



Gladstone Regional Council

Philip St Communities and Families Precinct

Report on Operational Plan

May 2020

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Acknowledgements

We would like to acknowledge and thank the community members who participated in this project by providing feedback and contributions to the renewed vision and Operational Plan for the Philip St Communities and Families Precinct. Further, we would like to acknowledge the members of the project Working Group and council staff who provided valuable input on current knowledge on community needs and existing services.

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EP_Report on Operational Plan	1	Draft	22 May 2020
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1 Executive Summary

The Philip Street Communities and Families Precinct is a significant social infrastructure project that will provide for the socio-cultural needs of the Gladstone region for current and future generations. It is a multi-million-dollar integrated human and social services hub that has been the product of dedicated community-led research and initiative for almost twenty years.

The first stage of the Precinct comprise of four stand alone buildings surrounded by recreational space and parkland that will be truly owned by the Gladstone community. The Precinct will be occupied by a number of community service organisations and managed under the guidance of a governing body that is community-led and based on a strong partnership with the Gladstone Regional Council. The activation of the Precinct will be driven by a Collective Impact group dedicated to the collaboration of service providers and serving the individuals, families, and community's needs and expectations.

The renewed vision and strategic operational direction as described in this report will guide Gladstone Regional Council in the partnership with community to implement an operating model, establish the governing group who can continue the planning and prioritising the services to be provided at the Precinct.



2 Introduction

Engagement Plus was contracted by Gladstone Regional Council to produce a renewed vision and strategic direction that details the operational and strategic management for the multi-million dollar integrated human and social services hub known as the Philip Street Communities and Families Precinct (Precinct).

Engagement Plus led an engagement program to ensure key stakeholders and the wider community understood the rationale for the project and had fair and equitable opportunity to participate in the development of the strategic direction. Engagement Plus gathered high quality data that has been analysed in a way to inform the strategic planning process of developing an operation and strategic model that has the needs of the community at its heart.

The specific engagement with the Working Group members and key council staff to use the outcomes of the research and engagement and focus on establishing the strategic operational direction were compromised by the restrictions put in place as a result of COVID-19. A set of workshops was replaced by a series of interviews and consequently the opportunity to finesse the level of detailed planning has been compromised. It is recommended that when the current restrictions continue to ease that the more detailed planning occur under the leadership of a Steering committee as proposed in this report.

This report focuses on the revisioning and strategic operational direction for the Precinct and complements the desktop research and community engagement reports already developed and submitted by Engagement Plus. The report is structured in the following way:

- Section 3 and 4 provide an overview of the Philip St Precinct site, its intended development and an overview of the Gladstone region
- Section 5 sets out a renewed vision and objectives for the Precinct
- Section 6 describes the strategy for progressing the planning and development for the Precinct as well as some guiding principles
- Section 7 sets out the Model of service
- Section 8 describes the proposed service mix based upon the research and engagement
- Section 9 provides a high-level overview to monitoring and evaluation to further develop during the Planning phase

This report aims to assist Council and the community in the implementation of the revised vision for the Precinct along with a strategic operating model, associated governance structure, detailed staging of the development and prioritisation of the services to be provided at the Precinct.

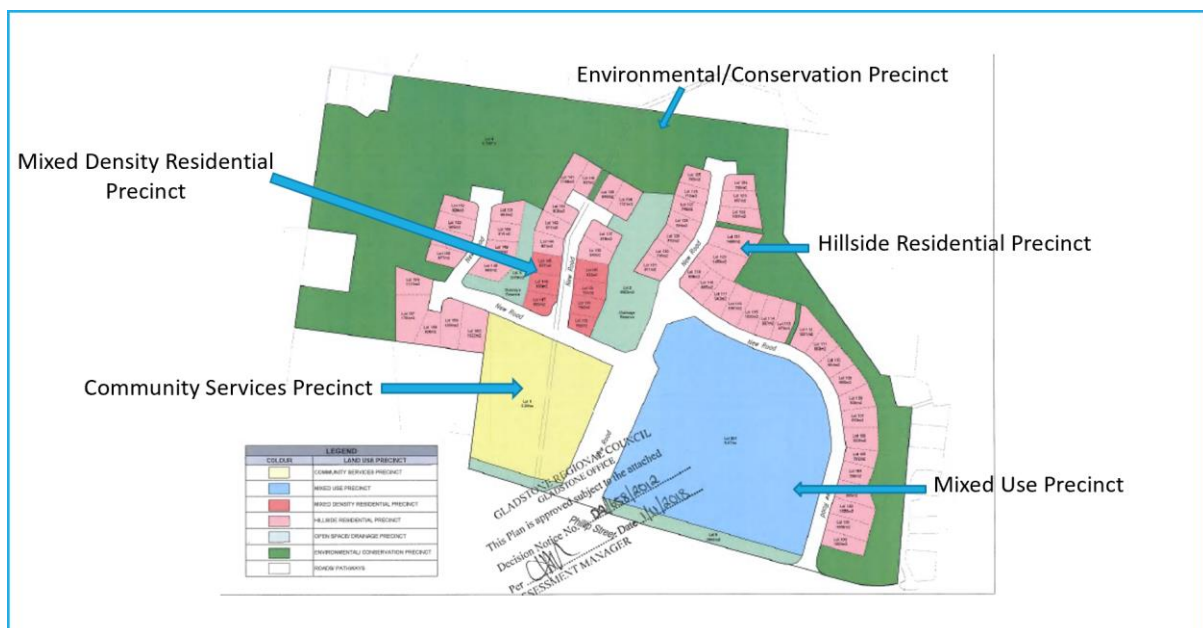


3 The Philip Street Communities and Families Precinct

The Precinct and more specifically Stage 1 is a part of a larger masterplan for the whole of the site that has been developed and refined over time.

The figure below (Figure 1) shows the overall site plan for the lot that was given Preliminary Approval in 2013. The yellow section highlights the Community Services Precinct that is the main focus of this report.

Figure 1: Site Plan for Philip St Communities and Families Precinct



The Community Services Precinct was further designed in 2018 with two stages of development proposed. Figure 2 below shows the highlighted sections that includes Stage 1a and Stage 1b that are to be constructed in 2020/21. These two stages include:

- new roads into the site
- four buildings
- central recreation space
- associated infrastructure

The buildings will be owned by Gladstone Regional Council with some of the buildings being leased directly to community service organisations or spaces within the buildings being 'hired' by users on a permanent, part-time or casual use basis.

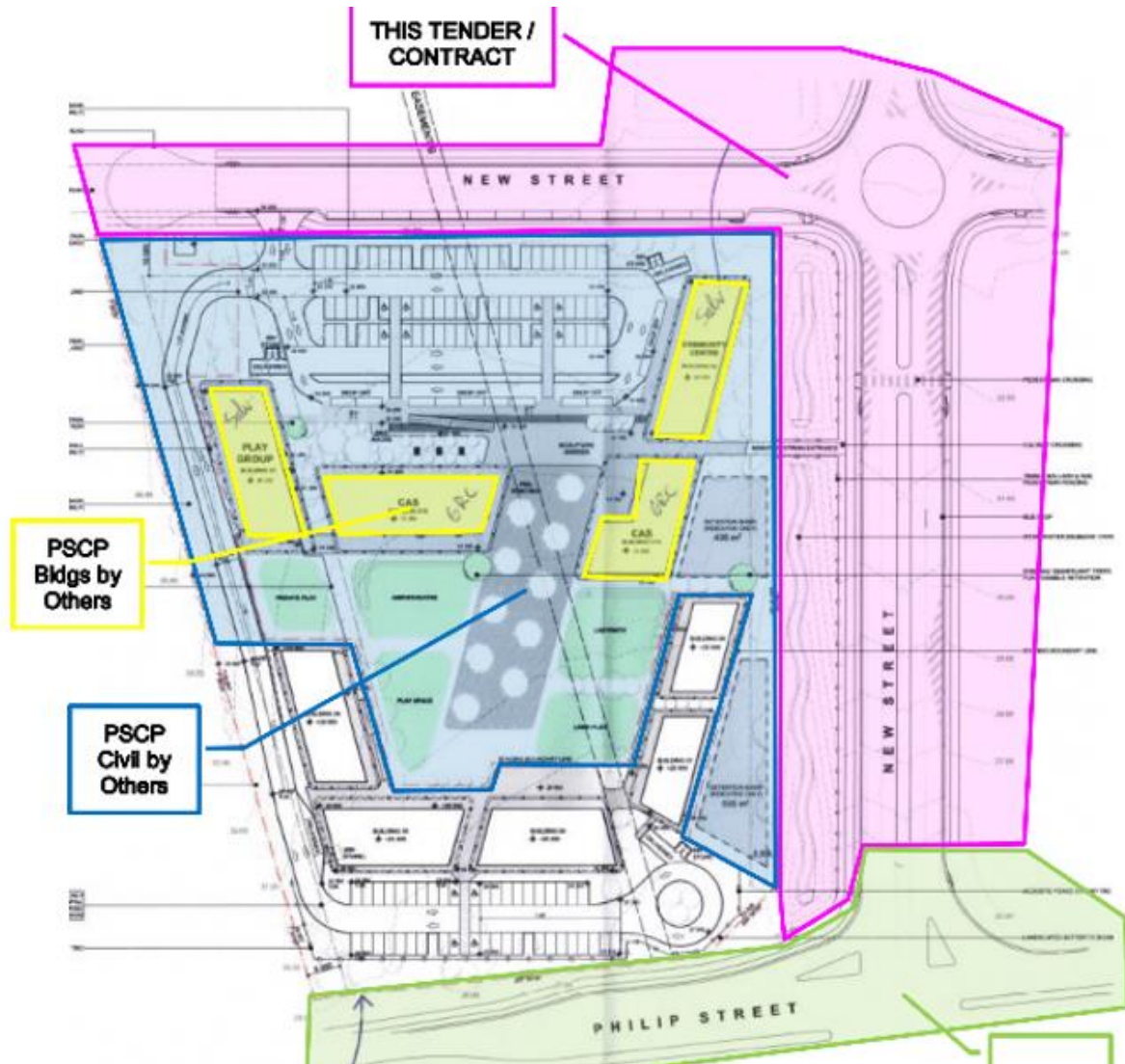
It is intended that The Salvation Army will occupy two of the buildings, the functions within the current Neighbourhood Centre will move to one of the remaining buildings and that an Expression of Interest process will be used to determine what kinds of services and therefore what groups might occupy and use the remaining spaces.



Precinct

The research and engagement activities undertaken during this project helped to understand what the existing community needs were and what service mix would be optimal at the site.

Figure 2: Stages 1a and 1b of Communities Services Precinct



The buildings that are not highlighted in Figure 2 are subject to future need and funding and may be further sub-staged.



4 Gladstone Region Profile

The Gladstone region has experienced significant change in the past with the development of multi-million dollar resource projects and sudden population growth and decline as the construction phase transitions into ongoing operations.

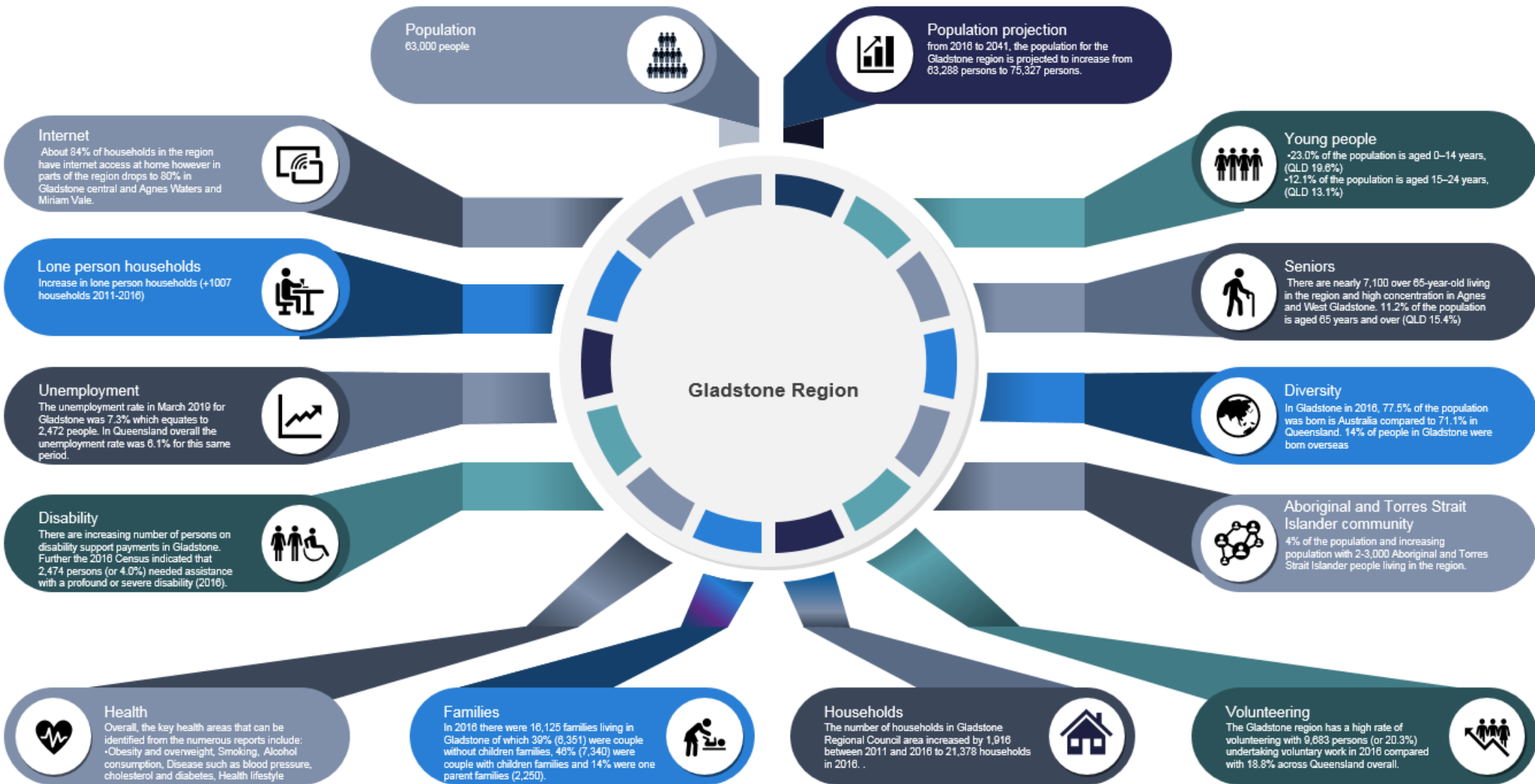
Gladstone as a region has a young age profile compared to other regional areas with the median age of residents in Gladstone being 36 years old. The community is ageing but not at the same rate as other parts of the state.

Population growth in the region is also not as high as other parts of the state and the rate of growth in terms of number of people living in the region is not expected to rise rapidly over the next decade.

Some of the key statistics of the Gladstone region will be important for service planning in the future and are illustrated below.



Gladstone Region Profile





6 Strategy and Guiding Principles

The Philip Street Communities and Families Precinct is a significant social infrastructure project that will provide for the socio-cultural needs of the Gladstone region for current and future generations. Given the complexity of the master plan and its intended uses, the strategic operations for the precinct needs to consider:

- Multiple lessees
- Diverse uses
- Many demographic groups visiting
- A combination of indoor and outdoor activities
- Future growth

6.1 Progression of the Precinct

The planning for this precinct has been largely led by the community of Gladstone and with the combined efforts of community services organisations and Gladstone Regional Council, the Precinct is finally becoming a reality.

Construction for Stages 1a and 1b are due to be concluded by mid-2021 and so the Precinct will be moving from a Planning phase to its Commissioning phase. The determination and establishment of an operating model incorporating a 'board of management' is a crucial step in the planning phase. Beyond the Commissioning phase it is envisaged that the Precinct will see a further two phases:

- Evolving phase where operations start to fall into a regular pattern and more service users are coming on board, and
- Established phase where the service mix is well established, and the Precinct has a strong profile amongst the community.

The table below outlines some of the characteristics of the key activities during the four phases of establishing the Philip St Precinct.

Table 1: Four phases of establishing the Philip Street Communities and Families Precinct

Timing	Phase	Key activities
2020 - 21	Planning	This phase will include: <ul style="list-style-type: none">• Finalisation of lease agreements• Determination and establishment of the operating model• Expression of interest for remaining occupiers and users• Collective impact approaches are put into motion• Communication and promotion campaigns for the wider community are planned
2021 (6 months)	Commissioning	This phase will include: <ul style="list-style-type: none">• Construction is completed• Lessees move into the precinct• A program of opening celebrations is held• Collective impact partnerships are established• Marketing and promotion of the precinct begins for identified target groups• Service provision is occurring, and community events are being held



Timing	Phase	Key activities
		<ul style="list-style-type: none"> The governing body is initiating overseeing the 'on ground' operations with regular reviews during this settling in phase Baseline data of occupancy and activities is established
2021-2023	Evolving	This phase will include: <ul style="list-style-type: none"> Collective impact group are meeting regularly Additional service providers are coming on board at the Precinct The service mix at the Precinct is diverse and responding to community need The community is actively engaged and contributing ideas to what is needed at the Precinct The profile of the Precinct is strengthening Regular reporting on agreed measures is occurring The governing body has an established routine and protocol in place
2024 onwards	Established	This phase will include: <ul style="list-style-type: none"> The Precinct has a strong profile in the region The service mix is reflecting community expectations and need Collective impact approach is fully ingrained amongst the service providers Reported measures are now influencing long term future planning The governing body is performing well and has credibility amongst the community services sector

6.2 Guiding principles

This section sets out the guiding principles that will guide the development and operation of the Precinct. The following principles emerged from the research and engagement phases of the project where it was found that the community's views strongly reflected the findings from the desktop research.

1. Champions:

- A champion (or champions) with a powerful embedded vision for enhanced service delivery within a local community is a key element for success.

2. Shared delivery philosophy:

- The delivery philosophy may need to be supported by appropriate and authentic changes to governance and the stakeholder mix to unlock additional benefits.
- Service provision should be responding to community needs and offer choice to the community

3. Character of the front door:

- The character of the front door and the mix of services and facilities is likely to be a significant factor in attracting patronage and the success of the project.

4. Collaboration

- A collective impact approach is sought by the community services sector to guide service planning and provision
- Collaboration is also essential in good governance.



5. Governance and culture:

- Governance must be flexible to allow integration while also clearly assigning responsibility and accountability, with change management a key consideration
- Good Governance should have a number of principles which include transparency, accountability, participation, consensus-orientated, responsiveness, effectiveness and efficiency, integrity and stewardship and leadership.

6. Leadership and management:

- Effective leadership and management are important to build relationships with partners in planning, which translates to effective operation

7. Evaluation:

- Evaluation is essential and models and processes should be established early. There should also be built in an ability to self-evaluate and shift to a model of sharing information and reflecting on process.

8. Measurement:

- Establishing plans and protocols for measurement is important to showcase their efficacy and impact and inform ongoing improvement.



7 Model of Service

7.1 Operating Model and structure

Establishing an operating model and associated organisational structure for the Philip Street Communities and Families Precinct will be important to its ongoing function. Research was undertaken to explore possible operating models for the Precinct with the summary critique included in the Appendices. The four options that were explored are outlined in detail in the Appendices and included:

- An Incorporated Association
- Statutory Committee established by council
- Advisory Committee established by council
- Lead agency model

Consultation with the key stakeholders identified a diverse set of views on the options. While there were some benefits identified with the 'Lead Agency' model concerns were expressed about perceptions of bias in the community that may be a barrier to full utilisation of the Precinct. In the end the most favoured option was the 'Incorporated Association' model.

The Incorporated Association option is recommended however consideration needs to be given to its structure and establishment. A suggested structure is outlined here and in the next sub-section an option for transitioning to the Incorporated Association is proposed.

7.1.1 Proposed structure for the Incorporated Association

Considering the complexity of the Philip Street Communities and Families Precinct Stages 1a and 1b and the future Stage 2 and its intended uses, the composition of the governing body would best be served by a skill based professional board of management. This approach would combine the professional skills need to manage a significant social infrastructure asset and community heart to ensure that it responds to community need and sentiment.

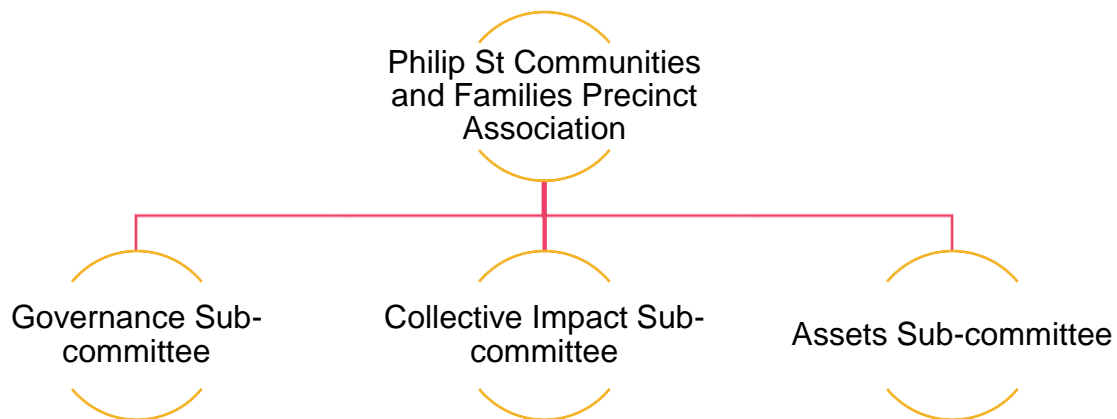
A system of sub-committees would also enable the governing body to focus their efforts in particular areas and delegate where appropriate. The suggested sub-committees are:

- Governance Sub-committee to focus on operational and decision-making matters
- Collective Impact Sub-committee to focus on relationships and service planning
- Assets Sub-committee to focus on building and maintenance related matters

The diagram below illustrates the suggested governing body and its structure of these sub-committees.



Figure 4: Suggested governing body structure



7.1.2 Transition to the Operating Model

The Precinct project has had a Working Group that has met intermittently over the last two years with representation from community, service providers and State Government. The Working Group is a good base from which to create a Steering Committee that can then move to establish the governing body and systems of operation that will translate to the Precinct once construction is completed. Some further suggestions for the Steering Committee include:

- The Steering Committee needs to be co-chaired with a representative of council as well as community representative
- Facilitation of the Steering Committee can be undertaken by the ChAPS unit from State Government
- Additional members need to be included to assist with achieving a smooth transition across all operational areas, they include:
 - Asset and Property Services
 - Community Development Team
 - Neighbourhood Centre
 - Strategic Projects
- The Steering Committee can replicate what is intended with the new governing body by having three areas of focus:
 - Collective Impact group to commence the service planning
 - Governance group to focus on the preparation of articles for the Incorporated Association
 - Asset group to focus on the asset management requirements and contributions to the final elements during the construction phase



- Fresh Terms of Reference be established to reflect the new phase for the previous Working Group

7.2 Future users of the Precinct

As stated previously Gladstone Regional Council is entering into an agreement with The Salvation Army to lease two of the buildings in the first stages. The users for the remaining buildings and surrounds have not been fully determined. Community organisations who were interested in the earlier stages of planning the Precinct have since established their own tenancies.

More recent consultations with these interested groups has revealed that Autism Incorporated are very interested in moving to the Precinct as their current building will be demolished by end of 2021. Other community organisations consulted were interested in having some role with the Precinct either as a possible full-time lessee or casual users of the spaces for certain programs.

7.2.1 Expression of Interest

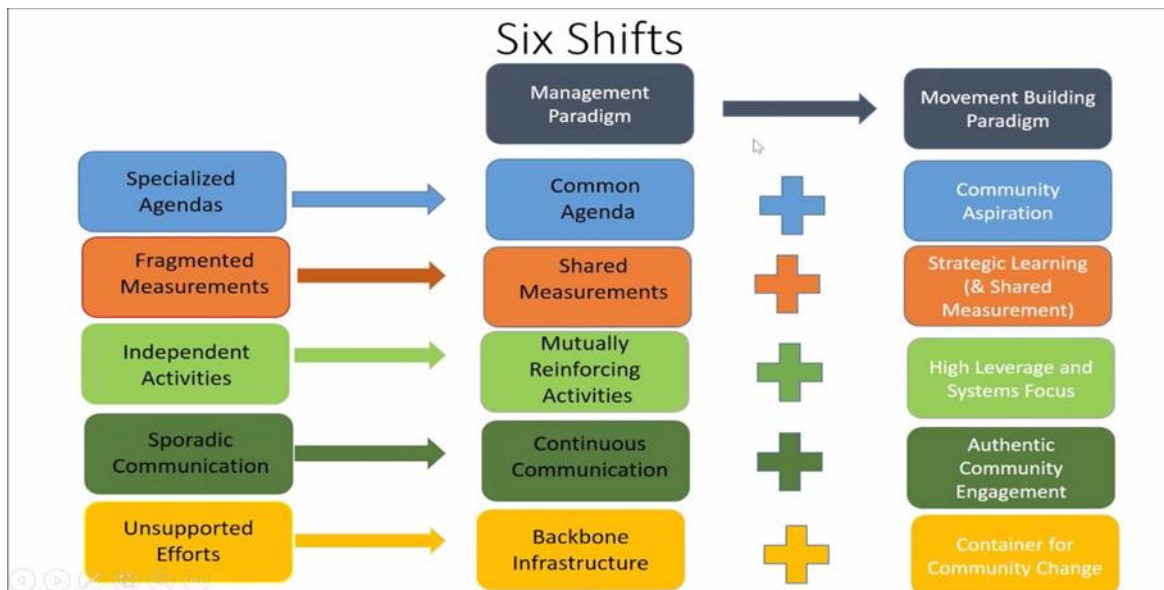
The Salvation Army is leading the Expression of Interest process to specifically recruit future users for the Precinct. Community organisations who are interested in the prospects of operating from the Precinct will need to have certain information to help them decide on relocating to the Precinct, they include:

- What is the system of governance in place so that reporting arrangements are clear?
- What will be the costs associated with use of spaces to consider viability of making the shift?
- What lengths of tenure are available to give certainty for the consideration of relocation?

7.3 Collective Impact Approach

The community contributors for the Precinct project have held a strong and consistent view that a Collective Impact approach is important to its success. Representatives from The Salvation Army have offered the following diagram that represents an approach to Collective Impact for the Precinct (adapted from Kania and Kramer) and distinguishes it from what would otherwise be a place with a number of service providers and very little coordination. The middle column represents a typical approach to Collective Impact and the column on the right is a suggested adaptation.

Figure 5: Collective Impact approach



7.3.1 Embedded in governance

To establish and maintain the Collective Impact approach is to ensure that it is embedded within the governance model for the Precinct. This can be achieved in a few different ways:

- Including the reference to the Collective Impact approach as part of the governing body's charter and constitution
- Reflecting it in the structure such as the proposed sub-committee

7.3.2 Getting started

The emergence of the Collective Impact group is proposed during the Planning phase so that all key parties to the Collective are involved and a shared understanding of the approach is developed. Facilitation of the Collective Impact group and the development work will be determined by the Steering Committee during the Planning phase.

8 Service mix

The vision for the Precinct is to have a diverse set of services and programs meeting the community's needs. The consultation phase for this project identified a range of services needs that were then checked against research and existing service provision.

The intention for the service mix is to have a combination of soft-entry programs, social services and recreational facilities that can be accessed by the community independently. Care and caution will need to be extended to ensure that the service mix is compatible and is perceived to be accessible by the community.

Some of the key social issues that were identified for the Gladstone community the following themed areas were identified:



- Health services i.e. allied and primary health services (25% of responses)
- Education & employment i.e. employment opportunities and training (21% of responses)
- Low socioeconomic status (19% of responses)
- Information sharing i.e. service collaboration, community information (11% of responses)
- Alcohol & other drugs (8% of responses)
- Aged care i.e. support services (6% of responses)
- Transport i.e. community transport (6% of responses)
- Mental health specific services (3% of responses)

Outlined below are the key service needs that have emerged from the consultations and research however the specific nature of the services and programs are what will be refined through the Collective Impact group and their service planning approaches.

Figure 6: Community service needs



The Commissioning stage (first 6 months) will see some of the programs and services currently being provided by The Salvation Army and Gladstone Neighbourhood Centre being featured. The Evolving stage (next 18 months) will see the additional services and programs emerge as a direct result of service planning through the Collective Impact group.



9 Monitoring and Evaluation

Understanding the success factors for the Precinct and having simple and effective mechanisms for measuring the success are important to know what to celebrate and what to modify. The research and consultations highlighted a range of factors that will be important to monitor and outputs and outcomes to measure. However once the governing body and specifically the Collective Impact group are established, co-design of the evaluation framework can evolve.

9.1 Outputs and outcomes

The suggested evaluation approaches include:

Outputs	Outcomes
Number and type of programs and services being offered each week and month	Effectiveness of referrals
Number of service providers operating from the Precinct	People moving from dependence to inter-dependence
New funding initiatives being sought	Increases in healthy and happy families
Number of networks that the Precinct is contributing to	Improvements in mental wellbeing assessments
Number of community engagement activities pursued	Children moving on the AECD score
Number of people utilising the programs and services	Increased levels of awareness of the Precinct by community
Levels of satisfaction by people accessing the programs and services	Increased levels of accessibility by the community
Levels of satisfaction by service providers operating in the Collective	

9.2 Tools for measurement

The evaluation framework will need to be supported by a coordinated system of data gathering that builds from existing and new data sets and contributes to effective service planning and decision-making.

What is proposed as an initial approach is to focus the evaluation in the three areas of:

- Promotion
- Participation
- Performance

This approach is to be further developed by the governing body and Collective Impact group so that appropriate systems can be put into place during the Commissioning phase. Baseline data including those for existing programs and services that are relocating to the Precinct will need to occur so that initial impacts of the change can be made and then measures of growth, access and satisfaction can continue.



In the table below are a suggested set of tools that could be used and the associated data that is likely to go with them.

Table 2: Evaluation Tools

Focus Area	Tool	Data
Promotion	Website	Visitors, search words, pages visited
	Social media – Facebook page	Followers, likes, shares, sentiment of comments
Participation	Attendance sheet	Visitors, reason for attending, suburb of origin
	Monthly report	Network meetings attended, Collective Impact group meetings
	Programming reports (monthly)	Number of programs held, service providers using Precinct, meetings held
	Event calendar (monthly)	Number of events booked for the Precinct
Performance	Online survey – on tablets at Precinct, distributed by social media and direct email	Quantitative and qualitative satisfaction data
	Focus Groups/interviews	Quantitative and qualitative feedback on Precinct operations and the Collective
	Monthly reports	Funding initiatives pursued and won



10 Appendices

10.1 Management Model Options for Philip Street - Discussion

Outlined in this paper are a range of options for a management framework for the Philip Street precinct. They include a description of the different types of entities and arrangements that could perform the overarching management of the collection of service providers occupying and using the precinct. With each option is an appraisal of the advantages and disadvantages of each option as well as some notes about key considerations for the Philip Street precinct.

The four options include:

1. An Incorporated Association
2. Statutory Committee
3. Advisory Committee
4. Lead agency model

Option 1 – Incorporated Association

One management model option is to create an incorporated community association which manages the Philip Street precinct. As a part of this model a management committee would be established with possible sub committees formed also. This form of legal entity is used by community and not-for-profit groups to form a common management model for facilities. This is not a council committee however Councillors can be a part of the Committee. The incorporated association could be given the authority to manage the asset and/or make decisions about it through a lease or management agreement.

Advantages:

- The objectives of the association are very clear. To become incorporated, associations need to state clearly the purposes for which they are being formed. The purposes, frequently known as the objects of the association, are fixed in the rules of the association (also known as the constitution). The regulating body must be advised of any changes.
- The operations of the association are documented. These regulations are designed to ensure that the association operates fairly, responsibly and accountably to its members. The operations also protect against conflicts and conflict of interest.
- Being incorporated also requires that some information is regularly made available to the regulating body and to the public about the affairs and operations of the association which increases transparency.
- Being incorporated allows organisations to apply for a much wider range of public and private funding.
- Increases collaboration between groups- incorporated association can apply for funding as a combined group promoting collaborative working models.



- Stability- incorporated association will continue to exist regardless of the change in services provided at the site.

Disadvantages

- Incorporation requires regular and ongoing compliance with Government regulation. There is a cost in fulfilling each of the requirements in both time and money.
- Incorporation also means being open to publicly scrutiny in terms of financial matters and activities.
- Proper membership records and minutes must be kept which takes time and resources.

Notes for Phillip Street Precinct

The key advantage of an incorporated body is the ability to seek funding together. This model encourages collaboration amongst the services and organisations at the precinct.

Further the development of an incorporated body provides a higher order group to oversee the precinct which may include service providers currently at the site but could also include other interested persons.

Option 2 – Statutory Committee

Statutory Committee for the Philip Street Precinct could be established by Gladstone Regional Council with Terms of Reference that outline purpose, membership, operating model and reporting arrangement.

Special committees can be established through the Local Government Act and the deed of delegation spells out the committee's role, functions and powers. Special committees may act independently of council although are often supported by council.

Participants are recruited from advertisements calling for expressions of interest and on appointment they declare any conflicts of interest. Special committees report to council through monthly minutes and annual reports.

Advantages

- This is a commonly used option that allows community participation in the management of community assets and increases community ownership.
- Devolved public management of a council asset.
- It is clear and provides a simple option for the delegation of specified responsibilities in relation to a community facility.
- Can be established to specify organisations required to be involved in committee and responsibilities.
- It is very flexible as there is flexibility in the extent and type of delegation granted by council.

Disadvantages



- The success of this entity relies heavily on the capacity of the committee members, council and its officers to establish the committee with appropriate delegations and reporting requirements.
- The success is also dependent on how well the committee is facilitated in accordance with its objectives
- There is a high level of corporate governance required by Council to ensure the committee is established well and continues to operate within its remit.
- Council is heavily involved in the process.
- Risk of reduced representation and lack of broad representation from the community, depending on the approach take with membership and recruitment.
- Very formal model of operation (which can also be an advantage).

Notes for Phillip Street Precinct

This option offers flexibility in the key elements and can be designed to fit the desired operational model.

Option 3 - Advisory Committee

Another option is the establishment of an advisory committee made up of user representatives and independent chair. Advisory committees are typically understood as a traditional form of community engagement. They are established to provide advice to the council, but unlike special committees do not have delegated powers, and their decisions or recommendations do not have standing unless they are adopted in a council meeting. A council is not bound to take on an advisory committee's recommendations.

Ultimately a Council staff person is responsible for the management of the precinct with an advisory group to represent the user's interest.

Participants are recruited using advertised calls for expressions of interest and may be selected on the basis of their expertise, the user or interest group they represent, or because of their specific understanding of the precinct.

Some community and neighbourhood centres managed by a council, are supported by an advisory group. In such an advisory group, a number of individuals from the community meet on a regular basis to provide input into the services of a community or neighbourhood centre. An advisory committee does not have the legal and financial responsibilities of a Management Board.

Advantages:

- Community ownership- allows for community input into the facility and its operations.
- Connections and networks- connections into the community are less formal
- Reduced regulation- not as regulatory as other models and allows for flexibility.
- Council remains ultimately responsible for the asset.



Disadvantages:

- Not incorporated so unable to seek funding as one group.
- Generally, members are not formally required to attend meetings, so participation can vary.
- No formal influence for group on facility management.
- Would mean the establishment of another network with same/similar service providers as current interagency groups in the region.

Notes for Phillip Street Precinct

Council retains management of the precinct. Community can contribute to the management of the site but no direct control of precinct. Remains a collection of service providers operating out of a Council facility. Not able to seek funding collaboratively.

Option 4 - Lead agency model

The lead agency model could be established where the building lease is taken by a large organisation that then manages the premises with assistance from the management committees of the small organisations involved.

Advantages:

- Contact- one contact for Council to work with on the precinct.
- Lead agency can ensure one vision for site and all documentation etc is consistent.

Disadvantages

- Lead agency carries high risk – lease/premises.
- Risk of concerns about one agency being the lead agency- perceptions of reduced collaboration.

10.2 Engagement methodology

Engagement Plus designed a specific and tailored methodology to meet the specific tasks and timeframes listed by Gladstone Regional Council. In developing the project plan and methodology, Engagement Plus was guided by principles, which were believed to strengthen the project and included:

- Providing an engagement process that was inclusive, meaningful and socially just.
- Engaging with staff, stakeholders and the community using inventive techniques to accurately identify the needs and opportunities for the project.



- Ensuring adaptive and flexible approaches to respond to change, opportunities and input from stakeholders and the community.
- Taking an evaluative approach that was responsive to Council needs.

It was identified that the most beneficial form of engagement for this particular project was to include face to face community forum and interviews with key stakeholders. Online engagement was identified as a beneficial means of engagement and simple surveys were constructed to involve stakeholders and the broader community, along with the use of Social Pinpoint, a digital mapping tool.

10.2.1 Interview with key services/ peak bodies

Key stakeholders were identified and agreed to at the initial project inception meeting. These key stakeholders were representatives from services who had expressed interest in being part of the precinct in the earlier phases of the project. The one on one semi-structured interviews were held with the key stakeholders in the early stages of the project and focused on the following inputs:

- Potential uses of facility/site;
- Programs and activities;
- Guiding principles;
- Core service mix; and
- Gaps and identified community needs assessment.

Once all research and community engagement activities were completed a second series of interviews were held with Working Group members and key council staff. The more recent interviews focused on the research and engagement outcomes and explored elements that could be considered for the Operational Plan for the Precinct.

10.2.2 Survey

The development of a simple survey for services in the region sought information from local service providers about current community needs and gaps in service provision. The survey sought to explore the unmet needs, emerging social issues and service ideas for the new Philip Street Communities and Families Precinct.

The online survey link was distributed through Council's services directory contact database, network meetings, social media and print media.

In addition to the services survey, a community-based postcard survey was created. The postcard survey prompted for the community's thoughts and opinions regarding what the vision, feel and use of the precinct should be.

The following image shows the postcard used in the engagement:

Figure 7: Postcard used during engagement activities



Get involved

GLADSTONE REGIONAL COUNCIL

The Philip Street Communities and Families Precinct is happening!

Gladstone Regional Council wants to hear from you about your ideas for the site. Please help us set the vision for the site by completing the questions and returning it to one of Council customer service centres or libraries by 13th December 2019.

PHILIP STREET COMMUNITY PRECINCT

For more information about the project please contact the Project Team on 07 3217 6849 or visit Council's website www.gladstone.qld.gov.au

What three services or programs would you like to see at the site?

What is your overall vision for the Philip Street Communities and Families Precinct?

Other than services and programs, what else would inspire you to go to the Precinct?

For more information about the project please contact the Project Team on 07 3217 6849 or visit Council's website www.gladstone.qld.gov.au

- Gladstone Youth Interagency
- Disability Interagency
- CQ Mental Health Interagency Stakeholder Meetings

10.2.3 Engaging with existing networks
Engagement Plus identified that there were numerous key service networks in Gladstone including the:

- Gladstone Interagency Network



Given the short timeframes for engagement, Engagement Plus utilised these meetings to provide and distribute information and gather information from the services about key issues and needs in the community.

10.2.4 Community Forum

A full day community forum was held by Engagement Plus and supported by Council staff who had recently been trained in the IAP2 practice framework. Key stakeholders, Councillors, Council staff, peak bodies and the wider community attended the open invitation event.

The community forum provided an opportunity to provide a detailed overview of the project (concept plans, proposed construction timelines and plans for engagement). Initial desktop findings were briefly presented to provoke thoughts and conversation, followed by guided workshopping to explore how the Philip Street Communities and Families Precinct could best meet the needs of the community now and into the future. Participants were asked very specific questions that were useful for gathering a large range of data within the short timeframes of the project.

10.2.5 Community Post Card Survey

The development of a short survey for the community was created in the form of a postcard. This survey consisted of three open ended questions seeking community input relating to what services the precinct should provide, along with their thoughts and opinions regarding what the vision, feel and use of the precinct should be. Hardcopy postcards were distributed to libraries and Council centres throughout the Gladstone region. An electronic version of the postcard was made available through survey monkey and promoted through Council's email distribution list and social media.

10.2.6 Engagement Outcomes

The detailed findings from the community engagement activities have been reported in the companion report "Philip Street Communities and Families Precinct Community Engagement Report" (January 2020). The findings formed the basis of the second round of interview with Working Group members and key council staff. A combination of all of the findings and discussion have formed the basis of the recommendations in this report on the new vision and strategic operational plan.