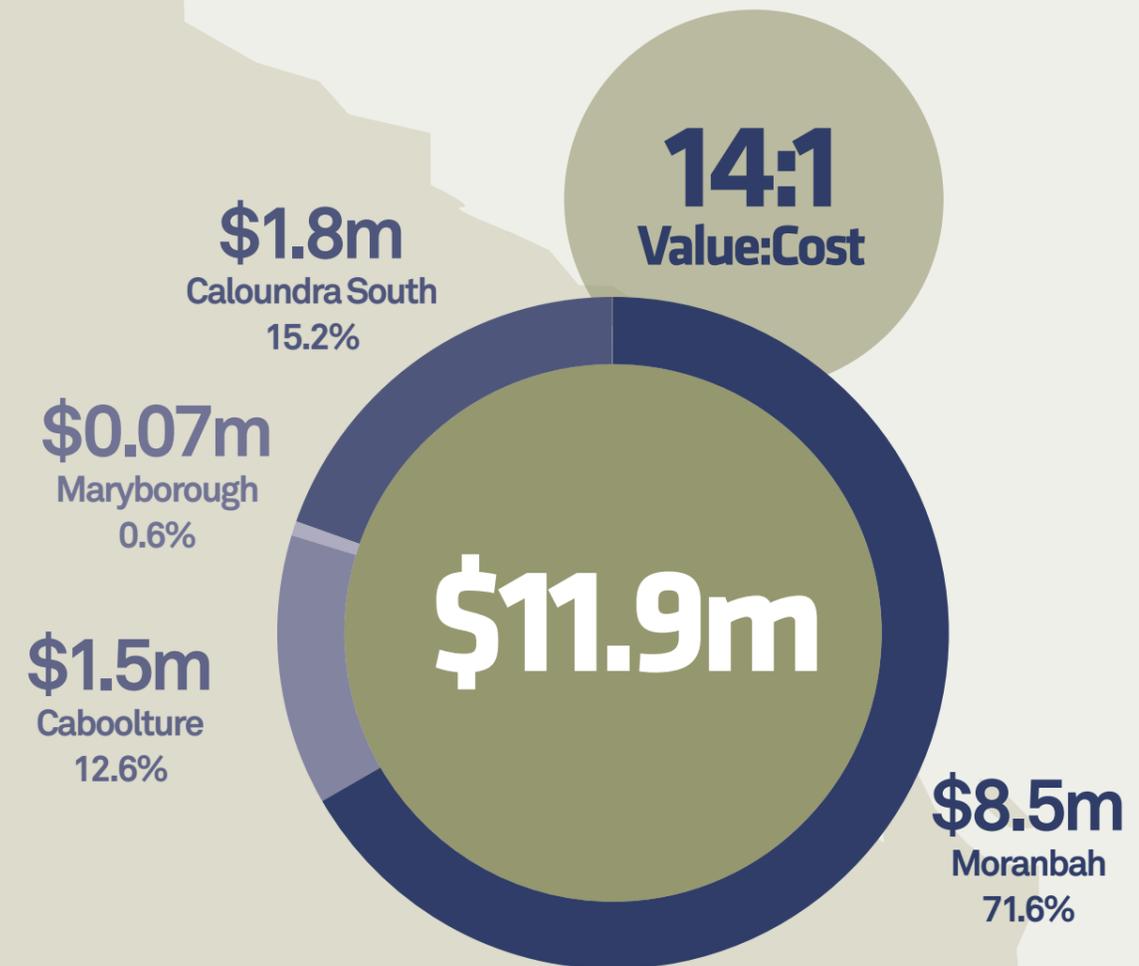
The program has covered much ground in a short period and opportunities for expansion are evident. The Year in Review has provided a valuable and timely opportunity to reflect and consider activity from a range of different perspectives. This is critical to balance resourcing capacity with expectations—to ensure that the effectiveness of the team is not diluted.

## HEADLINES

- strong consensus that the **CHaPs facilitation role is important**
- a sound vision and partnerships across sectors has **achieved significant financial benefit**
- a **shift towards a more collaborative approach** over the past twelve months
- acknowledgement that CHaPs creates partnerships to achieve **more effective and integrated solutions**
- **agency collaboration is the foundation** of CHaPs robust governance and program documentation
- CHaPs has generated **approximately \$11.9 million in financial benefits** to date by unlocking private sector financial contributions, through direct capital savings to government, and redirection of budgeted funds

There are a number of critical challenges common to numerous agencies – whole of government challenges including growth in service demand, optimising service delivery and adequately addressing the Social Determinants for Health such as housing, nutrition and education. We need to start looking at ways to address social needs from a broader perspective than individual agencies.

(CARP Group Discussion)



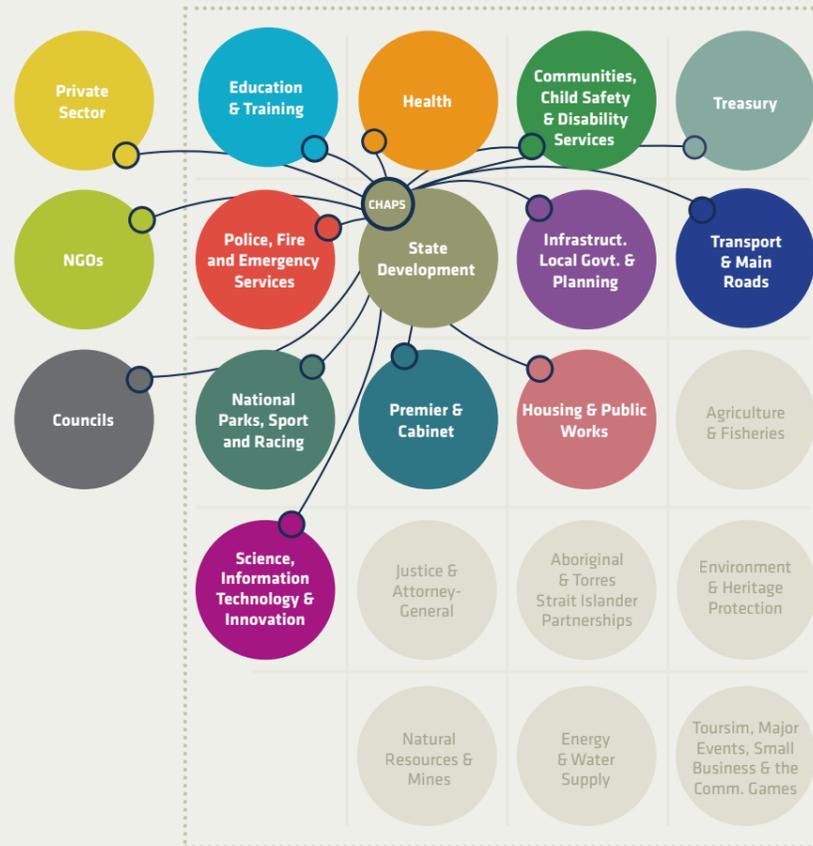
For future success, respondents recommended:

- further catalysing a more coordinated approach to infrastructure and services for economic and social outcomes
- preliminary strategic assessments for proposed joint agency projects supported with seed funding
- promoting program ‘good news stories’ to demonstrate that CHaPs provides solutions to complex problems

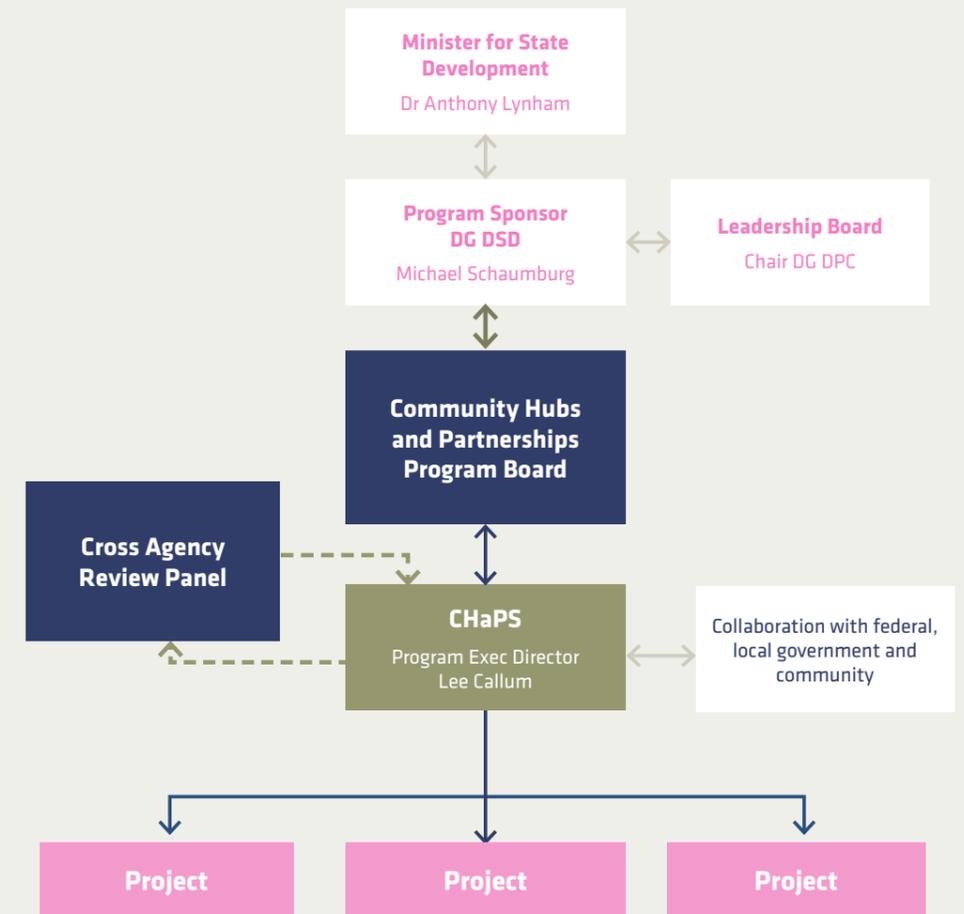
# PROGRAM ACHIEVEMENTS

- CHaPs has established a number of effective processes during its first year to provide clarity around program governance and participant roles and responsibilities.
- CHaPs produced a comprehensive suite of documents that clearly outline the program objectives, protocols and processes.
- High level cross-agency engagement has leveraged existing investments for the benefit of Queensland communities.

## AGENCY ENGAGEMENT



## MODEL OF GOVERNANCE



## PROJECT FACILITATION

CHaPs' project identification and facilitation services supports a collaborative multi-stakeholder approach and enhances opportunities for the delivery of community hubs and partnerships.



CHaPs brought valuable experience and expertise around community hubs – what works, what could be possible? They facilitated the conversation, fostered a real partnership and locally-driven activity which helped improve the perception of the project as responding to real community need.

(Moranbah Community & Youth Hub Project discussion)



CHAPS PROJECTS AT NOVEMBER 2015

# PROGRAM DOCUMENTATION

Agency collaboration is the foundation of CHaPs robust governance and program documentation. Through an iterative process of consultation and engagement, research and strategic planning, CHaPs has established a suite of documents to communicate the program objectives, benefits and methodologies.



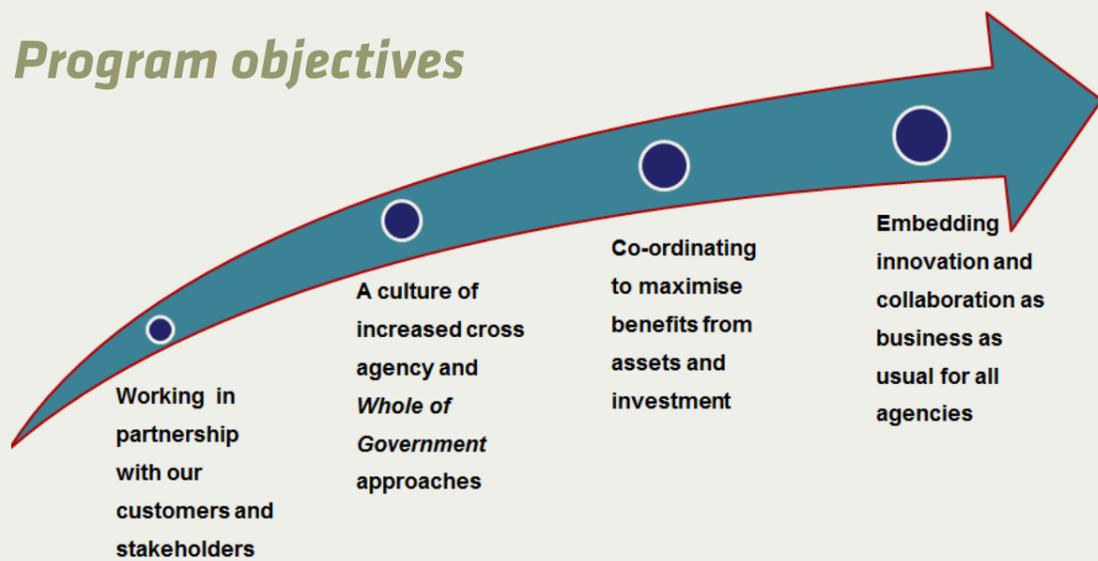
## Strategic Agency Review and Prioritisation Methodology

CHaPs has developed a methodology for prioritising the projects that emerge through the Strategic Agency Review mechanism. The Prioritisation Methodology is a robust process for assessing, comparing and ranking projects for the CHaPs program. It is a transparent and equitable foundation piece produced as part of the program documentation.



- Prioritisation Methodology Project Rating**
1. Size of the Issue  
*Percentage of relevant population impacted*
  2. Seriousness of the Issue  
*Urgency, public demand and economic and social impact*
  3. Value of Facilitation  
*Effectiveness of enhanced collaboration*
  4. PEARL  
*Measures of Propriety, Economic Feasibility, Acceptability, Resources and Legitimacy*

## Program objectives



Working in partnership with our customers and stakeholders

A culture of increased cross agency and Whole of Government approaches

Co-ordinating to maximise benefits from assets and investment

Embedding innovation and collaboration as business as usual for all agencies

## Program benefits

- 1 **GREATER BUSINESS INTELLIGENCE**  
*improved sharing of and access to information*
- 2 **IMPROVED VALUE-FOR-MONEY**  
*maximised investment and optimised use of government resources*
- 3 **ENHANCED SERVICE DELIVERY**  
*greater accessibility to streamlined and integrated services*
- 4 **IMPROVED LIVEABILITY**  
*enhanced quality of life outcomes for communities*

# PROJECT ACHIEVEMENTS

## CASE STUDY:

### AURA (CALOUNDRA SOUTH) COMMUNITY HUB

Aura the City of Colour (previously known as Caloundra South PDA) will establish c.20,000 dwellings to house an estimated future population of approximately 50,000.

Strategically, it offers the opportunity to deliver innovation in education, community infrastructure and service delivery.

## PROJECT:

Co-location of shared use facilities and assets creating an accessible focal point to support the emerging Aura community.

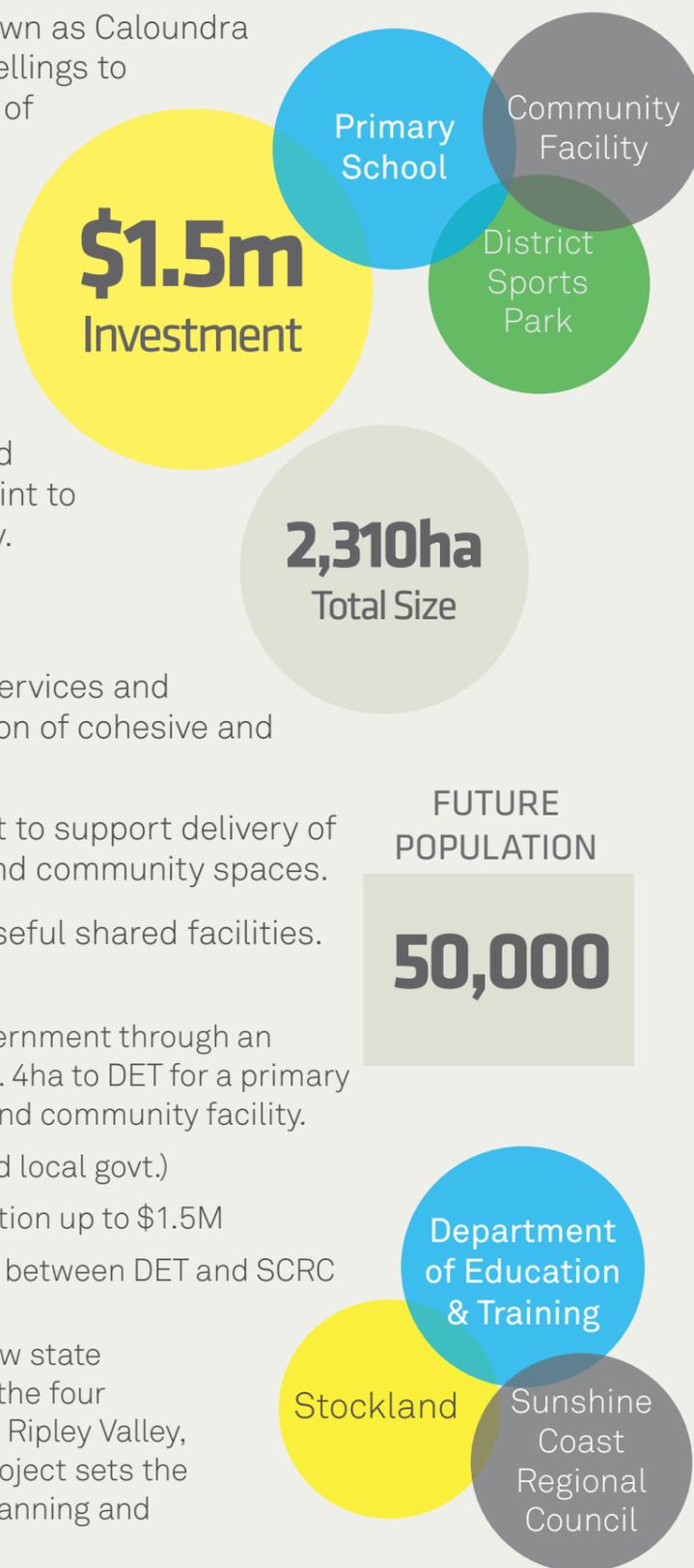
## PRIMARY DRIVERS:

- / Delivery of a range of government services and infrastructure to support the creation of cohesive and vibrant community.
- / Unlocking private sector investment to support delivery of innovative learning environments and community spaces.
- / Designing flexible, adaptable and useful shared facilities.

Land provided to the State and Local Government through an infrastructure charge offset arrangement. 4ha to DET for a primary school and 5 ha to SCRC for sports park and community facility.

Governance: Multi-agency (state and local govt.)  
 Funding: Private sector contribution up to \$1.5M  
 Delivery: Co-design and delivery between DET and SCRC

As one of the first of approximately 45 new state schools to be delivered across the life of the four major residential PDAs (other PDAs being Ripley Valley, Yarrabilba and Greater Flagstone), this project sets the scene to realise substantial integrated planning and educational opportunities.



## CASE STUDY:

### MORANBAH YOUTH & COMMUNITY HUB

Moranbah is a rural, mining town 150km south-west of Mackay. The down-turn in the resources sector is impacting on community: depressed coal prices contributing to housing market collapse, struggling businesses and significant jobs cuts and mine closures.

MEDIAN AGE		POPULATION GROWTH		EMPLOYMENT
29	37	1,050	8,965	39.4%
Moranbah	Australia	1971	2011	Coal Mining

## PROJECT:

A new purpose-built youth and community hub for integrated delivery of a range of social and community services.

## PRIMARY DRIVERS:

- / Opportunity to deliver enhanced community and youth services in response to the fluctuating resource sector and subsequent changing demographic.
- / Maximise the use of available government and non-government resources.

Land Tenure: Government Land  
 Governance: Multi-agency  
 Funding: BMA private sector source  
 Delivery: Managed by DCCSDS

- / Space for a number of existing community based providers.
- / Deliver social & community services - government/non-government.
- / Future opportunity for private practitioners and specialist service providers to offer both local and visiting services in Moranbah.



# STAKEHOLDER FEEDBACK AND KEY LEARNINGS

## Clear support for program intent

Support for the focus of the program was consistently positive across stakeholders. From a strategic perspective, representatives from government understand that the approach is not only logical, but ultimately, a necessary change.

1 There are a number of critical challenges common to numerous agencies – whole of government challenges including growth in service demand, optimising service delivery, adequately addressing the social determinants for health such as housing, nutrition and education. We need to start looking at ways to address social needs from a broader perspective than individual agencies.

(CARP Group Discussion)

## Resource capacity limits program potential

There was concern amongst CARP and several interview respondents that the level of active and full participation in the program to ensure it reaches its full potential was not achievable with their current departmental resources. There was also sentiment that a cultural shift is required to better facilitate cross agency collaboration. In a climate of scarce resources, where departments are doing the best they can for their stakeholder needs, there is a sense of protectiveness which inhibits the collaborative approach championed by CHaPs.

2 The Program has our full support, we like the concept, but can see the cultural barrier in engaging across departments – there is a legacy of departments being protective of their assets.

Fiona Wright, Acting Assistant Director General, Strategic Asset Management, Department of Housing and Public Works

## Successful process for identifying opportunities

Support for the program's Strategic Agency Review process to identify opportunities where a multi-agency, or multi-stakeholder approach had the potential to yield greater benefit was noted by interview participants, and further endorsed by the majority of survey respondents.

3 The review is an effective mechanism but is ultimately limited to the extent that it is based on individual agency requirements as opposed a whole-of-government view.

(Department of Science, Information Technology and Innovation survey response)

## Key facilitation role

4 From a private sector perspective, there was high level appreciation of CHaPs role in navigating projects through the appropriate mechanisms and approval processes within government to achieve a more innovative, high quality solution for community. Departmental respondents involved in the planning stages of projects also praised CHaPs' ability to act as a dedicated resource to take carriage of projects that require a high level of community engagement and cross agency dialogue.

“ CHaPs is an enabler of a community response – Moranbah was identified through the Strategic Agency Review process. Community hubs, in general, mean that the client doesn't have to navigate their way through different ranges of services, in different locations, they are able to access services in one location, in a guided way.

(Natalie Wilson, Department of Communities, Child Safety and Disability Services)

“ We knew The Hub (Caloundra South) had so much potential and initially were in the driving seat for it but were encountering a lot of road blocks which made reconciling an appropriate outcome seem unachievable. CHaPs really pushed hard to get something done, they facilitated the internal process which succeeded in resolving seemingly small scale issues that had initially presented as barriers. They shone a spotlight on the opportunity, bringing in key departments at a Director-General level, all of which, enabled us to focus more effectively on our role as the Developer.

(Adrian Allen, Development Manager, Stockland)

## Clearer government mandate

The majority of respondents indicated that success for CHaPs would more readily be achieved with a clearer government mandate for departments to resource and engage in the program.

## Duration of CHaPs project role

There was differing opinion in the length of time CHaPs should be involved in projects. This ranged from long term carriage to ensure new and growing communities have sufficient services and economic opportunities, to a more short term front-end approach with a primary focus on community and stakeholder engagement.

“ They need to be looking at how planning fits into the larger picture- when planning for developments there needs to be consideration of the longer term social objectives and demand for social services.

(Nancy Spencer, Director, Social Policy, Policy Division, Department of the Premier and Cabinet)

5 “ Not having a clear mandate from central government is a key barrier. This is their biggest constraint. At the moment, the program is acting as an aside, they need cabinet endorsement and support to maximise the program benefits.

(Greg Chemello, General Manager, Economic Development Queensland, Department of Infrastructure, Local Government and Planning)

7 “ A good model for CHaPs and EDQ to work together is that CHaPs undertake the engagement with community, test the options and develop the concept. Once its resolved, and a brief constructed, CHaPs can call upon EDQ to drive delivery.

(Greg Chemello, General Manager, Economic Development Queensland, Department of Infrastructure, Local Government and Planning)

## Communication of program services

It was felt by a small number of respondents that the intent of the program was not clearly articulated as yet, with some confusion around the suite of services and capabilities offered by CHaPs.

8 “ Implementation of performance indicator measures and program evaluation will assist in providing proof of concept. They need tangible examples and success stories to illustrate the impact of the program, and use that in a marketing and communications strategy. Currently, even across regions within Departments there are differences in the level of understanding of the program. There needs to be consistent understanding that their role is matching needs and demands – there is a misunderstanding that they are seeking capital investment for projects.

(Natalie Wilson, Department of Communities, Child Safety and Disability Services)

## Addressing governance and risk

6 Most respondents agreed that CHaPs has established effective processes during the past 12 months in terms of the Model of Governance, Program Board, Program documentation and the CHaPs Guide.

The CARP discussion group expressed concern around the exposure to additional risk in managing the quality of outcomes when there is shared responsibility, and some of the short term trade-offs for the respective agencies when working jointly or agreeing upon joint use arrangements.

This was seen as a principal barrier to solutions which required a coordinated multi-stakeholder approach. It is anticipated this concern will be alleviated as contributing departments and agencies have increased exposure to the CHaPs project planning process which addresses project governance, risk management and responsibilities relating to managing the quality of project outputs and outcomes.

# TOWARD PROGRAM IMPLEMENTATION

## FEEDBACK ON PROGRAM EVOLUTION, FUTURE VISION AND STRATEGY

### Refining scope

There is clear support for CHaPs to go through a process of honing their remit to mitigate the risk of diluting their services offering.

They need to define their scope of work clearly - taking on too broad a scope is a risk to their program. They need to determine which geographical areas they operate in, what is their suite of programs, they need to strategically define their remit. For example, one possible program could be targeting Regional Cities like Cairns and Townsville as that's where the current momentum is. We need to determine how to spend effectively in these centres to make them more liveable, a more attractive proposition if we are going to achieve 50% of people living outside of SEQ, which is a target.

(Greg Chemello, General Manager, Economic Development Queensland, Department of Infrastructure, Local Government and Planning)

### Resolution of better service delivery for communities

The local government interviewee expressed a view that CHaPs had an important role in brokering more community driven solutions, drawing in smaller but successful NGOs for delivering key community and health services and bringing strategies underpinned by facilitation, interaction and empowerment.

### Success is a coordinated, place-based approach

CHaPs independent facilitation role in complex issues is highlighted as a key strength and is an important ongoing role. A dedicated resource is critical to ensure the necessary facilitated negotiations with a broad range of stakeholders are successful.

CARP advocated strengthening the CHaPs program as a catalyst for evolving government's approach to collaborative planning for infrastructure and service delivery.

Whole of government collaboration will be standard practice - in some ways CHaPs is a catalyst agency. There will ultimately be greater transparency and knowledge of the needs of other agencies - a matrix of visibility.

(CARP Group Discussion)

### Build the 'good news stories'

Proof of the CHaPs program being a robust and responsive mechanism for delivering vital services in an equitable, efficient and innovative way was seen as vital for program growth.

### Seed funding to appropriately interrogate joint project feasibility

A recommendation floated by CARP was seed funding for joint agency initiatives.

CHaPs would benefit from having a funding profile - some seed funding for needs analysis - there must be a preliminary strategic assessment undertaken for capital costs more than \$5million, and it may be advantageous for CHaPs to facilitate or fund the preliminary strategic assessments involvement

(CARP Group Discussion)

One intervention is that CHaPs can act as a dedicated resource, or project manager. They can provide a big picture overview - an almost independent whole of government perspective. They can manage workflow of approval and delegation, and sequencing of activity like DG briefings and provide an understanding of ownership and responsibilities. They can outline and manage risks and rewards - ensure there is transparency between parties and inclusiveness of communication and that the line of sight is clear.

(Natalie Wilson, Department of Communities, Child Safety and Disability Services)

## NEXT STEPS

This first year of the program has established a strong foundation for success. Stakeholder engagement undertaken for this review has revealed goodwill and support for the program and its objectives.

There is a growing appreciation of the economic and social benefits that the program can deliver for communities, and the latent potential to be unlocked by greater cross-agency collaboration.

Feedback has highlighted some clear next steps to realise the program's potential:

- seek a stronger government mandate for agencies to actively participate in and resource the program
- embed the collaborative approach to planning for infrastructure and service delivery by building further program successes
- highlight key messages and project wins through the implementation of a program communication strategy



**CHaPs brought valuable experience and expertise around community hubs – what works, what could be possible? They facilitated the conversation, fostered a real partnership and locally-driven activity which helped improve the perception of the project as responding to real community need.**

(Moranbah Community & Youth Hub Project discussion)

