



Community Hubs and Partnerships

CHaPs

Year in Review 2017

A Concise Snapshot of Activity

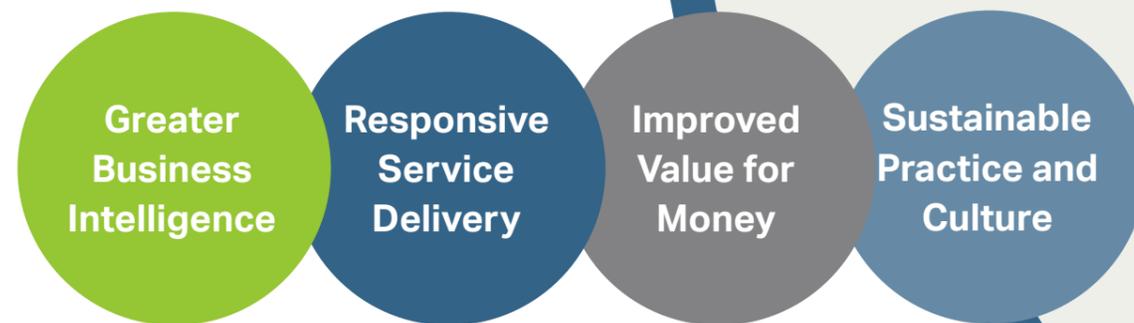
and Future Direction

AECOM

FINAL

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CHaPs Aims



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DOCUMENT QUALITY INFORMATION

Client:	DSDMIP/CHaPs
Project Title:	CHaPs Year in Review 2017
Project Number:	60533668
Document Issue:	Final
Issue Date:	03 July 2018
Completed:	AL/JW
Reviewed:	Dylan Porter
Approved:	Alastair Leighton

Executive Summary

1.0 Setting the Scene

A snapshot of the strategic setting, community characteristics and future expectations that provide the backdrop to CHaPs activities.

2.0 Activity and Achievements

A summary of team activity over the last twelve months, highlighting key activities within the process of CHaPs evolution.

3.0 Findings

Feedback from stakeholder interviews and observations based on a review of CHaPs activity. Observations have been applied to relate progress to bench-marks.

4.0 Evolution and Next Steps

CHaPs has evolved over time, in accordance with a strategic focus that was mapped in the earlier draft framework. The setting has also changed and the structure of departments has been modified as part of the evolution of government.

Next steps will be mapped in response to the new structure and the valuable progress from the last three years.

Executive Summary

Critical Review Process

The Community Hubs and Partnerships (CHaPs) Team was established in 2014 with a clear remit that supports a range of government objectives. The CHaPs aims are defined as follows:



Greater business intelligence – improved sharing of and access to information for cross government place-based decision making



Responsive service delivery – greater accessibility to streamlined and integrated services



Improved value for money – maximised investment and optimised use of government resources



Sustainable practice and culture – embedded evidence-based collaborative approaches to social service and infrastructure planning

This third annual review has been used to test the effectiveness of the team against the ambitious set of over-arching aims that have driven the activity. The review refers specifically to the activity of the past twelve months, but it also notes the cumulative impact of the team over time. This is important because new strategic approaches to service delivery generally take time to deliver results – particularly within a complex community setting.

This maturation time is amplified by the move to more collaborative inter-departmental activity that is central to the CHaPs approach. Value therefore needs to be understood in relation to enhanced process and delivery.

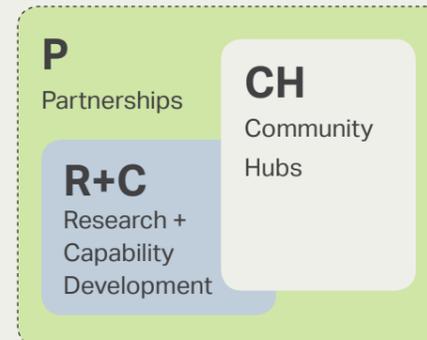
The CHaPs aims are appropriately broad and ambitious at a time when service delivery is facing the dual challenge of significant population growth combined with an increasingly complex and overlapping range of demands from service users.

Place-Based Value

The challenges presented by different settings have a character that is locally distinctive. This demands an agile, collaborative and integrated place-based response to ensure effectiveness. The aims of the team balance a strategic approach with the definition of valuable place-based responses. The activity of the team has evolved from early opportunism to a more strategic approach on behalf of government.

The activity is strategic because it relates to infrastructure investment that supports community growth. The return on investment from infrastructure accrues over time but additional measures of value have also been identified. These include investment value that has been brought forward because of a collaborative approach between the public and private sectors. It is important to recognise the significance of value as a key metric – not just reduced cost.

ChaPs activity has delivered measurable benefits across three different areas of function. These include research and capability-building that has been used to demonstrate value and enhance the advocacy role of CHaPs within the sector. They include the delivery of a new community hub at Aura and strategic steps to define the template for a new integrated community precinct at Northshore Hamilton. All are the tangible result of collaborative partnerships that have been brokered through CHaPs networks.



Strategic Direction

The CHaPs Team has established a robust platform to deliver valuable and durable place-based responses to complex challenges. The potential of this approach is clear through evaluation of the activity. CHaPs provides a trusted collaborative platform and is well positioned to deliver outcomes within the broader strategic context of government priorities and in collaboration with the non-government sector and industry.

The review has made clear the effectiveness of the team in a number of critical areas of activity. Some of these now need to be adopted across and by departments as a new and more collaborative business as usual (BAU) approach to place-based activity. This will enable the CHaPs team to maintain a strategic focus on value-optimisation at a site and network level, to create a legacy of service delivery that builds strong and resilient communities.



1.0 Setting the Scene

Breakfast Forum



1.1 Introduction

This concise summary document provides a strategic snapshot of the activity of the CHaPs team during 2017. It discusses the research, programs and projects in the context of team activity since the point of inception in late 2014.

This is the third and final annual review covering the formative steps in the development of CHaPs activity. It has been undertaken to provide an opportunity for objective high-level scrutiny of the focus, value and direction of the program, relative to pressure points and associated government activity. It also includes a perspective derived from previous bench-marking - measuring progress relative to best practice.

The document has been structured to place the activity of the team into a clear strategic framework. The CHaPs team operates as a cross-agency resource. The logical starting point for this contextual review is therefore the combined approach of government as a whole, represented through a summary of existing strategy and plans.

CHaPs exists to achieve better value from investment and better service delivery through the application of better intelligence. This remit covers policy and strategy, finance and service delivery. These are all informed by the established vision and policy frameworks of Government.

Integrated cross-agency models are a clear focus for the team to enable these objectives to be realised. Success ultimately requires strategic changes to the single-agency approach that characterises departmental BAU.

At a time when the population is growing significantly it is no surprise that there is considerable interest in the performance of communities. It is widely understood that a range of significant challenges within communities need to be addressed. This section sets the scene for an understanding of the growth context and performance drivers for CHaPs activity.

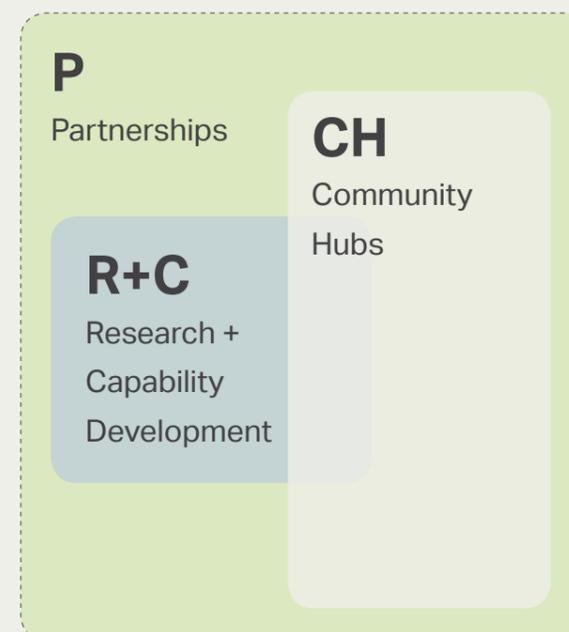
All Infrastructure is Social and Economic

Any investment by the Queensland Government is an investment in the future vitality and resilience of Queensland communities - ultimately measured through jobs, growth and liveability.

All investment in infrastructure - whether schools, roads or libraries - is therefore geared to building Queensland communities. State Government is only part of the enabling process; with councils, Federal Government, private development and a range of others engaged in the complex process of making communities work well for all.

The CHaPs team operates with a strictly limited capacity derived from a team complement of eight full time equivalent positions. It is therefore critical to ensure that the limited resources of the team are appropriately allocated to deliver maximum legacy value, through integrated investment in community-building infrastructure.

The activity of the team has been organised into discrete areas of focus to ensure there is a balance between defined strategic objectives related to the following:



Partnerships underpin the operational effectiveness of the team.

Research and Capability Development provides evidence and enhanced understanding to build capacity.

Valuable Community Hubs are the tangible and integrated place-based product of collaborative CHaPs activity on behalf of government.

Different Demands

The CHaPs team operates in and across many complex areas, with diverse experiences drawn from different settings. Recent changes to departmental structures mean that change is ongoing for the team as part of an evolving mandate.

The maturing team has established a number of different roles in response to different demands presented by the complex community setting for the activity. These are summarised as follows:

Collaborative Glue

The team have established a reputation as the safe pair of hands to bind together different agencies to respond to complex challenges. CHaPs is now positioned to be the vehicle for continuous change.

Networked and Connected

For others, CHaPs present a welcome networking opportunity to engage with other departments and partners.

Representatives of Government

For some, CHaPs represent a welcome single portal for their only direct means of access to 'Government'.

Facilitation

Team skills and experience have been utilised to establish a key leadership role in the facilitation of collaboration, particularly in Logan.

1.0 Setting the Scene

Stakeholder Perspectives

The Year in Review process has utilised discussions with members of the CHaPs team and stakeholders, to build a picture of the activities undertaken over the past year. Stakeholder discussions were undertaken without CHaPs input, to support an objective process.

Meetings with the following stakeholders have formed a valuable part of the process:

- Janelle Thurlby, Treasury [Logan, Inter-Departmental Committee]
- Stephen Glowacz, Economic Development Queensland (EDQ). [Hamilton Northshore]
- Desiree Houston-Jones, EDQ [Hamilton Northshore]
- Anne Tiernan, Griffith University
- Allan Guse, Independent Schools Queensland (ISQ)
- Mitchell Hendricks, ISQ/Catholic Education

This section also makes a range of observations that highlight the performance of the team as a component of government. These observations are derived from knowledge of the CHaPs team since the point of inception - and a clear understanding of future challenges and drivers for change.

These observations are intended to provide an informed and objective commentary to relate progress to the established bench-mark of national and international approaches.

"CHaPs provides a unique point of entry into the government's machinery".

ALLAN GUSE, ISQ

OBSERVATION:

There has been a thematic shift from planning to delivery - but there is an understanding that government is moving slowly relative to expectations and benchmarks.

"They've managed the project well, resourced appropriately, provided thought leadership and innovation, and the horse power when it was needed".

STEPHEN GLOWACZ, EDQ
HAMILTON NORTHSHORE PDA

"A key government objective is supporting communities to achieve better life outcomes. Readiness for school is a key metric for us to consider, because this supports enhanced performance in a range of other areas".

JANELLE THURLBY, TREASURY

The election commitment to open a number of new schools by 2020 is positive. However, it should be noted that the need to deliver quickly on the commitment means that time for innovative collaborative thinking will be short - and business-as-usual is likely to drive delivery.

EDITED SUMMARY OF KEY THEMES

"Those with more years of schooling tend to have better health and well-being and healthier behaviours".

OECD: What are the effects of education on health?

<https://www1.oecd.org/edu/innovation-education/37425753.pdf>

"CHaPs brought authority and credibility to the discussion, as well as influence. There's no one size fits all solution. What works at Yarrabilba may not work at Greater Flagstone, but this is where CHaPs comes in".

JANELLE THURLBY, TREASURY

"Providing a strong link to the rest of the government, they are a portal to achieving future-focused outcomes for ISQ. They push open doors and help all of the school systems to collaborate, which is an extremely challenging task".

ALLAN GUSE, ISQ

"CHaPs is good at getting the crowd excited and cajoling people into working well together".

MITCHELL HENDRICKS, CATH ED.

"We need the next step from an infrastructure plan to a delivery plan. Looking at the need to translate the functional overlays of a policy framework, like a PDA, to fit the community this infrastructure is placed within".

JANELLE THURLBY, TREASURY

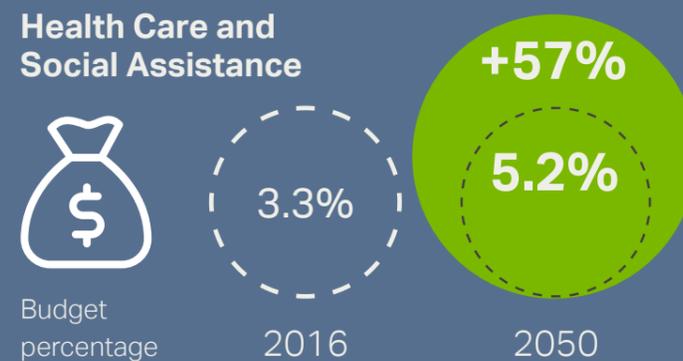
The Case for Place

The Queensland population is living longer, demanding a more complex mix of services and consuming more resources...



CHaPs is helping to address needs in the following ways:

- Proactive and strategic **longer-term** thinking
- **Place-based** approaches to capital investment and service delivery, to catalyse change and build capacity
- Coordinated **cross-agency** approaches to integrated infrastructure development and renewal
- Efficient, integrated and **timely** decision-making
- **Collaborative** planning between government and non-government organisations
- A focus on integrated government as a game-changing community **enabler**



Source: The Queensland Plan

Community Performance Snapshot: Logan and Yarrabilba

Population Growth

2016	2036
300,000	522,000
	+74%

Household Occupancy and Associated Demand for Infrastructure

Planned	Reality
2.3	3.5
	+52%

25 Median Age (37 QLD)

Above average household size

Below average household income

Communities - and the government activity that supports them - are faced with a range of significant challenges associated with population growth, inflexible infrastructure, demands for an increasingly complex suite of services and reductions to the revenue base - through low productivity, ageing populations and an increasing burden of health costs.

2.0 Activity and Achievements

Achievement Highlights 2017

This section provides a concise summary of the activity of the team during 2017.

Activity has been placed within an illustrative timeline that communicates the process of evolution and maturity within the different areas of focus. This illustrates the duration of different activities.

Activity is represented within the three discrete areas of focus for the team, defined as:

- Partnerships
- Research and Capability Development
- Community Hubs

A brief summary is provided for the different activities within each focus area.

Characteristics of CHaPs activity have also been summarised as a set of general observations that have been made as a result of the review process. These observations highlight ways the team has been working with other agencies and note the operational setting. These observations have informed some of the conclusions in section three.

A simple graphic summary has been used at the end of this section to conceptually characterise the activity of the team. This communicates the relationship between policy directions and outcomes and illustrates the strategic interactions between the focus areas.

Partnerships underpin the team approach. Research and capacity-building is a response to an identified need that supports an enhanced approach to the delivery of valuable community hubs.

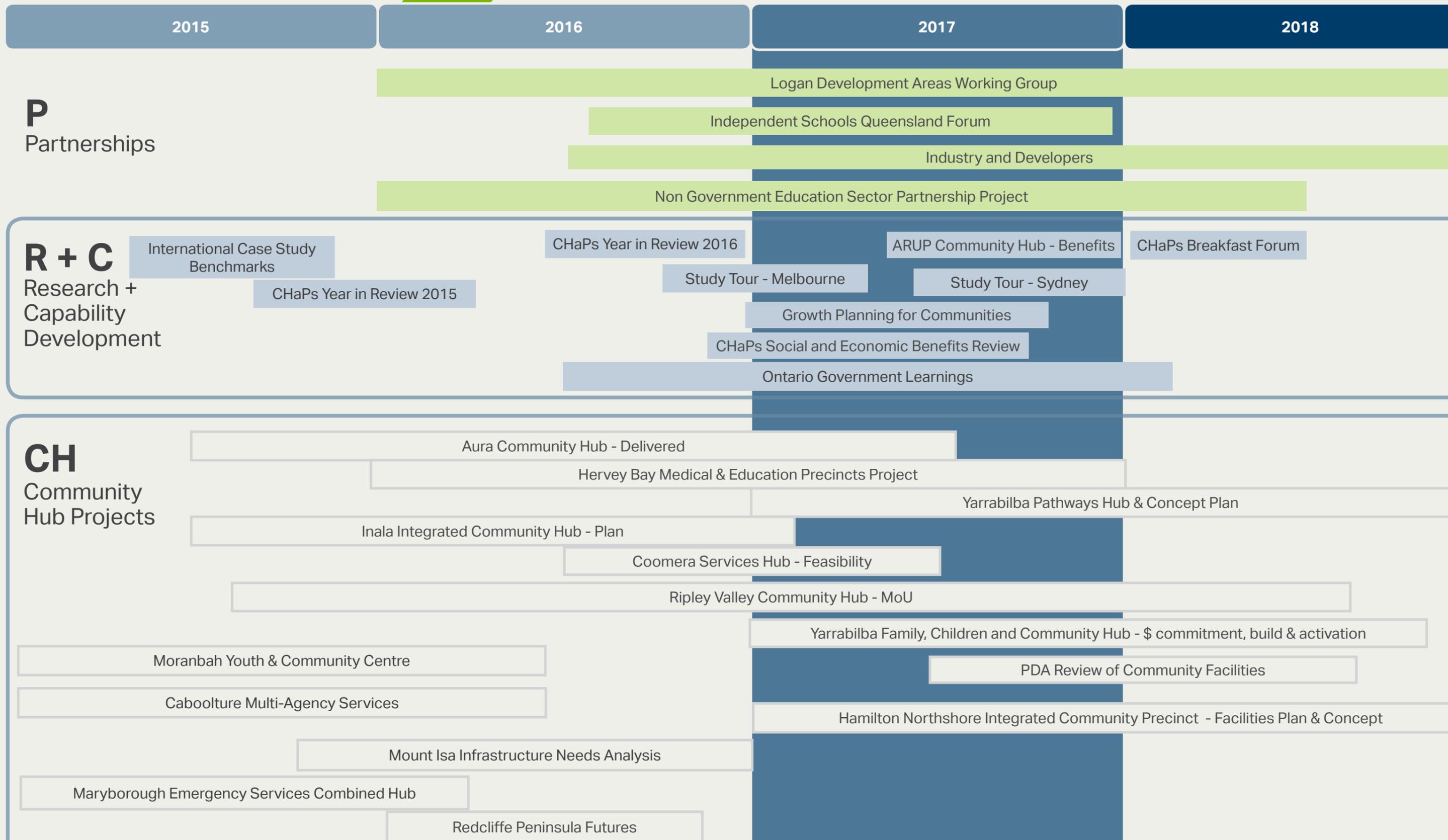
CHaPs activity over the past year has delivered a significant range of achievements:

- *Delivery of the new AURA Community Hub, as part of the new primary school - with significant value brought forward.*
- *A commitment to deliver a \$3.6m Family, Children and Community Hub at Yarrabilba by August 2018.*
- *Successful facilitation of a collaborative cross-agency approach to Logan through the Logan Development Areas Working Group.*
- *Research completed with a focus on the assessment of value and the measurement of social and economic benefits.*
- *Leadership of strategic and collaborative planning associated with the Hamilton Northshore Integrated Community Precinct.*
- *Valuable and highly regarded study tours with key stakeholders, visiting innovative community hub benchmark projects in Melbourne and Sydney – with a wide range of lessons.*



Illustrative Timeline

A strategic framework: Response to need



P Partnerships

R+C Research + Capability Development

Benchmarking Study Tours
KEY PARTNERS

Growth Planning for Communities
RPS

CHaPs Social and Economic Benefits Review
DELOITTE

AURA Community Hub - Benefits
ARUP

Logan Development Areas Working Group
QLD GOVT

Industry and Developers

Non-Government Education Sector Partnership Project
ISQ/Catholic Education

CH Community Hubs

Hervey Bay Education Precinct
Fraser Coast Regional Council

Yarrabilba Family, Children and Community Hub
LENDLEASE

Ripley Valley Community Hub
AMEX/DOE

Yarrabilba Town Centre Community Hub
LENDLEASE

Yarrabilba Secondary Schools Learning Hub
LENDLEASE/LCC/DOE/BCEO

AURA Community Hub
STOCKLAND/DOE

Hamilton Northshore Integrated Precinct
EDQ/DOE/BCC

P Industry and Developers

The CHaPs team has established working relationships that provide valuable insights into market drivers and community demand. The interaction enables the CHaPs team to understand commercial drivers for development and the process required to ensure that decision-making is timely, robust and collaborative. This underpins the confidence that is required to make decisions, unlock value and deliver integrated hubs within a commercial development setting.

P

Non-Government Education Sector Partnership Project

CHaPs provides a forum for non-government and state schools to connect, facilitating conversations about shared objectives, opportunities, challenges and plans for shared education facilities and future needs.

Primary Drivers

- Finite land supply in communities for new and expanding education institutions
- Need for opportunity for collaboration between non-government and state schools to deliver new facilities
- A need for a more economical and sustainable way of delivering schools

Project Outcomes (to date)

- Creating opportunities for non-government education sector to enter new communities
- Starting conversations around shared facilities between non-government and State schools
- Strengthening relationships between government and non-government education providers and government agencies

Stakeholders

- Independent Schools Queensland
- Queensland Catholic Education Commission
- Brisbane Catholic Education Office
- Department of Education
- Commercial Group, Queensland Treasury

P

Logan Development Areas Working Group

A State Government response to the rapidly growing Logan community and the need for integrated and responsive social infrastructure. CHaPs facilitated and led collaboration between local and State Government agencies to provide enhanced planning and delivery of community services.

Primary Drivers

- Logan Together strategic focus on challenges
- Opportunities to collaboratively test cases for place-based planning and delivery of services
- Focus on coordination and innovation for the delivery of new social infrastructure in emerging Yarrabilba and Greater Flagstone communities
- Sharing lessons learnt from Yarrabilba for delivery of services in Greater Flagstone

Project Outcomes (to date)

- Commitment to family, childcare and community hub

Stakeholders

- Department of Communities, Child Safety and Disability Services
- Department of Education
- Queensland Health
- Department of Housing and Public Works
- Economic Development Queensland
- Department of National Parks, Sport and Racing
- Department of Transport and Main Roads
- Logan City Council
- Commonwealth Interagency Forum for Logan
- Logan-wide social service NGO
- Lendlease

Research and Capability Development

CHaPs has an important role to gather evidence and develop champions to support change.

R+C

Objective:
Experience and share what has worked in different places

Research Study Tours

CHaPs research study tours involve site visits and meetings with organisations that are leading the way in planning shared and/or co-located social infrastructure in urban infill or growth areas. Discussions are focused around critical success factors and key learnings for different scenarios such as Council managed community hubs, schools and new developments requiring social infrastructure and economic growth opportunities.

Primary Drivers

- Expanding CHaPs evidence base and knowledge of leading practice approaches
- Challenging the existing values, perceptions and assumptions of stakeholders about the benefits of collaborative planning
- Providing the opportunity for government and the private sector to connect with each other and experts regarding the planning, delivery and operation of community hubs
- Building confidence to support change

Stakeholders (to date)

- Department of Education
- Department of State Development, Manufacturing, Infrastructure and Planning
- City of Gold Coast
- Mackay Regional Council
- Logan City Council
- Queensland Catholic Education Commission
- Independent Schools Queensland
- Ethos Urban
- Place Design Group
- Lendlease
- AECOM

Headline:
Confidence to support change and reduce risk can be developed from the lessons of other pioneers.

R+C

Objective:
Establish an objective evidence base for change

Assessment of Socio-Economic Benefits

CHaPs engaged ARUP to provide an assessment framework for quantifying the benefit realised through CHaPs intervention in infrastructure and service planning for communities. Four projects were assessed using the framework:

- Moranbah Youth and Community Centre
- Inala Community Centre
- Aura Community Hub
- Caboolture Hospital

To determine the value added through CHaPs intervention, two scenarios were assessed; a base case (what the project would have looked like without CHaPs intervention) and actual case, with CHaPs intervention.

The key success measures identified for each project were efficiency and effectiveness. The key outcomes realised through assessment using this framework include.

- *Social and economic benefits brought forward*
- *Significant economic savings and social benefit realised through better land use management*
- *Strategic long-term planning resulting in better long-term social outcomes and short-term economic savings*
- *More effective and efficient community support realised through tailoring facilities and services to specific community needs*

Headline:
There is a compelling evidence base to demonstrate the social and economic value of community hubs.

R+C

Objective:
Plan more effectively for current and future growth

Growth Planning for Communities

Observations and lessons frequently highlight the challenges of the planning process in response to the changing needs of communities. RPS were commissioned by CHaPs to undertake a study that seeks to enhance the way we plan infrastructure for new communities.

Primary Drivers

- Time-lag between community planning at the strategic level and the delivery and habitation of new communities
- Fragmented approaches to infrastructure planning, ownership and delivery

Project Outcomes (to date)

- Report proposing enhanced mechanism for growth planning applying evidence from more integrated approaches.

R+C

Ontario Connection

The CHaPs team has established a strategic relationship with Ontario to provide an open channel for the sharing of experiences and approaches.

ONTARIO GOVT.

In Ontario the partnership approach and community hub model is being overseen by a Special Advisor to the Premier, to ensure that community performance and government activity is addressed with a clear mandate.

Headline:
CHaPs needs to strategically develop capacity in other departments to foster opportunities to change.

R+C

Objective:
Understand methods to measure benefit and value

Social & Economic Benefits Review

Deloitte Access Economics were commissioned by CHaPs to research methods to measure the benefits of a different approach that is associated with community hub models of integrated service delivery.

Primary Drivers

Community hubs are responsive to the character and challenges of specific places. This place-based character makes it difficult to objectively capture benefits using a standard tool - and a range of co-benefits should also be realised, but these can be intangible and harder to measure. This activity considers what can be measured, using a number of case studies and observations.

Project Outcomes (to date)

The project activity has included the following outputs:

- Executive summary
- Literature review
- Case studies
- Measurement framework
- Success factors

Headline:
Mechanisms already exist to measure benefits. Are these adequate to measure more innovative activity?

Headline:
Benefits can be measured, but the baseline and key drivers also need to be clearly defined.

Community Hubs

CH

Northshore Hamilton Integrated Community Precinct

Project overview

EDQ are undertaking a review of the Northshore Hamilton Development Scheme, to determine the level of infrastructure demand brought on by the next stage of development accommodating a growing PDA population.

One of the needs identified in the review is a local school within the PDA. CHaPs were engaged as the project lead for a collaborative high-level process with stakeholders, to plan for an integrated community facilities precinct.

Primary Drivers

- Population growth
- Growing need for a school and community facilities within a high density environment
- Assistance with defining the brief and engaging and leading the stakeholder process

Project Outcomes (to date)

- Case studies
- Stakeholder workshop[s]
- Agreed concept plan for an integrated community facilities precinct

Stakeholders

- Department of Education
- Brisbane City Council
- Economic Development Queensland

Headline:

Early strategic thinking has the potential to unlock significant benefit and value for multiple stakeholders - and community.

Headline:

Community evolution that is different from expectations - where more flexibility is required.

CH

Inala Community Centre

Project overview

The then Department of Communities, Child Safety and Disability Services requested CHaPs facilitation to progress an integrated services community hub in Inala. The project focused on the identification of non-government organisations (NGOs) to operate from the hub, refinement of the types of services to be delivered, and providing a long-term, place-based approach to planning.

Primary Drivers

- Community need for support services
- The Hub will be one of multiple focal points for community service provision in Inala

Project Outcomes (to date)

- Long-term, precinct-planning based approach
- Program brought forward by 6 months due to CHaPs involvement

Stakeholders

- Department of Communities, Child Safety and Disability Services
- Department of Housing and Public Works
- Department of Education
- Department of National Parks, Sport and Recreation
- Public Safety Business Agency
- Department of Science, Information, Technology and Innovation

Headline:

Community needs to be addressed through a comprehensive suite of measures defined within an integrated community hub model. Delivery of a community hub destination - a valuable place - not just discrete services.

CH

Yarrabilba Family, Children and Community Hub

'NEED'

Project overview

Yarrabilba is a rapidly growing community, with recent data collected by Queensland Police Service and local schools indicating **emerging social issues**. In response to this and in conjunction with the Queensland Government's contribution to the Logan Together Roadmap, Cabinet has endorsed Queensland Government delivery of a Family, Children and Community Hub adjacent to the new Yarrabilba State School.

Primary Drivers

- Yarrabilba is a community primarily comprised of young families, located 25km from major service centres
- Stakeholder engagement has indicated the community is experiencing emerging social issues including **domestic and family violence, substance abuse and inadequate school readiness of children**
- These issues will compound over time with limited access to social infrastructure

Project Outcomes (to date)

- Targeted and effective community engagement
- Establishment of a shared vision for the hub
- Fostering a collaborative environment
- Funding commitment - proposed funding and proof of concept for an integrated hub model, providing early response to emerging social issues in a new community
- Implementing a framework to measure the social and economic benefits of the community hub

Headline:

A new community with significant emerging social issues - and the need for a development scheme that responds to these challenges.

CH

Yarrabilba Secondary Schools Pathways Hub

Project Overview

The CHaPs team have been working in conjunction with Logan City Council, Catholic Education Queensland, the Department of Education and the Department of Communities, Disability Services and Seniors to plan an education, training and employment hub in Yarrabilba. The hub is proposed to be located on designated Council land, promoting activation for both State and Catholic schools, as well as the wider community. The hub is planned to support the delivery of community services and higher education and job ready programs.

Primary Drivers

- Maximising the investment in colocated school and council facilities
- Engaging schools in the planning and development of hubs on Council land
- Shared facilities between State and private education providers
- Better long-term community outcomes

Project Outcomes (to date)

- Identification of a 4,000m² site between the two schools
- Secondary school masterplan designed to relate to proposed hub site
- Collaborative planning between Catholic Education Queensland and Department of Education

Stakeholders

- Lendlease
- Department of Communities, Disability Services and Seniors
- Catholic Education Queensland
- Department of State Development, Manufacturing, Infrastructure and Planning
- Logan City Council
- Department of Education

Headline:

The hub is a critical point of connection to foster shared ownership of a community hub between the otherwise isolated school sites. Roads are a challenge to be overcome.

CH



Aura Community Hub

Project Overview

The Aura Community Hub project was initiated by CHaPs, bringing together the Department of Education, Sunshine Coast Regional Council and Stockland to collaboratively develop an innovative plan for Aura's future social infrastructure needs, culminating in a central community hub within the new primary school.

Primary Drivers

- Integrated city centre
- Land use efficiencies
- Better long-term outcomes for the Aura community

Project Outcomes (to date)

- Co-location of State primary school, Council community centre and Council neighbourhood sports park
- Sharing of a sports field and car parking between school and community
- Value for the community being realised sooner
- Land sales increasing and early releases of further stages of development

Stakeholders

- Stockland
- Department of Education
- Sunshine Coast Regional Council

Headline:

Valuable delivery and proof of concept associated with broader CHaPs objectives.

CH

Hervey Bay Education & Medical Precinct

Project Overview

The CHaPs Strategic Agency Review process identified Hervey Bay as a high priority area for project investigation - based on possible development of health and education hubs as precincts within the Hervey Bay CBD.

Council proposed repurposing an existing TAFE site to support development of a new medical precinct, with TAFE facilities moving to an existing education precinct including a high school, primary school and the University of the Sunshine Coast Precinct

Potential benefit was identified in the establishment of proposed education and medical precincts, aimed at regenerating the Hervey Bay Town Centre. The TAFE site was the primary catalyst to unlock a health site as the potential for change.

CHaPs coordinated an options workshop to determine stakeholder interests and requirements. Progress is currently on hold, awaiting broader planning.

Primary Drivers

- Strategic plan - FCRC - to regenerate key sites
- Coordinated approach to precinct planning
- Short, medium and long term solutions for accessible, streamlined services
- Improved community liveability - in response to an ageing population

Project Outcomes (to date)

- Fraser Coast Regional Council approved Stakeholder Interests Report 2016

Stakeholders

- Fraser Coast Regional Council
- Economic Development Queensland
- Department of Education
- State schooling - Hervey Bay SHS and Urangan SHS
- Wide Bay Health and Hospital Service
- University of Sunshine Coast

CH

Yarrabilba Town Centre Community Hub

Project Overview

The CHaPs team is leading a collaborative approach for the conceptualisation and delivery of a new community hub at the heart of the future town centre at Yarrabilba. This builds on the strategic approach of the Queensland Government Inter-Departmental Committee (IDC).

Primary Drivers

- Established best practice
- Response to IDC support for Logan
- Community challenges and established indicators of future performance

Project Outcomes (to date)

- Definition of strategic intent

Stakeholders

- IDC and LCC stakeholders
- Logan Together

Headline:

The timing of future development means a more agile response in the short term is needed, to address a range of community challenges. Examples of these responses are the Yarrabilba Family, Children and Community Hub and the proposed Yarrabilba Pathways Hub.

Summary - Community Hubs

Progress Against Benchmarks

Some tangible progress has been made with the delivery of community hubs in Queensland; guided by CHaPs activity and the valuable role of the team as the determined facilitators of collaboration.

This progress has been made within the context of a BAU departmental approach to governance and procurement - with progress being made through agreements to operate in ways that are different and embrace change.

There is a tangible link between the three elements of CHaPs activity. Research and capacity-building can be seen to be influencing collaboration and delivery. Partnerships are developing valuable opportunities - and delivering greater confidence.

There is a notable capacity gap within the service delivery departments that still retain direct control of established models of discrete design, procurement and operation. This is exacerbated by an absence of clear policy - or financial controls - to define integrated and innovative place-based hub models as a requirement.

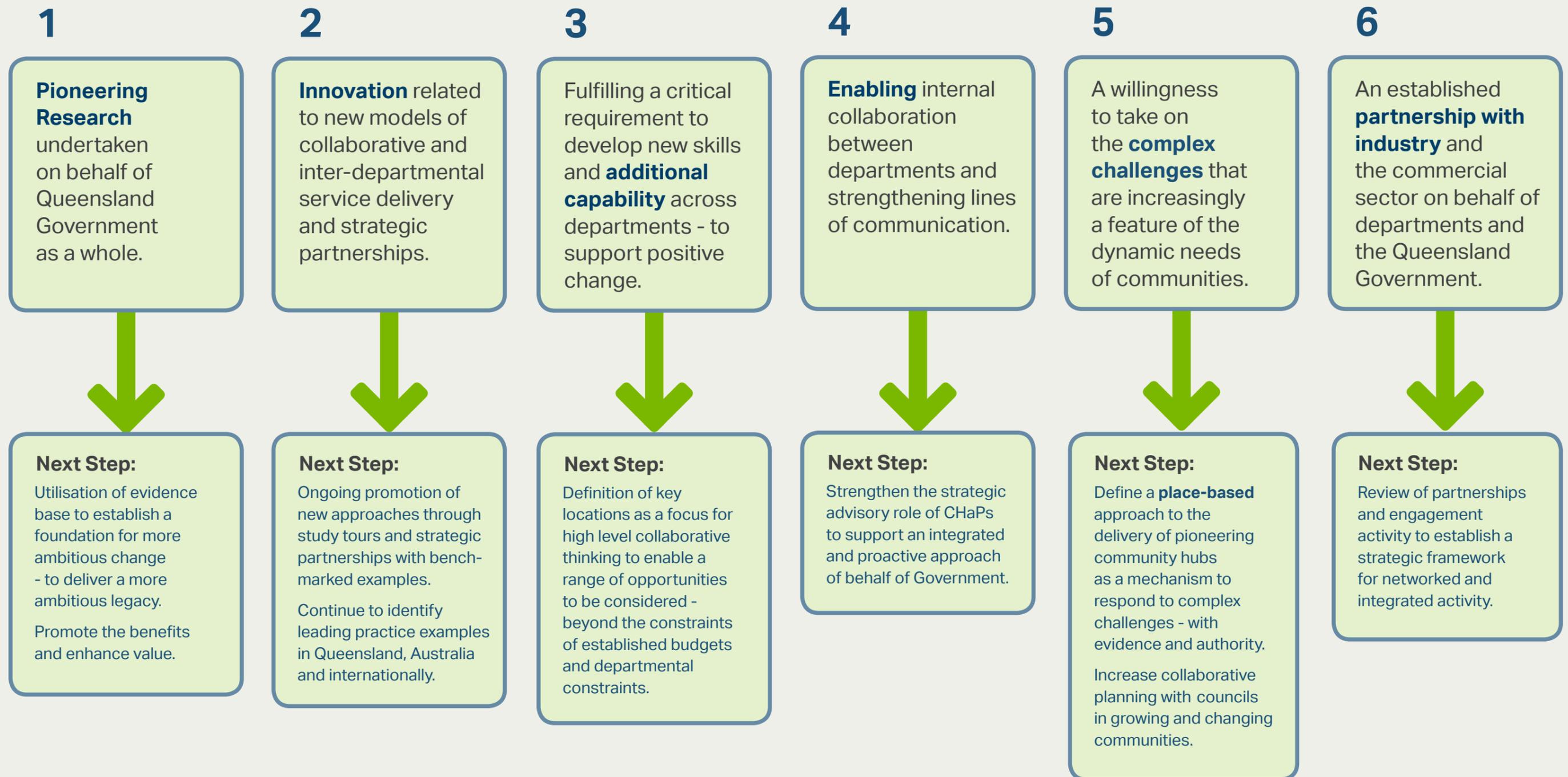
The opportunistic focus of work on hubs to date has been balanced with more strategic high-level and early consideration of opportunities, such as Hamilton Northshore.

There is a natural reliance on schools as the vehicle for delivering hubs, but an absence of policy direction remains. Progress relative to benchmarks is slow - but tangible in the circumstances. Future steps are needed and the body of CHaPs experience provides a significant platform for change.

Characteristics of CHaPs Activity

A much clearer picture is emerging of the strategic value of the CHaPs contribution to the delivery of better value and better services through the application of better intelligence.

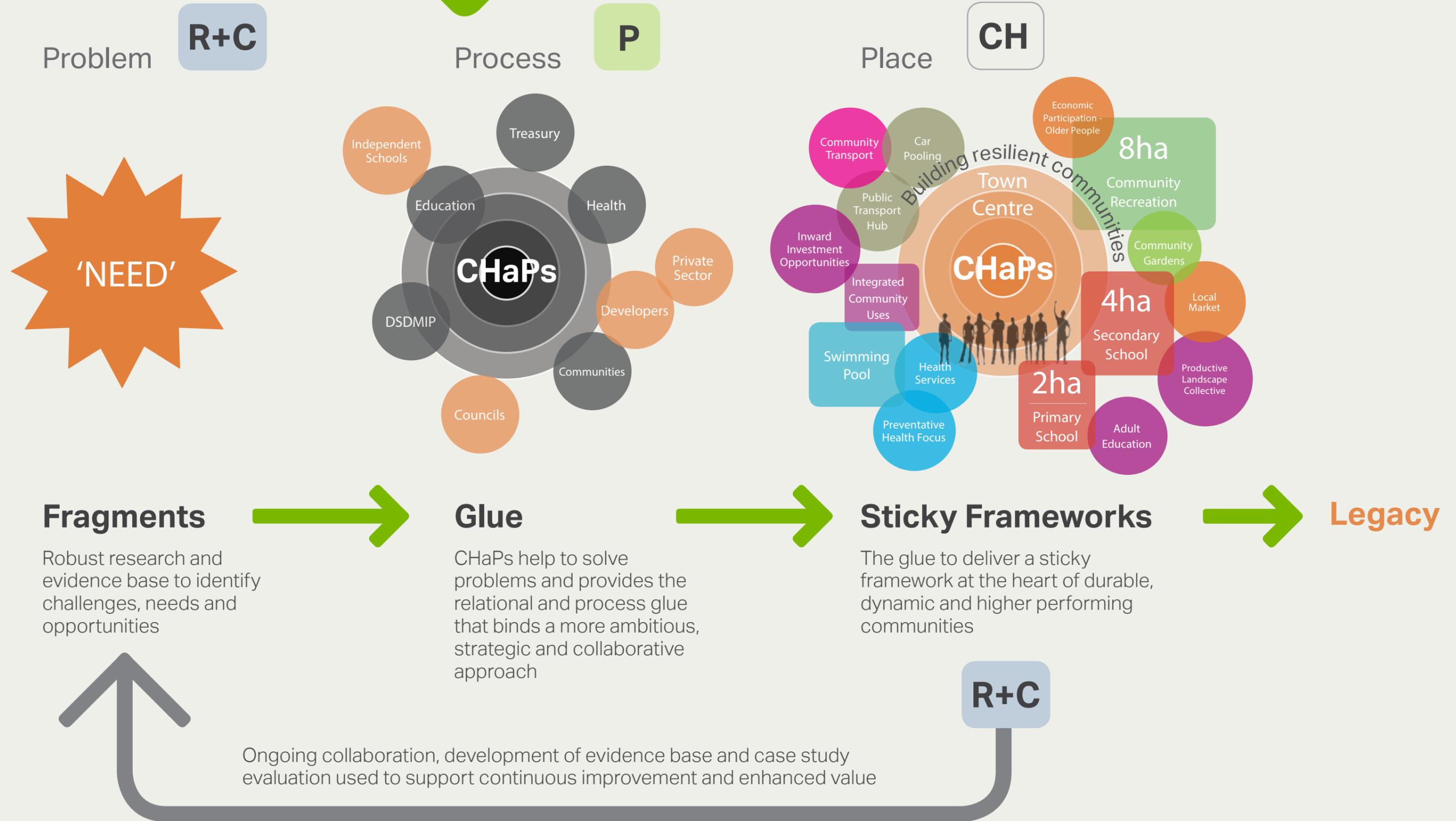
This clearly supports established objectives related to better life outcomes for communities.



*** Working Group:**

Departments of Premier and Cabinet, Queensland Treasury, Education and Training, Health, Infrastructure, Local Government and Planning, State Development and the Department of Communities, Child Safety and Disability Services

CHaPs - A Graphic Summary



Challenges

A number of challenges can be identified from the review process. These include external factors and areas for team development

- The significant economic and social case for change is not universally understood. Consequently the opportunity to deliver value through an integrated and collaborative place-based approach is not established as a requirement.
- PDAs can lock-in land uses too early, leading to challenges for private social infrastructure providers to acquire land that make hubs possible. The changing profile of community demographics may require more flexibility in the established PDA process.
- The timing of decision-making, commitments and the delivery process need to take better account of commercial development timescales if more effective collaboration is to be achieved. This includes governance arrangements and funding models.
- The cost and availability of land for non-government community facilities is challenging; the need for appropriately zoned land and the cost of purchasing for future development is restrictive and limits the potential for hubs.

Time and Change



Three years ago it was noted that the CHaPs approach was a timely, robust and necessary response to a range of complex and dynamic place-based challenges and demands that could not easily be addressed within the remit of individual departments.

It was noted that a considerable barrier to progress was likely to be the absence of a clear mandate for CHaPs to influence the activity and priorities of other departments. The other notable barrier was the absence of a supporting policy directive or financial performance constraints that could be harnessed to drive change.

Three years on, with further focus on “planning for place” and increasing pressure from communities, it is striking that so much has been achieved without a clear mandate or supporting policy frameworks.

The three years of valuable directed activity now provides a robust framework for the delivery of integrated place-based approaches to deliver better outcomes for communities. There should be ambition and confidence related to what may now be achieved with a clear mandate and the support of government policy.

Strategic Setting

Maturity has been matched by an evolving departmental and operational framework for the team.

Whilst this reflects changes to the political and departmental structure, it has provided a more robust platform for the strategic activity of the team; derived principally from departmental realignment and the associated mandate and authority.

This recent change remains a work in progress and the position of the team remains a focus for further consideration beyond the scope of this summary.

The strategic partnership approach has established CHaPs as a trusted platform for collaboration.

Championing Change

CHaPs can be identified as change agents through the application of a valuable mix of skills.

- For external agencies in key areas of social delivery, CHaPs provides an access point to the machinery of government.
- CHaPs bring authority and credibility to discussions, often operating at a more strategic cross-agency level than the remit that is given to individual departments.
- Without the CHaPs initiative the established service delivery model has limited potential to address complex future challenges - and adequately respond to existing pressures.
- Sufficient evidence has been added to the anecdotes: Investment into community hubs increases quality of life now, with the additional likelihood of reducing costs later in a number of areas.
- There is a demand for more ambitious input into the establishment of new greenfield communities.
- Increased urban infill means that additional capacity should be identified to effectively plan for increased density within established communities.

4.0 Strategic Evolution

and Next Steps

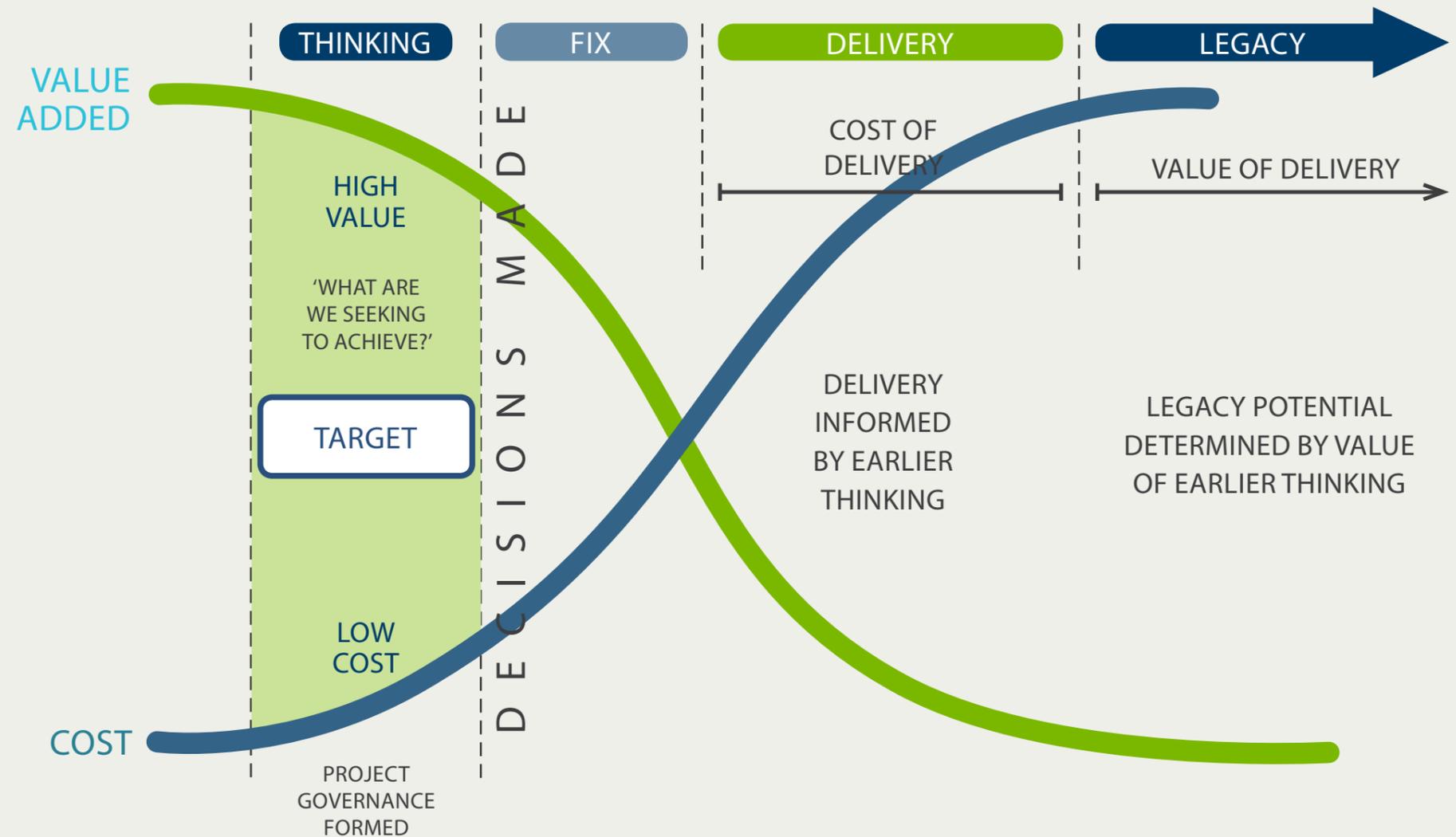
The structured approach to three discrete areas of CHaPs activity is the result of strategic evolution. The focus on research and capability development has been established to provide evidence to support the aims of the team on behalf of the government. The evidence can now be presented as a platform for further evolution to respond to a range of challenges and opportunities.

Next steps have been summarised for consideration. An important consideration is the level of expectation that may now be the result of what has been achieved to date. This needs to be managed to balance capacity and demands. The demands are derived from a combination of community need and the ambitions of private sector partners.

Next Steps

- Challenges and associated risks of BAU need to be clearly understood - and articulated - as the catalyst for delivering change. The potential cost associated with future risks should be understood as the driver to deliver change.
- Place based planning for communities; because there is not a standard one-size-fits-all approach. This should embrace all infrastructure as social infrastructure that supports and builds Queensland communities.
- The whole of government approach to service delivery models needs to change, with a bridging step that CHaPs provides between the service needs, infrastructure plan and service delivery.
- Quantify the social cost/benefit of not changing the service delivery model. Use learnings from Yarrabilba and Aura to quantify the impacts CHaPs can make.
- Consideration of the PDA review process will deliver feedback on the performance of PDAs, additional flexibility to respond to changing demands over time may be a key consideration.

SWEET SPOT FOR CHAPS ACTIVITY - VALUE TARGET



- A place-based approach to the planning of integrated community infrastructure has the potential to deliver more effective responses to community demands. Networked infrastructure is based on a strategic framework that is established over time to respond to changing demands of a growing community. Early CHaPs engagement has demonstrated the potential to add greater value and this approach should be adopted as part of a more strategic approach.
- Is a larger cross-agency group required as a strategic expansion of the CHaPS model - to deliver additional capacity?
- Prioritisation of need in communities should include proactive intervention, with consideration of agile and swift responses as a game-changer to address known challenges.
- Greater involvement by local councils provides further opportunity for effective planning of infrastructure to increase liveability and sustainable communities.

Next Steps

Strategic Lift and Influence

The strategic framework that was developed as result of the 2016 review remains a potent focus for the definition of next steps. The activity of 2017 should provide a platform for amplification of the benefits and the establishment of a clear mandate for the activity.

This could include an overlay of financial performance objectives – defined by Treasury - to reinforce the potential for greater capital efficiencies because of a more collaborative approach to integrated and place-based services.

The adoption of a more collaborative approach as a default requires decision-making and clear direction. The review suggests the potential for a more valuable approach.

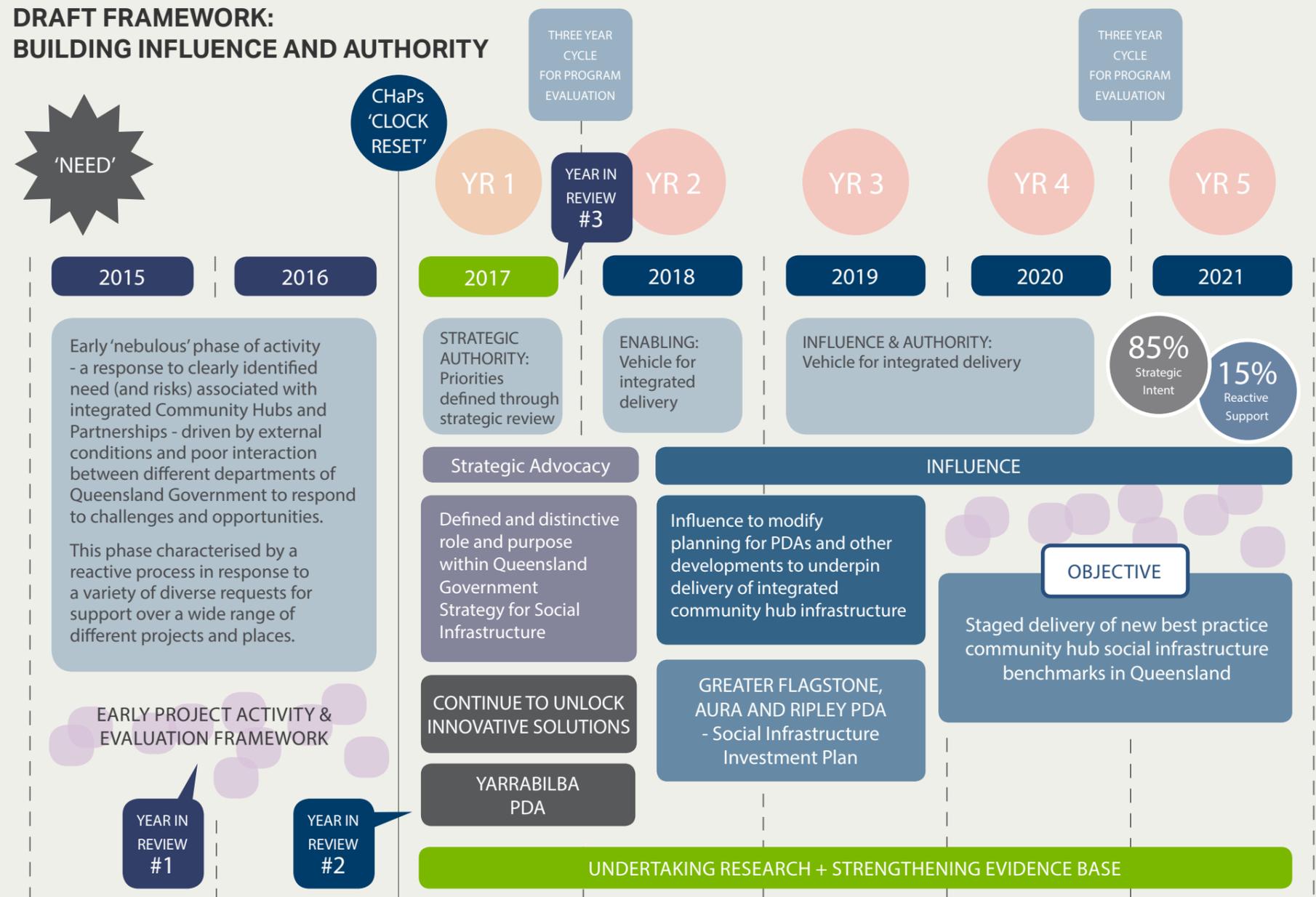
This should be expected to evolve and mature over time; with potential to include the integration of all the economic, social and environmental infrastructure provided by government as part of making places that support great communities.

The review process has revealed tangible progress with the evidence base, the case for change, and the potential legacy value of a place-based collaborative approach.

Momentum has increased and there is now a significant opportunity to build on this momentum.

The door is now open for CHaPs to lead a more strategic cross-agency approach to amplify the impact of the very real benefits that have been delivered.

DRAFT FRAMEWORK: BUILDING INFLUENCE AND AUTHORITY





Enabling Collaboration, Innovation and Opportunity

CHaPs Maturity: From opportunism to a more strategic and place-based framework, to enable better life outcomes for communities.

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Momentum has increased and there is now a significant opportunity to build a new collaborative BAU.

The door is now open for CHaPs to lead a more strategic cross-agency approach to amplify the impact of the very real benefits that have been delivered.”

Alastair Leighton, Technical Director - Cites, AECOM (review lead)