

**Philip Street  
Communities and  
Families Precinct  
Advisory Committee  
Report June 2021 – December 2022**



## About the Precinct

Philip Street Communities and Families Precinct provides a space that brings together community groups and service providers in a friendly parkland setting and offers a unique opportunity to work collaboratively to deliver for our community, enabling access to resources and services.

The Philip Street Communities and Families Precinct Advisory Committee is a dedicated formal Advisory Group of passionate community members representing different sectors in the community. The Committee offer feedback and advice to Council on strategic planning, management, and service delivery to ensure services, programs and activities are responsive to the community needs.

Bringing different perspectives and ideas to the table, they also help with the operations and management of the area. Their primary function is to channel the 'community voice' into the Precinct.

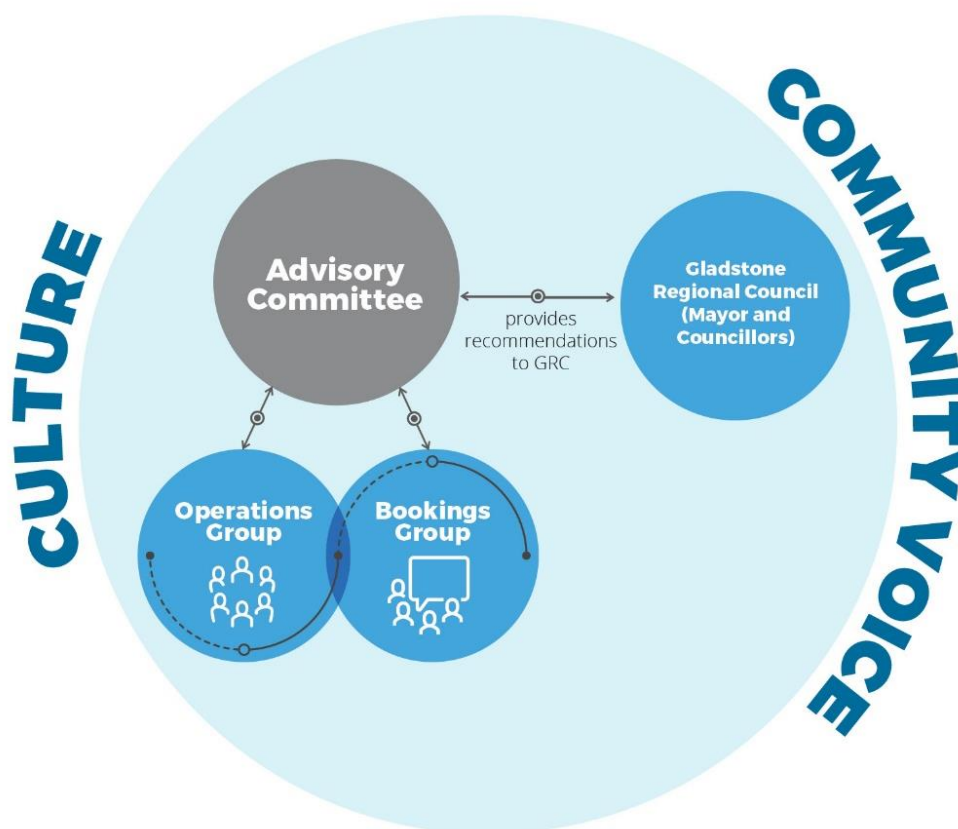


## Operating Model



PHILIP STREET  
COMMUNITIES AND FAMILIES PRECINCT

# Our Operating Model



The Precinct's collaborative and unique operating model has been co-designed by key stakeholders following a comprehensive four-day Collective Change Facilitation training delivered by Dr Sara Branch from Griffith University and Charmaine Stubbs, Collective Change Facilitator at The Salvation Army.

The operating model, which is the first of its kind in Australia, creates the conditions to help other possibilities emerge at the Precinct in alignment with the Precinct's values.

The operating model represented graphically is explored further to provide context on the environment the Advisory Committee operates within to fulfill its function.



### **Community Voice:**

The design of the Advisory Committee provides opportunity to ensure the voice of our community is captured and channelled to inform the strategic intent of the Precinct and its programs. The Advisory Committee roles target several demographics such as First Nation, Youth, Seniors, Culturally and Linguistically Diverse and Disability. It is noted that there is a segment that lacks representation, and that is those between the ages 26-54.

### **Culture:**

Creating collaborative culture is founded upon strong relationships, trust, reciprocity and understanding of shared goals. Before the most recent COVID outbreak, sitewide breakfast barbecues were held at the Precinct, hosted by key collaborators with invitations extended to collaborators and Neighbourhood Centre groups operating from the Precinct. The barbecues provided an opportunity to cultivate and foster connections and establish referral pathways across the site.

### **Bookings Group:**

Consisting of senior representatives from key collaborators onsite, the Bookings Group seeks to provide strategic oversight of the bookings process. This includes ensuring incoming booking requests align to the Precinct values proposition, to identify opportunities to strengthen collaboration, share collective common goals and ensure safe program scheduling across the site. A set of guiding principles are considered when receiving booking requests that are processed by a centralised Bookings Officer within Community Development and Events.

### **Operations Group:**

The Operations Group consists of representatives from Precinct partners. In the interests of supporting the collaborative environment this also includes representatives from all permanent tenants. As the Precinct grows this group will grow to invite representatives from visiting service/program providers. The Operations Group is designed to receive and consider information from:

- All services - full time and casual service providers
- Bookings group
- Advisory Group

The Operations Group develops and communicates recommendations for consideration by the Advisory Group in relation to:

- Facilities maintenance, health and safety, risk management
- Site service mix including:
  - Room bookings and leasing requests
  - Booking requests that are not approved
  - Facility capacity and availability
  - Complementary and competing services
  - Emerging trends and gaps.

As the Evaluation Framework takes shape, the Operations Group will also seek strategic guidance from the Advisory Committee in relation to:

Tracking and system monitoring of referral pathways into and out of the Precinct

Evaluation system and data (to form recommendations to the Advisory Committee).

Information and communications from the Operations Group can flow back to the Bookings Group or are moved for consideration by the Advisory Group.

### **Committee Recruitment and Onboarding**

The Philip Street Communities and Families Precinct Advisory Committee was established by resolution of Council on 2 November 2020 as an Advisory Committee to Council under the *Local Government Regulation 2012, ss. 264- 265*.

The Philip Street Communities and Families Precinct Advisory Group Terms of Reference that govern the committee's roles and responsibilities were endorsed by resolution of Council on 16 February 2021, to guide the operations and strategic direction of the Committee.

The Terms of Reference states that membership of the Committee shall be voluntary and consist of:  
Council Members:

- One (1) Gladstone Regional Council Councillor
- One (1) other representative from Council Appointed Members
- One (1) representative from the Salvation Army (primary tenant)
- One (1) representative from Gladstone Area Promotion and Development Limited (GAPDL)

Ordinary Members:

Up to six (6) representatives to include

- one (1) representative of the region's youth
- one (1) representative of the Indigenous community
- one (1) representative of the culturally and linguistically diverse community
- one (1) representative of the senior community
- one (1) representative of the disability community.

A comprehensive expression of interest process was developed to support the recruitment of the Advisory Committee Members. This was supported through a communications strategy and a concerted effort to distribute the information to groups and organisations that are connected to community members who align with the ordinary member conditions as detailed within the Terms of Reference. This process resulted in nine (9) expressions of interest being received.

All (9) nine applications were assessed, scored, and invited to interview by the Philip Street Communities and Families Precinct Task and Finish Group, which was made up of representatives from Gladstone Regional Council, The Salvation Army, GAPDL Communities 4 Children and the Queensland Government Department of Communities Housing and Digital Economy.

The applicants were scored against their responses to the following interview questions:

- What does community mean to you and explain how have you worked collaboratively to achieve a common goal?

- Can you tell us about a time when you have put the needs of other community members before your own self-interest?
- How do you see your experience and knowledge will enhance the advisory group recommendations and decisions?
- Of the attributes, skills, and knowledge you have identified, which do you believe are your strengths and why, and which would you think needs strengthening and why?
- A lot of the work of the advisory group will be around analysing data, meeting reports and general governance, with recommendations to be decided by Council. What is your experience and knowledge in this area?
- It is anticipated that there will be 6 meetings/year, but in the start-up period this may require more frequent meetings to ensure success of this innovative project. Are you able to commit for these additional times?

At the Council General Meeting held 18 May 2021, the Selection Panel tabled a report to Council seeking the endorsement of appointment to the Advisory Committee. The report stated the Selection Panel were confident the selected applicants recommended within the report to fulfil Advisory Committee positions would support and drive the Precinct's progress and proposed initiatives to achieve Council's vision of being a vibrant and evolving space that supports and enhances community wellbeing for all.

The inaugural Philip Street Communities and Families Precinct Advisory Committee members included:

- Cr Natalia Muszkat – Gladstone Regional Council
- Cr Desley O'Grady – Gladstone Regional Council
- Kylie Lee, General Manager Community Development & Events– Gladstone Regional Council
- Captain Christopher Ford, Philip Street Manager– Salvation Army
- Shakira Campbell – GAPDL Communities 4 Children
- Cecelia Eggmolesse – Indigenous Community Representative
- Christine Ward – Seniors Community Representative
- Kate Dufty – Disability Community Representative
- Supria Singh – Multicultural Representative
- Monica Mattingley – Youth Community Representative.



In November 2022, Maxine Brushe’s appointment to the Advisory Committee was endorsed by resolution. Within the report tabled for Council’s consideration, it was noted that, Maxine Brushe has been instrumental as a representative on the Philip Street Communities and Families Precinct Working Group and was also a Councillor representing the Gladstone Region and provided unwavering support to realise this valuable community asset.

### **Onboarding**

Following the Committee’s appointment, comprehensive onboarding took place including:

- Site tours, project updates and information sessions
- Team building activities
- Governance, roles and responsibilities
- Co-design of meeting schedules including date and time
- Development of *Advisory Committee Principals of Working Together*
- Valuing diversity – exploring each other’s motivations, values, and underlying interests to build understanding and appreciation of the added value that comes from diversity
- Building equity – sharing equal rights to be at the table and valuing all contributions
- Being open – respecting and trusting each other and handling information with care and respect
- Ensuring mutual benefits – decision to be made with integrity and transparency and in the best interests of the partnership and its overarching goals
- Being courageous – being bold to tackle the many unknowns in relation to complex issues to achieve breakthrough results.

During the induction process the Advisory Committee decided to implement a rotating Chair roster to provide an opportunity to establish this skillset across all Advisory Committee Members. Appointed Secretariat, Council’s Community Development Specialist, developed a flexible governance framework for the meeting procedures including a standing agenda and rotating Chair roster.

### **Meeting Dates & Minutes 2021/2022**

Initially, for the first year of the Committees’ operation, the group decided to meet monthly to maintain momentum and to strengthen the connection between the Advisory Committee and the Precinct. A summary of meeting dates is detailed below. Each meeting has provided an opportunity for the public to attend via a public gallery. In accordance with the Terms of Reference, meeting dates and times are published on the Council website, a public gallery is made available for interested community members and minutes are also uploaded following meetings for public viewing.

12 August 2021	10 March 2022
9 September 2021	14 April 2022
14 October 2021	12 May 2022
11 November 2021	9 June 2022
9 December 2021	14 July 2022
13 January 2022	15 September 2022
10 February 2022	10 November 2022



## Training & Professional Development

With the Precinct's collaborative nature and values of life-long learning, connection and wellbeing, Committee Members have been provided with an opportunity to attend the following training alongside Precinct staff:

- Asset Based Community Development – facilitated by the Jeder Institute
- Trauma Informed Care – facilitated by The Salvation Army
- Inclusion and Diversity Training – facilitated by The Salvation Army

## Collaboration

To celebrate the operationalisation of the Philip Street Communities and Families Precinct, the Advisory Committee were involved in the collaborative planning of the Official Opening celebration on Friday 12 November 2021 and the Community Open Day held on Saturday 13 November 2021.

Both events were well attended by the community and were a wonderful demonstration of collaboration across the Precinct, with all partners and the Advisory Committee coming together to welcome the community.

On Saturday 3 December, the Advisory Committee connected with community members at the Precinct's 1<sup>st</sup> Birthday celebrations. The event also celebrated the opening of the Precinct's Library. Regular hirers, the Advisory Committee and Precinct partners activated stalls at the event harnessing the opportunity to share the services, activities and programs offered from the Precinct.





## Recommendations and Actions

Recommendations to and from the Advisory Committee are being tracked, monitored, and managed through a shared document. Since the first Advisory Committee meeting, fifty-one (51) recommendations have been made from the Advisory Committee for consideration and outworking by the Operations Group. The progress, and outcome of each of these recommendations is reported back within Advisory Committee meetings.

Recommendations from the Advisory Committee to Operations Group have focused on accessibility, signage, and marketing across the site, identifying opportunities to strengthen community understanding of the Precinct and its ground-breaking collaborative nature.

During the January 2022 Advisory Committee Meeting a discussion was had around asset design and accessibility. The committee recommended to Council: 'That Council consider meaningful consultation and engagement with key stakeholders regarding accessibility requirements in future infrastructure developments, this should begin at the design stage and is carried throughout construction.'

Initial conversations have been had with the Asset Planning Team with further conversation to take place.

The table below summarises recommendations made by the Committee within this reporting period of June 2021 to December 2022.

<b>Recommendation Category</b>	<b>Number of Recommendations</b>
Analysis & Programming	7
Brand & Communications	10
Governance	21
Operating Model	10
Philip Street Stage 2	1
Precinct Activation	6
Precinct Infrastructure Improvements	23
Precinct Partnerships	1
<b>Grand Total</b>	<b>79</b>

## Bookings – Maxine Brushe Community Meeting Place

Since operationalisation, the bookings for use of rooms and facilities across the site have experienced a steady increase. The Advisory Committee has been actively involved in advocating for community use of the facility to ensure continued alignment with the Precinct’s values.

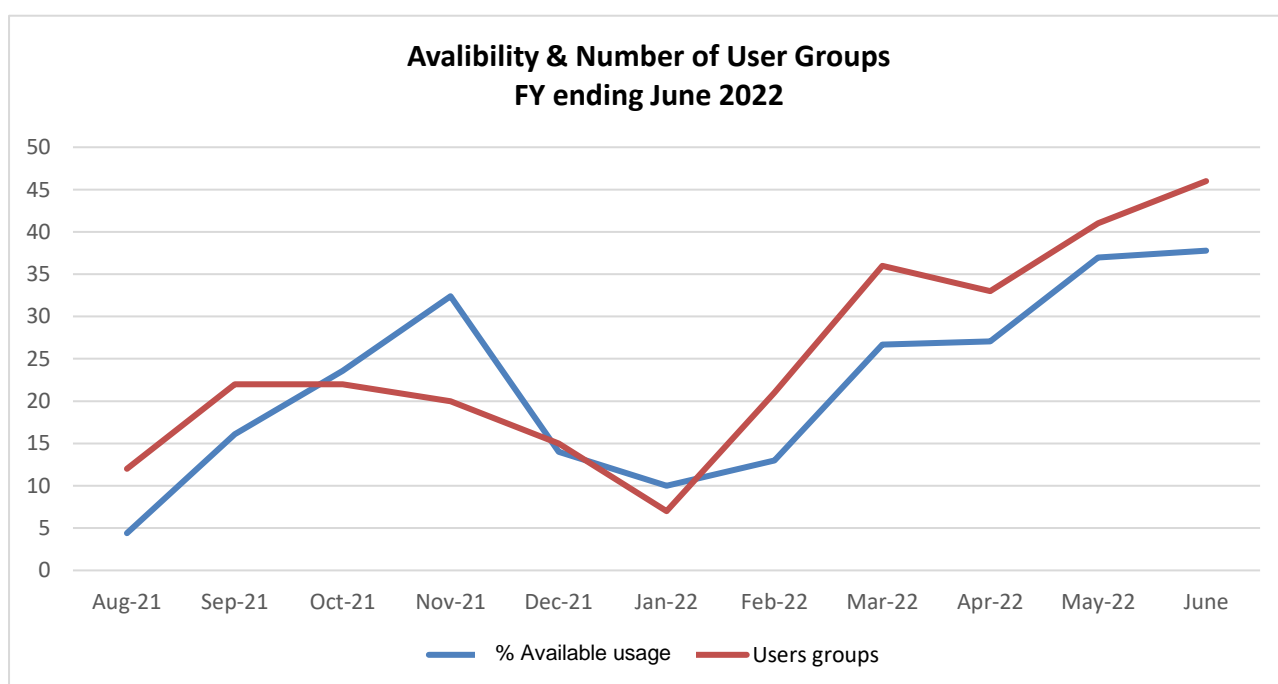
In November 2022, there were 46 different user groups hosted from the Maxine Brushe Community meeting place.

Bookings to utilise the Maxine Brushe Community Meeting place have been received from:

- Social services sector training and professional development
- Social services sector for service delivery
- Community organisations
- Sport and recreation groups
- Multicultural groups
- Community led support organisations
- Community led social gatherings
- Corporate bookings
- Private family celebrations.

In alignment with the vision for the Precinct to be a welcoming space for the whole of community, at the heart of the community, the diversity of visitors, programs, and activities at the Precinct reflects the diversity of the Gladstone Region.

In June 2022, the Advisory Committee tabled a recommendation to review the room booking system at the Precinct to analyse opportunities for system improvements. Following this, in September 2022, it was recommended at the Advisory Committee meeting for the Precinct’s bookings to be centralised and managed by Gladstone Regional Council’s Venue Hire Team. Following consultation and a comprehensive handover, this was implemented in December 2022. A review of this system has been tabled for consideration by the Advisory Committee in March 2023.





The Advisory Committee's continued participation and meaningful engagement is essential to ensure the continued successful operations of the Philip Street Communities and Families Precinct.

The committee have highlighted the importance of continuing to increase the community's understanding and knowledge of the Precinct and the evolving service and program delivery that it facilitates. The Precinct is home to a diverse range of activities and is a safe and engaging space that contributes to lifelong learning, wellbeing, and connection.

Positive community feedback has been collected in relation to the Precinct being a place that everyone can enjoy.

*'Parents are able to come to the Precinct, interact with adults, and let the kids play in a safe, well-lit area and not have to worry'* – Supria Singh, Advisory Committee Member, Culturally and Linguistically Diverse Community Representative.

Some highlights of the first term include feedback from Committee members to acknowledge the importance of a diverse voice and a lot of different perspectives within the group.

*'Diversity is the intention; inclusion is the action – we can do both which is unique'* – Kate Dufty, Advisory Committee Member, Disability Community Representative.

Members also expressed a desire to highlight the importance and effectiveness of the collaborative partnership model, noting the annual growth and increased attraction of the Precinct.







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