



# Central Highlands Well Being Project Business Case Clean Growth Choices



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The Clean Growth Choices Consortium is delivering the Communities in Transition (CiT) pilot project with the support of the Queensland Government.

Extensive resources, including case studies, are available at: <https://www.cleangrowthchoices.org/>

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# 1 Executive Summary

The CiT Program is developing pathways for community collaboration that combine social service delivery with social enterprise to improve health and well being outcomes in the regions. With a coordinated and cross-agency approach that identifies and delivers services at a community level, governments can leverage partnerships with communities, agencies and sectors, minimise capital investment and maximise investment output for social services by focussing on community responses and needs.

This offers an opportunity to provide targeted solutions and bring needed services to regional communities quickly. Services can extend to training and business support opportunities; connecting people physically and digitally and improving the delivery of health and well being services.

Our Future State: This business case advances a project that addresses a number of key government objectives including:

- Giving our children a great start;
- Keeping Queenslanders healthy; and
- Creating jobs in a strong economy.

The business case also links to Queensland partnering for the future – Advancing Queensland’s community services industry 2017-25 and the Queensland Social Enterprise Strategy.

Importantly, this Central Highlands business case identifies not only low-emissions opportunities, but offers the tools and structures to build resilience in regional economies.

This is an innovative project and the Central Highlands would be one of the first regions to establish this type of structure: *Local leaders making local solutions for local people.*

## 1.1 Communities in Transition: Clean Growth Choices

The CiT Pilot Program delivers on the Queensland Climate Transition Strategy’s aim to build leadership capacity within communities to develop place-based climate transition roadmaps.

These roadmaps, and this business case, identify opportunities for economic and social development and climate resilience in regional Queensland. These range across a number of sectors including agriculture, waste, water supply, tourism, energy, manufacturing, transport and human services.

The multidisciplinary nature of these business cases means that other Queensland Government priorities are being addressed indirectly, thus offering an opportunity to leverage efforts across government.

The CiT Pilot Program contributes to reducing emission contributions by identifying economic opportunities that support the transition to a low carbon economy, under the *Queensland Climate Transition Strategy*.

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The Central Highlands Living Roadmap outlines how a group of Central Highlands residents came together to develop this business case, including the options canvassed by the groups.

## 2 Introduction/Background

This project has been prioritised by the Central Highlands working group under a Human Capital pathway. The pathway recognises that change will be required to maintain and improve community well being in the face of significant change in the coming decades.

The working group discussed a number of options to improve community well being, acknowledging that there is a need to recognise the important role played by the community services sector and that having accurate social well being data can ensure communities within the Central Highlands continue to attract and retain people. It is also critical to understand what the social impacts are for the region to ensure that the community, all levels of government, industry and community organisations are working together to prioritise and address the issues that can increase health and well being.

The Community Services industry/sector provides services that assist people experiencing vulnerability to improve their lives and participate as productive, empowered members of their communities. These services are essential if we are to reduce disadvantage and grow the Central Highland's social and economic prosperity. This sector is the fastest growing and faces the most dynamic systemic changes.

Why target the Community and Human Services Sector? The Central Highlands CiT CGC group agreed that if we are going to truly build community resilience through cleaner and greener business models, then the change this will bring, especially to workforces, needs to be underpinned by a strong Community and Human Services Sector. The follow-on effect is that people in the region are better serviced and less disadvantaged. By disadvantaged, which often has nothing to do with income levels, we mean anyone experiencing hardship, living with a disability or experiencing barriers to entering or re-entering the workforce. The Central Highlands is located in rural and remote Queensland so people looking to come to the region for work are less likely to be attracted to work here if they believe they cannot access the services and supports that meet the health needs of their family. With forecasts showing its employment growth will be more than double in the next few years, understanding what the workforce needs are and what services are needed now and over the next five to ten years is critical for the Central Highlands region.

Understanding the dynamics playing out within the Sector is also critical. Queensland's Community Services Sector is experiencing major changes on several fronts. The impacts of these changes are far-reaching and will require new ways of working and doing business. The National Disability Insurance Scheme (NDIS) is focusing on individual choice and control and shifting purchasing power to service users. This is driving a more market-based approach to human services and creating a more competitive operating environment for service providers. Technology is also increasing the Sector's ability to keep pace and take advantage of the opportunities to enhance client services and improving productivity. Traditionally, the sector relied on government funding, and government investment is not likely to grow so there is a need to diversify sources of revenue. Population trends are requiring alternative models of support, especially services for older people.

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To retain the current populations and workforce, the current capacity of the Community Services Sector needs to be retained. If local leaders do not act to support the system changes facing the sector now, there is the potential for the sector to regress. This could lead to more people leaving the region in search of other better serviced areas. A collaborative effort to maintain current services and fill service gaps, will enable businesses and industry to retain and attract workers.

There is an increased adoption of place-based, community-driven responses to local social problems. Locally led solutions need to be based on evidence. Having credible, accurate and timely data to support funding applications and understand what the social impacts are affecting communities, means communities can strategically attract funding from government, philanthropists, industry and business. Most of the data will be gained through the community services sector and many of the social issues will need the right community service organisations to mitigate issues through service delivery. Having a Social Well Being Indicators Framework and accurate data can inform social investment programs for companies and businesses. The data can also demonstrate how industry and businesses have added to social value and cumulatively contributed to mitigating issues.

## 3 Overview

### 3.1 Vision

*Build Rural Regional capacity to build integrated community well being and resilience by taking a proactive approach to integrated social infrastructure planning.*

Social infrastructure in this context is not community buildings and physical facilities, it is soft social infrastructure. This project is about determining the social value proposition of the Central Highlands so that community organisations, all levels of government, industry and business can make informed decisions to attract and retain their workforce of tomorrow. Businesses of the future will operate using advanced technology and improved capacity to be cleaner and greener. Communities of tomorrow in rural areas will not only be coping with the global impacts of economic and social change, but with the high potential of a changing workforce profile and the effects of a changing climate.

Social infrastructure for the purpose of this project is the Community and Human Services Sector (or industry) and the services they provide, and community groups (such as sport and recreation, arts and cultural, etc). There are many different aspects to “social”. “Social” proactively builds social infrastructure, resilient leadership and community capacity through integrated community well being.

The project considers the need to monitor and manage community well being in the face of extensive change over the coming decades. In an environment of disruption due to changes to employment types (automation, changes to the economy), maintenance of community well being will be vital in responding positively and ensuring a robust flow of workers into existing and emerging roles across the economy. This project will bring together the agencies that have an interest in community well being including governments, the not-for-profit sector and businesses who have a stake in ensuring that the region remains resilient, both economically and socially. This body will bring together the agencies that have an interest in community well being, including the agencies and not-for-profits, to provide a coordinated approach to identifying, managing and recording the outcome of mitigation programs.

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This becomes a learning and enabling facility in the community, helping it deal with the change and learn from the change.

### 3.2 Organisational Objectives – are the two sentences below two objectives? If so, it would be good to introduce them with a sentence

To increase the well being and resilience of the Central Highlands community to ensure that businesses and employers can attract and retain people who choose to live locally.

To work in partnership with businesses and employers to ensure individuals and families can live well in the region throughout the periods of change and disruption.

## 4 The Business Case

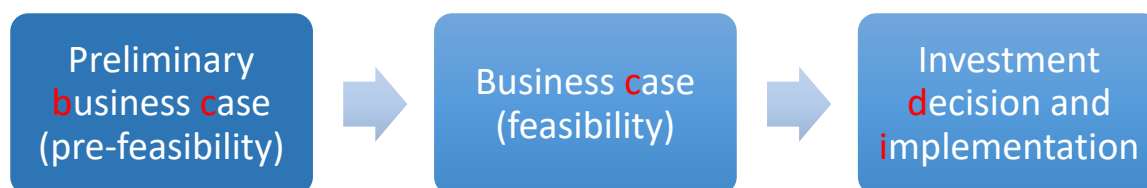
### 4.1 Purpose of the Business Case

The purpose of the business case is to identify opportunities to:

1. outline the potential for coordination of Community Well Being programs in Central Highlands;
2. analyse a number of options as proposed by the Clean Growth Choices Working Group;
3. identify costs, benefits and risks; and
4. develop a proposal to proceed with the project, or develop approval for funding for the project.

The business case is a pre-feasibility level proposal. The business case proposes three project options to achieve the above outcome. It will provide the working group with:

1. a sound basis for a decision to proceed to a business case, and
2. the next steps and estimated costs to develop the business case.



### Sustainable Development Goals<sup>1</sup>

The project aims to achieve sustainable economic development in the Central Highlands and in particular, works towards achieving the following of the [United Nations Sustainable Development Goals](https://www.un.org/sustainabledevelopment/) (SDGs). The SDGs relevant to this project are:

1. \_\_\_\_\_

<sup>1</sup> <https://www.un.org/sustainabledevelopment/>

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Number	Goal	Details
<a href="#">SDG 3</a>	Good Health and Well Being	Ensuring healthy lives and promoting well being at all ages is essential to sustainable development.
<a href="#">SDG 4</a>	Quality Education	Obtaining a quality education is the foundation to creating sustainable development. In addition to improving quality of life, access to inclusive education can help equip locals with the tools required to develop innovative solutions to the world's greatest problems.
<a href="#">SDG 5</a>	Gender Equality	While the world has achieved progress towards gender equality and women's empowerment under the <u>Millennium Development Goals</u> (including equal access to primary education between girls and boys), women and girls continue to suffer discrimination and violence in every part of the world.
<a href="#">SDG 8</a>	Decent Work and Economic Growth	Roughly half the world's population still lives on the equivalent of about US\$2 a day with global unemployment rates of 5.7%. In many places, having a job doesn't guarantee the ability to escape poverty. This slow and uneven progress requires us to rethink and retool our economic and social policies aimed at eradicating poverty
<a href="#">SDG 13</a>	Climate Action	Climate change is now affecting every country on every continent. It is disrupting national economies and affecting lives; costing people, communities and countries dearly today and even more tomorrow. Weather patterns are changing, sea levels are rising, weather events are becoming more extreme and greenhouse gas emissions are now at their highest levels in history. Without action, the world's average surface temperature is likely to surpass 3 degrees centigrade this century. The poorest and most vulnerable people are being affected the most.
<a href="#">SDG 16</a>	Peace, Justice and Strong Institutions	The threats of international homicide, violence against children, human trafficking and sexual violence are important to address to promote peaceful and inclusive societies for sustainable development. Their prevention paves the way for the provision of access to justice for all and for building effective, accountable institutions at all levels.
<a href="#">SDG 17</a>	Partnerships for the Goals	A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships built upon principles and

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		values, a shared vision, and shared goals that place people and the planet at the centre, and are needed at the global, regional, national and local level.
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## 4.2 Business Case Sponsor

The Sponsor of the Business Case is the Queensland Department of Environment and Science (DES).

# 5 Situational Assessment and Problem Statement

This section outlines the benefit to the region from proceeding with one or more of the proposed options and contains:

- a description of the current situation, challenges and opportunities;
- an assessment of how the opportunities are currently being met or not met;
- an analysis of the gap between the current situation and the stated objective(s).

At present, it is not known exactly what services are being delivered and where the community service gaps might be. Examples of services that need to be considered are mental health and suicide prevention, domestic violence, Home Care Assist and getting older people or those with disabilities back into the workforce or training. There may also be a lot of overlap and duplication of some service with a number of groups and organisations providing different health and community well being services.

The current block funding model for community development forces organisations to compete with each other to win tenders. Social development is falling behind what is happening on economic development. It is difficult to attract and retain skilled community development and well being professionals in regional areas.

With the combination of the above issues, community development funding may not be most effectively used at present.

The initial Clean Growth Choices workshop identified that social cohesion might be at risk with rapid changes to the economy over time. There is a need to build a sense of community and capacity for change in what is a transient community with a lot of seasonal and fly-in-fly-out work.

How can the social services sector continue to grow the community to attract people and keep peoples' well being on track during a period of significant change?

The community is able to adapt and learn with access to the right data; in turn providing the ability to conduct evidence based planning

According to the World Health Organisation, by 2030, anxiety and depression will be the largest health burden globally. Starting to focus on improving social infrastructure means our region does not fall behind but can progress to having more early intervention and preventative support services to build vibrant inclusive communities to ensure our economy is sustainable.

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A number of key issues are:

- Community well being considerations do not form an integral part of economic decision making;
- How to attract and retain the workforce with training and skills in community well being
- Community organisations do not have a clear representative body to consolidate their work, be a conduit for resource planning and decision making, or act as a representative on decision-making forums;
- Members of the community do not know how to access community well being and health services;
- Not-for-profits and their services may not be taken seriously by some organisations; and
- Suitable structures are not in place to enable people with disabilities to find work as people have to have certain types of disabilities to qualify for assistance.

The working group considered that a coordinating structure for community well being or a locally-based community development peak body could:

- maintain visibility of available services;
- build a voice with really good stories of people living and working in the community;
- facilitate access to the most appropriate services;
- build the capability of the workforce;
- attract funding to enable the provision of community well being services;
- assist local community organisations which don't have the resources to keep up with the changing human services compliance requirements and costs;
- be that local touch point into the community for peak care, QCOSS and other peak bodies;
- channel information up through other organisations such as Housing;
- build the networks to have access to information;
- Create a capacity building model; and
- apply for grants for separate programs but not take on a service delivery role.

The initial establishment phase might need to identify some funding to achieve data gathering and create partnerships. It is important to find or design the right model and access the catalysing funds to establish the organization.

Using the principal of sustainable development, this project compliments the other Central Highlands CGC projects by focusing on the social element needed to improve community well being and resilience in the face of change. Advancing this project will position the Central Highlands on the front foot; collectively and strategically supporting sustainable development. For many reasons, economic and environmental development has currently taken a different trajectory to social development. It is time for leaders in rural areas to understand the changes facing the Community and Human Services Sector, so their communities are equipped and capable of adapting and responding to change and being more resilient. Taking a proactive approach and putting equal focus on the social, economic and environmental development of communities will build the resilient communities needed in the future.

This project includes three parts:

1. Undertaking a gap analysis and capability audit of the Community and Human Services Sector in the Central Highlands. As part of this research, determine what socially significant data the organisations capture;

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## Situational Assessment and Problem Statement

2. Develop a Social Well Being Indicators Framework that determines the domains and indicators needed to monitor and measure social impacts. This Framework is to be linked to the economic and environmental data to build an overall community well being indicator framework; and
3. Undertake a Social Impact Assessment of the Central Highlands to determine which key impacts require mitigation or social investment.

Collectively, this information will provide the evidence needed to ensure that community and human services are available to mitigate and address social issues, and that communities have the data to monitor and measure the effects of mitigation strategies. The objective here is to ensure that the region has the critical services to equitably service all communities within the region; matching gaps in service with community needs and attracting the services required to reduce disadvantage and improve quality of life. Understanding the capability of local services means that programs and initiatives can be planned and delivered to strengthen their capability, especially in relation to workforce issues. Building the local capacity of the Community and Human Services Sector requires evidence so we know what services are valued or needed by the community. Strengthening local capacity so that locals are finding local solutions, also builds resilience and creates more employment.

The project has the capacity to establish one central point for data collection so the information used by different sectors and industry is consistent. The project also identifies the social issues and resources that require the greatest investment. This will provide the opportunity for more targeted corporate investment to improve social value and provide the data required to substantiate or quantify the outcomes of investment for corporate reporting. Overall, the project determines the social value proposition of the region to retain and attract the workforce required for tomorrow.

Supporting Organisations in the Communities to understand what results from social investment, for example, how do we support organisations in the community social services sector to come up with measures and information on “this is how your investment contributed – measuring of social well being”.

An example of how the organisation might work is: If a major proponent (new mine or other company) wants to contribute \$x to the community to achieve a list of certain outcomes, the organisation can engage local groups to determine:

- the most suitable investment based on community well being data;
- the best method of project delivery;
- how is success measured and what metrics should be developed; and
- how and when to gather information about outcomes.

This body will be the one that plans community well being in the face of extensive change over the coming decades. It will consider how community well being can be maintained with disruption in employment types. It will also bring together agencies that have an interest in community well being, including agencies, not-for-profits, employer groups and government agencies.

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The Rural Policy Information Brief (NCCARF)<sup>2</sup> advises that mental health, well being and social capital play an essential role in achieving successful adaptation outcomes and notes that, *research is needed to develop methodologies for evaluating what is useful and successful in ... policy instruments and adaptation instruments*. It further notes that (p. 5),

*it is important that people in communities, especially rural and remote communities, remain connected and avoid isolation.*

*Partnerships and connected working between service providers are essential to create effective referral and support services... Mental health and well being should be framed as a necessary part of adaptation in order to reduce stigma and encourage help-seeking behaviours.*

The agricultural sector will be looking at around 800 jobs over the next five years if projections are correct. This workforce cannot be sourced from Emerald as all the necessary skills will not be possessed by Emerald residents.

## 6 Stakeholders

The working group has identified a number of stakeholders as an initial list. A stakeholder engagement strategy will form an essential aspect of the program with the intention of forming *rings of people* who will be valuable advisors and participants in the program.

Statewide:

- Central Queensland University
- Queensland Community Services Industry Alliance
- CSIRO (Community functioning and wellbeing)<sup>3</sup>
- Queensland Social enterprise Council.

Local:

- CHRC
- Police and Emergency Services
- Community services organisations – Anglicare, BlueCare, etc
- The Council's Interagency Group
- Queensland Government Senior Officers Network
- Well Being Hubs
- CHDC
- CHRRUP
- Community leaders
- Community reference groups
- Service organisations – Lions, Rotary
- Faith community
- Sports groups would be regarded as the next level of engagement rather than a member of the the core group

1. \_\_\_\_\_

<sup>2</sup> [https://www.nccarf.edu.au/sites/default/files/attached\\_files/Rural\\_PIB\\_WEB.pdf](https://www.nccarf.edu.au/sites/default/files/attached_files/Rural_PIB_WEB.pdf)

<sup>3</sup> <https://gisera.csiro.au/project/community-functioning-and-wellbeing/>

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- Schools would be regarded as next level of engagement rather than a member of the core group.

Industry – Levels of skills that are needed with not all positions being high-skills, and therefore has a range of abilities.

Investors:

- Philanthropic agencies
- Funding programs.

This list will need to be added to and refined to define the tiers of stakeholders and the tiers of investors based on whether they are direct participants or indirect.

## 7 Assumptions and Constraints

The business case provides a pre-feasibility level assessment of the project. It has been prepared by the Clean Growth Choices Consortium under the direction of the Clean Growth Choices Working Group. The Working Group consists largely of volunteers who are providing guidance and input. Accordingly, the accuracy and reliability of data is referenced where available and provided to a pre-feasibility standard.

## 8 Identification and Analysis of Options

This is a high level analysis of the possible alternatives that could be employed to bridge the gap between the current situation and what is proposed, as outlined in Section 4.

### 8.1 Identification of Options

Various options were discussed by the Working Group.

A number of different functions for such an organisation were discussed as potential options, and it was determined that they would be more suitably considered as phases rather than options:

Phase 1 – Gap Analysis and Core Functions

Phase 2 – Social Indicators Framework

Phase 3 – Investment Attraction.

#### 8.1.1 Phase 1 – Gap Analysis and Core Functions

This phase undertakes a gap analysis of the Central Highlands Human Services Sector to identify the skills and capability of the sector and workforce retention in the sector; particularly in the more remote parts of the region.

This Community Well Being Gap Analysis and advocacy will consist of:

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- Getting all the voices around one table and creating a single message about social capital (includes business so they can identify what is needed to make the region attractive for people to live). The group includes associations (eg cotton growers), the primary school districts, and people who are in the growth space;
- Initiate discussion to form an advisory body for the project;
- Develop goals and a brief to understand the holistic story, so includes attraction and retention of community services staff;
- The gap analysis identifies what the community sees as the needs going forward, consulting people, schools, etc;
- Review and compare comparable models of community organisations:
  - CRES
  - Capricorn Community Development Corporation
  - Community Services Industry Alliance CSIA (which started out as an agency across Queensland) – it was a body that could advise the community groups on how to stay viable etc. How they were set up has been really well documented. The business case took a long time as it was funded by organisations that in turn are relying on external funding
  - Bowen Basin Business Development
- Desktop study identifying the information and resources available. For example, the Community Connect position funded at the Neighbourhood Centre and Community resilience study post 2011 flood study to develop community well being indicators;
- Advice about program development and corporate social responsibility – ie if a project proponent wants to contribute funding to a program, this group can advice on a suitable project, who can do it and how to Measure and Evaluate it.
- The information that we can gather from, and share with, other places.

### 8.1.2 Phase 2 – Community Well Being Indicators

This stage involves gathering the additional data identified as needed in the previous stage and developing Community Well Being Indicators. The tasks under this phase include:

- Developing the datasets needed to determine the levels of social capital in the region. Determining the Key Well Being Indicators by analysing the key data. Determining the most suitable metrics and indicators so the correct data is gathered and analysed;
- Coordinating social well being programs so we have the indicators in place and know what data we need and how to gather it consistently;
- Establish a cross-agency evidence-based planning function; and
- Develop a plan to build expertise on data gathering and data security.

### 8.1.3 Phase 3 – Investment Attraction – Social Impact Assessment

This phase consolidates the above two phases into a long-term self-funded model:

- Identify the key impacts that required mitigation (tracking and trending);
- Develop plans to use the data to determine needs (ie. suicide in certain areas, domestic violence);
- Prioritise a list of projects that can be recommended for investment by governments and organisations;
- Continue to gather data from the project to track and trend project impact and expenditure;
- Measure social impact to allow investment in social outcomes and measure those outcomes;

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- Attract social investment into the region (bring people in to invest in local people and skills);
- Develop a plan to attract the funding of organisations that are looking to invest as part of the CSR Programs and seek the advice of Social Investment Australia.
- Grow investments in the local area and raise awareness amongst those bodies who look to invest socially, including large philanthropic organisations
- Engage and build relationships with large companies and philanthropic agencies to disseminate information about the types of initiatives available; and
- Develop strategies to advise and direct funds from governments after natural disasters.

#### Option 4: Potential Service Delivery

This option, to be considered at a later date, is whether the organisation is permitted to deliver projects or services to build social capital or coordinate the delivery of services in some circumstances. It may be an outcome rather than a separate aspect of the project. The option has not been evaluated at this stage.

## 8.2 Comparison of Options

The following table provides a brief comparison of the options. More detailed assessment of risks and benefits are outlined below.

Criteria	Option 1: Gap Analysis and Core Functions	Option 2: Indicators	Option 3: Investment Attraction
<b>Benefits:</b> <ul style="list-style-type: none"> <li>• Community members</li> <li>• Council</li> <li>• Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Data sources identified and consolidated</li> </ul>	<ul style="list-style-type: none"> <li>• Connects and empowers people for social and economic participation</li> <li>• Consolidation of data from a range of agencies into tangible information</li> </ul>	<ul style="list-style-type: none"> <li>• Able to attract and direct funding for service delivery agencies</li> <li>• Inbound funds to region directed to highest priority projects or cases</li> </ul>
<b>Disbenefits:</b> <ul style="list-style-type: none"> <li>• Community members</li> <li>• Council</li> <li>• Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Time and costs of program</li> <li>• Risk of data leaks</li> <li>• Initial data gathering phase and establishing networks may seem like duplication</li> </ul>	<ul style="list-style-type: none"> <li>• Time and cost of program</li> </ul>	<ul style="list-style-type: none"> <li>• May be new skills required to raise funds</li> </ul>

There are options for an operating model and it will be useful to compare these as well as review how other organisations have identified their strengths and weaknesses to determine the most suitable model for the Central Highlands.

Considerations include:

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Consideration	Options
Funding sources	<ol style="list-style-type: none"> <li>1. Project funded</li> <li>2. Partially funded by local bodies as a coordinating group</li> <li>3. Service delivery funded</li> <li>4. Government/Council funded</li> <li>5. Member model</li> <li>6. Sponsorship model</li> <li>7. Philanthropic model</li> </ol>
Affiliations	<ol style="list-style-type: none"> <li>1. RDA – affiliated</li> <li>2. Completely independent</li> </ol>
FTE	Whether and how many full-time staff will be required
Management Committee	Whether to have a management committee and define its role, structure and who is involved
Advisory Committee	Whether to have an advisory committee and define its role, structure and who to involve
Legal Structure	Company, business (such as profit-for-purpose) Incorporated body

### 8.3 Recommended Option

The Working Group has recommended that the projects be advanced in the order suggested by the phases above.

## 9 Risks and Benefits

### 9.1 Risks

Risks have been identified and presented in Appendix B. The key risks include:

- A heavy dependence on volunteers in community organisations and this project should avoid adding to their workload;
- A perception that it will be another organisation that requires funding and add little value or even lead to duplication of effort;
- Competing interests if other organisations see it as competitive and don't share data or participate;
- People and organisations may not want to share data for privacy reasons or internal policy reasons, or to manage a perceived risk that the project will lead to a competitor;
- Expert facilitation will be required to bring everyone together with trust and openness ; and
- Determining data ownership.

Some mitigation strategies are identified in Appendix B and incorporated throughout the business case.

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## 9.2 Potential Benefits

Below is a list of benefits that may result from the project. They have been classified into direct and indirect.

No	Topic	Direct/ Indirect	Details
1	Attraction and retention of workers	Direct	People will feel like they can develop in community well being roles
2	Skills for future jobs	Indirect	
3	Community wellbeing status can be measured and understood	Direct	The availability of data and development of specific indicators for the region will allow measurement and monitoring of peoples' well being. The impact of projects can be measured and understood. Improved visibility of well being indicators.
4	Improved service delivery (through improved behind the scenes coordination)	Direct	Customer experience and outcomes will be improved through better coordination of services and data gathering by agencies involved.
5	Improved well being with reductions in all metrics	Direct	Actual well being should improve with coordination of agencies, attention to data and indicators, and conversion into services by the service delivery agencies.
6	Community better able to cope with significant change	Direct	The relevant agencies will be able to monitor key metrics.

A number of benefits have been identified in Appendix A.

## 10 Implementation Strategy

This section provides a high level description of the implementation of the project.

The information will form the basis of a detailed Project Business Plan if the project/initiative proceeds. It defines the scope of the project.

### 10.1 Project Title

Central Highlands Community Resilience and Well Being Project

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## 10.2 Target Outcomes

The target outcomes of the project will be:

- Central Highlands community is more aware of its needs and well being status, able to organise itself, and more able to deal with change, etc;
- Establishment of accurate key community well being metrics and targets;
- Improvement in key community well being metrics;
- Community resilience improved;
- Measurement of different levels of stress during change/drought;
- More members of the community involved in community programs; and
- A thriving expert community development workforce.

## 10.3 Outputs

The outputs of the project will be:

Phase 1:

- An Agreed Terms of Reference and Charter for the group;
- A role description for a Coordinator;
- An established network of community well being professionals collaborating to improve; and local community health and well being.

Phase 2:

- Consolidate data;
- Agreed Community Well Being Indicators developed;
- Additional workers in the region providing integrated services; and
- Funds directed to priority areas for service delivery.

Phase 3:

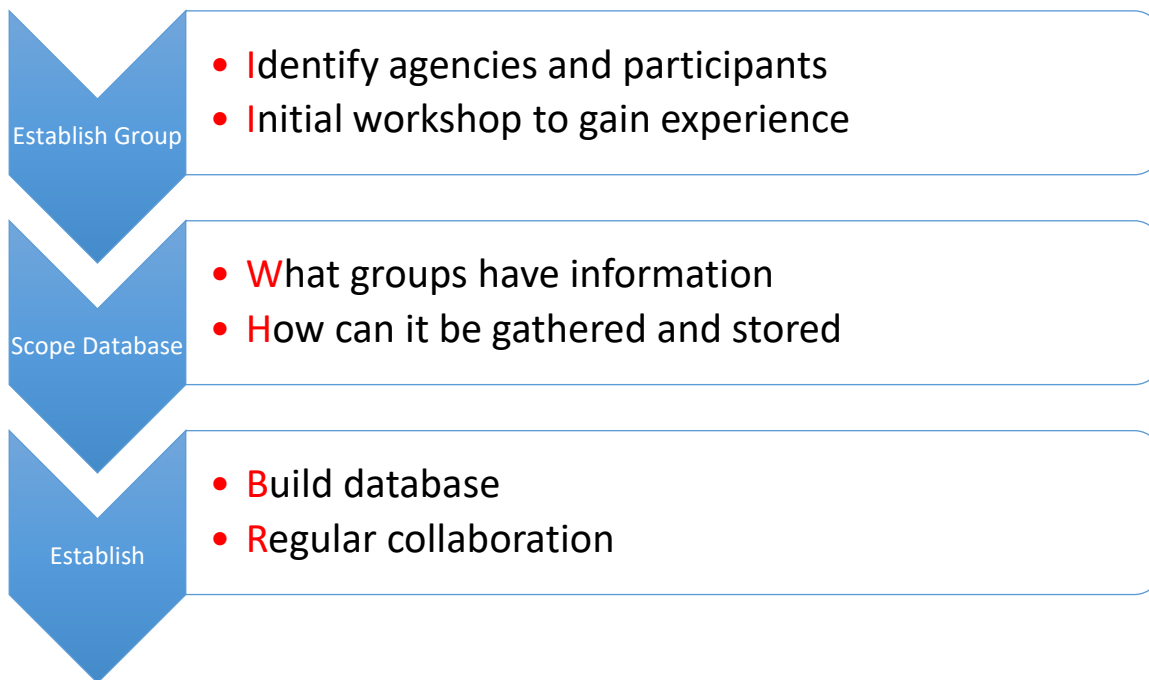
- A funding investment plan for the region;
- Investment attraction activities undertaken (ie. gaining investment in outcomes from relevant organisations such as philanthropists); and
- A growth in well being investment in the region.

## 10.4 Work Plan

**Further Work Required to implement the strategy:** The project will follow a change management process. Initially it will be required to identify the right skills, so it is suggested to consider employment of a specialist to undertake the change management process. A suggested overall workflow is provided in Fig 1.

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**Fig 1. Suggested overall work flow**

Details about the work packages for the initial set up phase is identified in the table below:

No	Work	Details
1	Consultation	Establish need and desire for the project. Gain support for the concept. Identify agencies and groups. Workshops to identify issues, existence of data, willingness to participate.
2	Concept design	Develop the model and business plan for the organisation.
3	Business model	Develop a comprehensive business model including a management plan or overall project direction/report, vision, mission, objectives, strategies and action plans. Aim to achieve a self-funding model over time.
4	Approvals	Develop and gain approvals from relevant parties to proceed.
	Raise initial funding	Gain funding for you need to finish this sentence
5	Commence operating	Commence gathering data.

## 10.5 Budget

The major areas of work identified above will need to be carried out by a suitable team over 24 months.

Work Package	Details Discipline	Est Cost.
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Project management	Establish networks, collaboration group, steering group and coordinate all activities over 24 months initial period.	\$180,000
Further sector engagement	Identification of data sets from businesses and organisations in the region to develop an outline of available information.	\$30,000
Technical and scientific advice	Review identified data sets, identify opportunities and materials, and propose structures and networks.	\$50,000
Well being network development	Hold training, workshops, hackathons and introductory meetings to facilitate data and program exchange and establish the program.	\$50,000
Legal advice, agreements.	Contingency allowance for establishment of any legal agreements, contracts or advice.	\$30,000
TOTAL		\$340,000

The budget above is an initial investment to establish the organisation and allow sufficient time to build a track record to enable it to gain its own ongoing funds.

## 10.6 Other Resources

Other resources that may be available to the project:

- Building Better Regions Fund with two streams for ‘Infrastructure Projects’ and for ‘Community Investments’ <https://www.business.gov.au/assistance/building-better-regions-fund>);
- The project may be eligible for funding under the Community Investments stream, with up to 50% of project funds potentially available; and
- <https://www.business.gov.au/Assistance/Building-Better-Regions-Fund/Building-Better-Regions-Fund-Community-Investments>
- See CHaPs for information: <https://www.dsdmip.qld.gov.au/projects/chaps/program-overview.html>

# 11 Project Management Framework

## 11.1 Governance

A key question for this project is “Who Owns the Project?”

The governance system proposed to deliver the business case is as follows, with the exact representation to be determined at the commencement of the project:

- Advisory Committee – responsible for the delivery of the project; meeting its objectives on time and within budget. The Steering Committee members will also consult strategically with external stakeholders to ensure that the project has the support of a wider network;
- Working Group – responsible for advising the Project Manager on technical and operational aspects of the project and will meet to advise the Project Manager; and
- Project Manager - reporting to the Advisory Committee. The Project manager should sit within the Central Highlands Community Services (CHCS) as an independent role, with access to relevant expertise, including through regular meetings of the Working Group.

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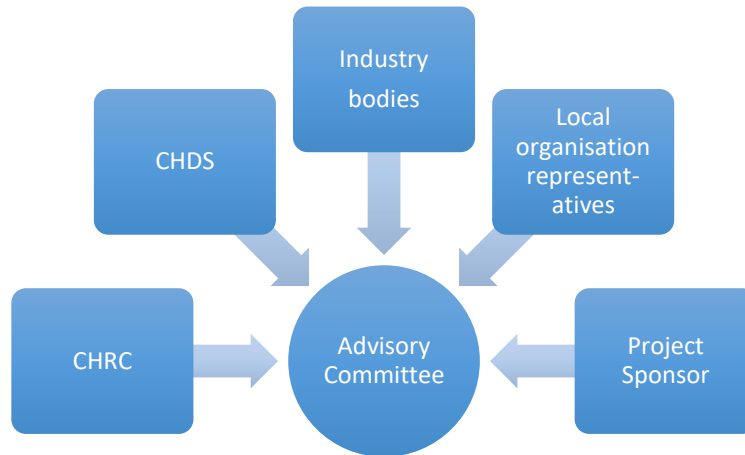




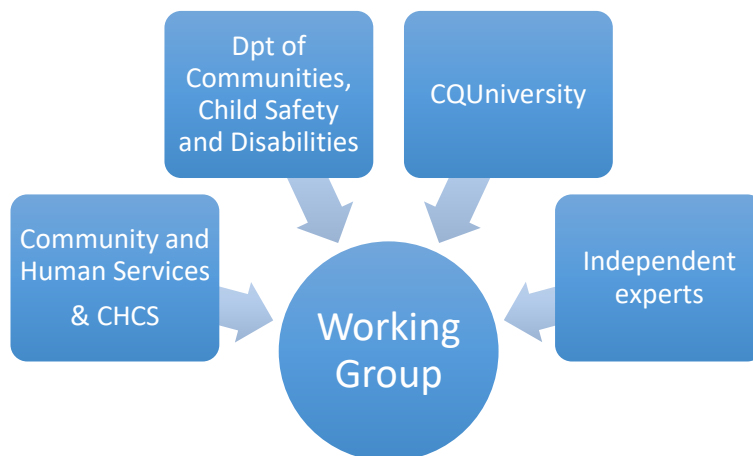
The Project Manager will be responsible for the delivery of the project.

The Advisory Committee should be established with representatives from the Central Highlands Regional Council, Department of Communities and the Community and Human Services Sector. The Project Sponsor should be represented, particularly if funding is provided.

The potential structure of the Project Advisory Committee:



The potential structure of the Project Working Group:



The business case should be progressed by a Project Manager, with the close advice of key agencies and advisors in an operational working group as suggested above.

## 11.2 Project and Quality Management

A detailed project plan will need to be prepared for the project incorporating a number of factors including:

1. Organisational Impact: How will the work undertaken during the project, impact on the organisation and how will these impacts be addressed;

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## Project Management Framework

2. Outcome Realisation: how outputs will be managed once they are delivered, and who will be accountable. This may change as the project evolves;
3. Quality Management: Define suitable standards, requirements and best practices for the project to deliver against, and internal quality requirements; and
4. Post-project Review: How the group will capture the lessons learnt throughout the project, and what review will be done to assess whether the initiative delivered the intended benefits.

The Project Manager will need to ensure that the final project developed is robust and based on sound science. Financial analysis should be sufficiently robust to allow decision-making, so initial consultation should occur with potential funders and financiers about the level of detail required.



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## Appendix A: Benefit Analysis

This section assesses how each key stakeholder group (or individual stakeholders) may be impacted by the project and how they may impact on the project. The impacts may be positive or negative.

Stakeholder	Positive Impact	Negative Impact
Community members	<ul style="list-style-type: none"> <li>Improved well being – with reductions in all metrics.</li> <li>Improved service delivery (through improved behind the scenes coordination)</li> <li>Improved visibility of well being indicators</li> </ul>	Nil
Community organisations	<ul style="list-style-type: none"> <li>Coordinating body for well being information and services</li> <li>Better able to direct services to identified need and measure outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Potential additional cost of membership</li> <li>Sabotage from competing interests</li> <li>Potential overall cost of operating organisations, offset by better outcomes and increased flow of funds for well being projects in the region</li> </ul>
Businesses	<ul style="list-style-type: none"> <li>Coordinating body for well being information and services</li> <li>Supporting economic development</li> <li>Workforce skills issue with attraction and retention improved</li> </ul>	Nil.
Health services organisation	<ul style="list-style-type: none"> <li>Improved visibility of well being indicators</li> <li>Point of contact for well being</li> </ul>	<ul style="list-style-type: none"> <li>Additional organisation to remain in contact with</li> </ul>
Region	<ul style="list-style-type: none"> <li>Reputation benefit – innovators in social capital</li> </ul>	Nil.

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## Appendix B: Risk Analysis

As a pre-feasibility level business case, this is an initial consideration of risks, the strategies can be put in place to mitigate them, or investigations in further work to mitigate these risks. This is not divided into the project phases.

Major Risk and what does it do to the project	Mitigation Strategy
Unable to effectively communicate the strategic intent of the project	Communications Plan to be developed and agreed by all stakeholders to ensure that the intent of the project is well known and can be effectively communicated
Intangible or difficult to communicate and measure outcomes and benefits	Trying to get that big picture data and baseline to be able to measure this How to measure improvements Measure and value social capacity – having a university involved may mitigate
Getting people to share data (high risk). There are high levels of confidentiality involved	Might be able to be done through MoU – Tier 1 Stakeholders agree to sign an MoU to share and receive data
Technology risk - there is a significant infrastructure requirement in storing and managing data	Partnerships with larger organisations. May need to scope what is required in detail.
Having secure data storage	Possibly Central Highlands Community Services – NGO as a not-for-profit
Scope creep – scope widens as data becomes available. “Where do you stop?”	Closely manage data collection. Close management, suitable milestones and check-points.
Political Risks	Allowing a certain amount
Competing interests - potential for sabotage by competing interests. Could lead to preventing access to data.	Early consultation and involvement MoU
Centralised control – people from outside the region making decisions	For example, the hospital is managed from Rockhampton

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## Appendix C: Background Information

What do we need?	Where do we get it?	Who can get it?
Demographics	REMPPLAN Community – tool that pulls together ABS and other data	Council may have a subscription  Centacare has a subscription, samples attached
Productivity Commission reports	PC website – what they are currently working on informs us on what the policy makers are looking at changing next	Anyone – need people to read and discuss what potential impact is
Australian Institute of Family Studies, Australian institute of Health and Welfare	Online	Anyone – again, they are commissioned by Government to research certain areas, so their literature is a good sign post for upcoming shifts in policy and funding direction

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