

A Guide to Delivering Community Precincts



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Introduction

Throughout Victoria, particularly in areas of new development and redevelopment, there are a large number of complex, multipurpose and shared use community infrastructure projects being planned and delivered. Significant population growth continues to fuel demand for accessible, coordinated and well-designed community infrastructure.

Integrated community facilities are a vital component of creating healthy communities, supporting social inclusion and enhancing the wellbeing of local residents. Communities with access to high quality social infrastructure have better access to services and more opportunities to participate in community life.

Clustering facilities together to form a community precinct provides a more cost effective solution for government and importantly, provides better access across a range of services for the community. Community facilities may be shared, co-located or integrated, or may be intentionally located in close proximity to an existing precinct to enable greater community access.

Community infrastructure may include:

- arts and cultural facilities (performance spaces, museums and galleries)
- community centres (neighbourhood houses, civic centres, libraries, lifelong learning facilities and places of worship)
- early childhood and family support facilities (child care and preschool)
- education facilities (primary, secondary and tertiary)
- health facilities (community aged care, rehabilitation, primary care, private, diagnostics and screening)
- justice and emergency services (law courts, police, fire and ambulance stations)
- sport and recreation (indoor and outdoor spaces and facilities including pavilions, gyms, swimming pools and walking and cycling paths).

Why has this resource been developed?

The planning, funding, coordination and delivery of community infrastructure is often led by councils in partnership with State and Federal Government, community and non-government agencies, developers and others in the private sector. Managing this complex process can be challenging and, as facilities evolve to suit the needs of diverse communities, the process needs to be adapted from precinct to precinct.

Bringing multipurpose community precinct projects to fruition that provide for the integration and joining up of services can require overcoming many systemic and organisational hurdles.

A Guide to Delivering Community Precincts has been designed to provide practical tools and guiding principles based on sound practice and expertise in the field to assist in overcoming such hurdles. It aims to equip those communities and organisations involved in planning and delivering community infrastructure with a useful resource, and address the need for a consistent and integrated approach to project planning.

The Guide may be modified to suit the needs and processes of individual councils or community organisations. It is not intended to be prescriptive nor overcome barriers outside its scope.

Specifically, the Guide aims to:

- direct ‘sound practice’ project development and inform integrated planning processes for both large and small scale community infrastructure
- empower communities and organisations with accessible facilities and well-designed infrastructure
- facilitate coordination and collaboration between the wide range of partners required to deliver community infrastructure.

How does the resource work?

The Guide identifies seven key stages in the development and delivery of community infrastructure, from the conceptual and planning phase, through to the delivery and operation of a community facility or precinct.

Sound business practice should include all seven project elements in order to deliver community infrastructure successfully. Each element should therefore be addressed during the project life cycle, although not necessarily undertaken sequentially.

The Guide includes:

- a selection of key policy publications to guide community infrastructure projects
- a process map identifying various planning themes and the essential elements of community infrastructure planning and delivery
- practice notes providing guidance and resources for each of the seven elements to assist key stakeholders participating in or responsible for the scoping, planning, designing, funding and delivery of community infrastructure
- summary checklists in each practice note which may be used as a planning and review tool.

The overarching aim in planning and delivering community infrastructure in development and redevelopment settings is ensuring that community facilities are integrated and well-coordinated. Those responsible for the development and subsequent delivery of community infrastructure must ensure that community infrastructure:

- is suitably and strategically located
 - meets existing and future community needs (including design, site placement, function, access points, sustainability, adaptability, public transport, car parking, future proofing and relationship to nearby facilities)
 - is delivered in a timely, well-coordinated and sequenced manner
 - provides the best value for money and community outcomes for funding partners (including maximising shared use, capitalising on land ownership opportunities and enduring community support)
- addresses the interface and connection between land uses (including design elements such as the image and character of community facilities and their surrounds)
 - leverages required funding from appropriate public and private sources.

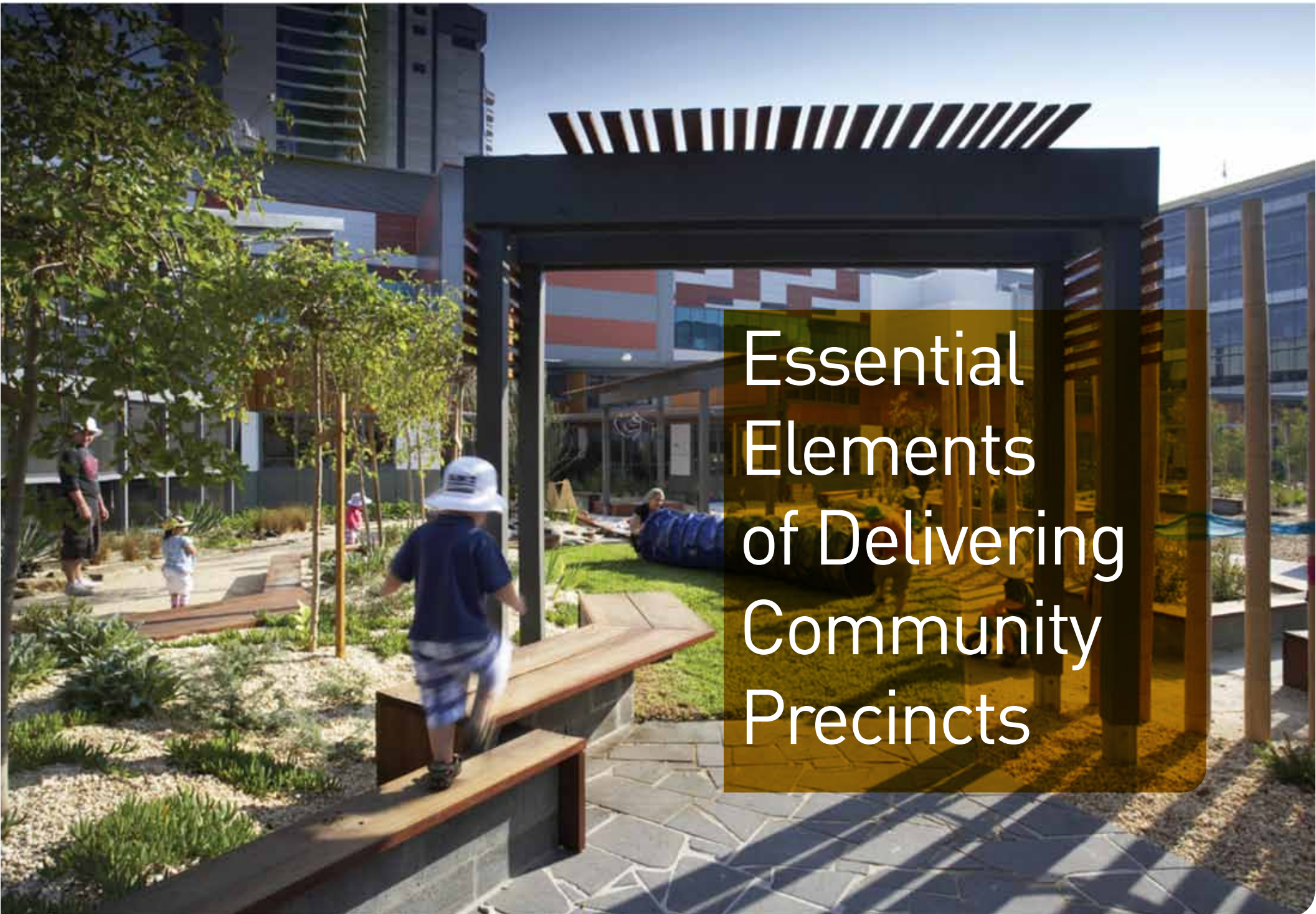
A selection of key policy documents have been compiled to assist in addressing community characteristics in both growth areas and urban renewal settings.

Policy Framework	Focus
Melbourne 2030: a planning update – Melbourne @ 5 million Department of Planning and Community Development www.melbourne2030.vic.gov.au	<p>This planning update builds upon Melbourne 2030: Planning for Sustainable Growth, in light of the rapid population growth as projected in the publication Victoria in Future 2008.</p> <p>Melbourne 2030 is the long-term plan to manage growth and change across metropolitan Melbourne and the surrounding region.</p>
Council resources: Council Plans, Community Plans, Municipal Strategic Statements, Health and Wellbeing Plans and associated plans Located on individual council websites	<p>A range of council documents provide a framework for community and council planning, for example:</p> <p>Council Plans set out the medium-term direction of councils and the outcomes sought by councillors for their four-year term in office. They detail council values and strategic objectives.</p> <p>Community Plans are planning and action frameworks designed to respond to community priorities, helping to manage change and protect community values.</p>

Policy Framework	Focus
A Fairer Victoria 2010: Real Support – Real Gains Department of Planning and Community Development www.dpcd.vic.gov.au	<p>A Fairer Victoria, an annual Victorian Government publication, is a whole of government social policy action plan to address disadvantage and promote inclusion and participation. A Fairer Victoria 2010 targets four priority areas:</p> <ul style="list-style-type: none">• improving education and helping people into work• getting the best start• improving health and wellbeing• developing liveable communities. <p>This publication helps to ensure economic and social goals work together to make a difference to disadvantaged and vulnerable Victorians.</p>
Creating Liveable New Communities: Checklist for Liveable Planning Growth Areas Authority www.gaa.vic.gov.au	<p>This checklist has been designed as a tool to support Precinct Structure Planning for creating liveable new communities in Melbourne's growth areas. It has been designed for multiple users including developers, local government, State Government agencies and other key providers of infrastructure and services.</p> <p>The GAA's four liveability goals are:</p> <ul style="list-style-type: none">• high quality jobs and a thriving local economy• healthy, safe and socially connected communities• affordable living• sustainable built and natural environments.
Planning for Activity Centres Department of Planning and Community Development www.dpcd.vic.gov.au	<p>This collection of planning tools – including the Activity Centres Toolkit and a model structure plan based on the fictitious 'Ruby Town' – helps councils develop effective structure plans by providing clear planning guidelines to meet the needs of growing communities.</p> <p>These tools provide practical, best practice approaches to improving activity centres and attracting investment for development, as well as a model structure plan which can be used by councils as a template.</p>

Urban Design Charter for Victoria Department of Planning and Community Development www.dpcd.vic.gov.au	<p>The Urban Design Charter is a commitment by the Victorian Government to make Victorian cities and towns more liveable through good urban design. When a place is well-designed it confers measurable social, cultural, economic and environmental benefits.</p> <p>As urban areas continue to grow and evolve in response to changing needs, good urban design will build on Victoria's legacy of well-planned cities and create more efficient, sustainable and inspiring places.</p> <p>The Charter espouses 12 central principles including accessibility, safety, consistency and variety.</p>
Healthy by Design: A Planner's Guide to Environments for Active Living Heart Foundation of Victoria and Go For Your Life www.goforyourlife.vic.gov.au	<p>This guide includes design considerations, tools and case studies to support those professionals who have responsibility for the design, development and maintenance of the public realm.</p> <p>It provides practical guidance for designing walkable, and ultimately more liveable, communities. Optimal design approaches that encourage active living are included, such as walking and cycling routes, streets, local destinations, open space and public transport. A useful list of healthy planning and design resources are also included in the guide, providing options for further reading on a range of issues.</p>
Transport Integration Act 2010 Department of Transport www.transport.vic.gov.au	<p>The <i>Transport Integration Act 2010</i> sets out the vision, objectives and principles for transport, making it clear that the transport system needs to be integrated and sustainable.</p> <p>The Act requires transport agencies and other areas of government to have regard to broader social, economic and environmental considerations – a clear triple bottom line framework – when making decisions about the transport system.</p>

Building Social Inclusion: the Role of the Department of Planning and Community Development Department of Planning and Community Development www.dpcd.vic.gov.au	<p>This publication describes the Victorian approach to social inclusion, outlines the work of the Department of Planning and Community Development and explores the particular roles of community development, planning and urban design in progressing social inclusion.</p> <p>The department contributes to the building of socially inclusive communities in four key ways:</p> <ul style="list-style-type: none">• leadership on A Fairer Victoria – the Victorian Government's Social Policy Framework• policy and advocacy for people and groups at heightened risk of social exclusion, including Indigenous Australians, culturally and linguistically diverse people, young people, seniors, women and people with a disability.• building stronger communities through effective place-based initiatives• planning well-designed communities with good assets, infrastructure, services and opportunities for participation.
The Victorian Charter of Rights and Responsibilities Victorian Equal Opportunity and Human Rights Commission www.humanrightscommission.vic.gov.au	<p>As stipulated in the Victorian Charter of Rights and Responsibilities, everyone is entitled to equal and effective protection against discrimination and to enjoy human rights without discrimination. This applies regardless of a person's age, gender, race, disability, religion, marital status and a range of other personal characteristics.</p>
Growth Area Infrastructure Contribution Growth Areas Authority www.gaa.vic.gov.au State Revenue Office www.sro.vic.gov.au	<p>Growth area land brought into the Urban Growth Boundary (UGB) in 2005-06 which is zoned for urban development is subject to the Growth Area Infrastructure Contribution (GAIC). Both websites contain information on whether a particular parcel of land will be subject to the GAIC.</p> <p>The Growth Areas Authority website also contains up-to-date information on the UGB.</p>



Essential Elements of Delivering Community Precincts



1. Land and Precinct Planning



2. Vision and Concept



3. Project and Partnership Establishment



4. Detailed Scoping and Options



5. Business Case



6. Project Management



7. Preparing for Operations

Focus

Undertake precinct structure planning or master planning to establish overall parameters for the community precinct

Identify key stakeholders and develop a shared vision and concept to lay the foundations for the project and articulate a vision for the community

Work together to establish a sustainable project partnership to plan for a specific community precinct or piece of community infrastructure

Develop a range of options for the design and delivery of community infrastructure to determine its operational scope and support the project vision

Develop documentation that demonstrates a clear project need and an investment rationale to help the project achieve funding and support

Establish and follow sound project management processes to ensure the community infrastructure is fit for purpose and delivered on time, within scope and budget

Establish clear operational requirements and governance structures to ensure the long-term viability of community infrastructure

Timelines

Preliminary Phase:
Long-term 6–10 years
Preparatory Phase:
Medium-term 3–5 years
Delivery Phase:
Short-term 0–2 years

Critical Success Factors

Engagement


Well-understood community profile, aspirations and needs
Ongoing community consultation and communication
Active stakeholder participation
Integrated urban and building design

Leadership And Governance

Shared policy goals and objectives
Clear project development and operational governance
Appropriate resources and administration
Ongoing leadership and monitoring

Investment

Clearly defined asset ownership
Compelling investment strategy and business case
Well-planned procurement strategy
Sustainable operational funding strategy

A photograph of a man and three children playing in a park. The man, wearing a blue t-shirt and grey shorts, is in the center, holding the hands of a young girl in a light blue shirt and denim shorts. To his left is a toddler in a white shirt and striped pants. To his right is an older girl in a black t-shirt and purple shorts. They are all smiling and playing on a grassy field with trees in the background. A large tree trunk is visible behind the man.

1. Land and Precinct Planning

Undertake precinct structure planning or master planning to establish overall parameters for the community precinct

Focus

Growth Areas

For new communities, creating a Precinct Structure Plan (PSP) helps shape the future structure of a suburb, including land proposed for community facilities.

The objectives of precinct structure planning are to:

- establish a sense of place and community
- create highly accessible, sustainable and vibrant community precincts.

Urban Renewal

For existing residential areas, a master planning process is used to map the redevelopment of an existing community precinct or development of a new precinct to foster more sustainable and vibrant communities.

A Master Plan for a community precinct aims to:

- improve amenities and access
- activate community spaces
- stimulate growth and strengthen communities.

Resources

PSP Guidelines

The PSP guide contains practice notes setting out the key objectives of growth area planning with a step-by-step explanation of how these objectives will be achieved.

Growth Areas Authority
www.gaa.vic.gov.au

A Guide to Social Infrastructure Planning

A short guide describing the steps typically taken in growth area community infrastructure planning.

Growth Areas Authority
www.gaa.vic.gov.au

IAP2 Spectrum of Participation

A tool designed to assist with the ideal level of participation that defines the role of community engagement and participation in a project.

International Association for Public Participation Australasia
www.iap2.org.au

Indicators of Community Strength (Demographic and Social Indicators)

These indicators measure Victorian’s perception of their local area amenity, ability to get help when needed, participation and select social attitudes.

Department of Planning and Community Development
www.dpcd.vic.gov.au

Planning for Community Infrastructure in Growth Areas Report

A framework of principles, standards and benchmarks for the planning of community infrastructure in Melbourne’s Growth Area Councils.

Wyndham City Council
www.wyndham.vic.gov.au

Timeframes

Precinct Structure Plan: 2 years
Approval and planning scheme amendment: 1 year
Activity Centre Master Plan: 1–2 years

Success Factors

- early engagement and broad consultation
- leadership and input from local and State Government
- an implementation plan with clear allocation of responsibility for future tasks
- clear benchmarks for land allocation and community infrastructure rationale.

Risks

- changes in policy and priorities
- insufficient leadership advice and input
- undocumented and unclear planning decisions.

Next Steps

Growth Areas

- agreement on the Developer Contribution Plan
- early formation of community and stakeholder partnerships.

Urban Renewal

- land ownership survey and procurement feasibility
- site identification
- establish community and stakeholder partnerships.

Inputs

Precinct structure planning and master planning must be completed within the broader context of:

- demographic information and projections
- community service delivery patterns and capacity
- land survey and mapping
- local government planning (including Council Plans, Community Plans, Municipal Strategic Statements, Municipal Public Health Plans and Municipal Early Years Plans)
- State and Federal Government policies
- State Agency Service and strategic plans
- current and future community priorities
- private sector investments and intentions.

Key Tasks

Growth Areas

- developing a vision for the new community
- commissioning specialist and technical reviews
- preparing and submitting a PSP
- engaging with public, community and private sector stakeholders
- planning scheme amendment and planning permit applications.

Urban Renewal

- developing a vision for the community precinct
- consulting and engaging with the community and stakeholders
- commissioning consultant reports and reviews
- reviewing and approving the community precinct Master Plan.

Management of the Land and Precinct Planning Process

- identifying and investigating potential site/s
- procuring land in line with the Master Plan, project vision and design intentions
- site planning including building footprint, size and location
- joined-up planning within and between local and State Government and the community.

Outputs

- Precinct Structure Plan (as per the PSP Guidelines)
- Precinct Infrastructure Plan
- Developer Contribution Plan
- valuable community and stakeholder engagement
- indicative development timeframes.

- Master Plan for a community precinct
- preliminary implementation plan
- compiled community information and attributes identifying needs and aspirations.

- site survey and selection of preferred site/s
- land acquisition to assemble appropriately sized and located land parcels
- integrated infrastructure planning and scoping.

Checklist

- **Community and stakeholder engagement**
Develop an engagement strategy in line with the IAP2 Spectrum of Participation
- **Precinct structure planning (growth areas)**
Complete a PSP, Precinct Infrastructure Plan and Developer Contribution Plan

- **Master planning (urban renewal)**
Complete a community precinct Master Plan
- **Future precinct site**
Conduct site identification and investigations, land surveys and the selection, acquisition and assembly of suitable site/s

- **Implementation plan and integrated planning**
Convert PSP and Master Plan into an implementation plan that includes integrated planning in relation to adjacent land use

2. Vision and Concept

Identify key stakeholders and develop a shared vision and concept to lay the foundations for the project and articulate a vision for the community



Focus

Establishing Working Relationships

Developing an overall concept and establishing working relationships and systems helps lay the foundations for the project and sets the tone for the duration of the project. Developing an overall concept and shared vision for a community precinct will:

- help to define the size and scope of the precinct
- provide an early and enduring picture of a community
- identify who should provide leadership and be involved in future planning.

As there is typically much uncertainty surrounding this preliminary stage, the goal of this project element is to reduce this ambiguity over time by starting to answer three key questions:

- 1 What are the aspirations for this community?
- 2 What infrastructure is required to realise these aspirations?
- 3 Who should work together to achieve this shared vision?

As the project progresses into the next project element, the vision must be reviewed, updated and used to inform design and governance.

Resources

Getting it Together: an Inquiry into the Sharing of Government and Community Facilities, Final Report

An inquiry into the implications and opportunities arising from shared facilities.

The Victorian Competition and Efficiency Commission
www.vcec.vic.gov.au

Working in Partnership: Practical Advice for Running Effective Partnerships

A guide to planning your community and stakeholder engagement strategy.

Department of Planning and Community Development
www.dpcd.vic.gov.au

Shared Facility Partnerships: A Guide to Good Governance

A guide to assist in planning for and maintaining successful partnerships through the establishment of effective governance arrangements.

The Department of Education and Early Childhood Development
www.education.vic.gov.au

Gateway Review Process: Strategic Business Case

A Victorian Government initiative to improve infrastructure and ICT project development and delivery.

Department of Treasury and Finance
www.gatewayreview.dtf.vic.gov.au

Sport and Recreation Victoria: Facility Development Guides

A range of guides to support the development and design of sport and recreation facilities.

Sport and Recreation Victoria
www.sport.vic.gov.au

Timeframes

Vision and conceptual processes: 6–12 months
Note: The time taken to complete this process will depend on the level of stakeholder involvement.

Success Factors

- use of a common language among involved parties
- trust, respect and genuine engagement between parties
- ability to make binding decisions
- formalised agreement between parties such as a Memorandum of Understanding or Alliance Agreement.

Risks

- influence from parties not committed to the shared vision
- ambiguous and non-binding agreements between involved parties.

Next Steps

Initiate, fund and manage data gathering tasks such as:

- identify and analyse further needs
- identify service and infrastructure options
- develop funding and investment strategy
- identify governance options
- engage with the community and stakeholders.

Inputs

An enduring community vision and supporting infrastructure will be developed within a broader context of:

- varying local, State and Federal Government policy, regulations and plans
- community characteristics, aspirations and needs
- community and stakeholder engagement
- differing organisational environments, policies, strategies and business imperatives of various stakeholders.

Key Tasks

- undertaking a policy, planning and benchmark review
- engaging with the community and stakeholders through reference group associations or existing alliances
- facilitating development of a shared vision
- forming a project vision and place-based infrastructure response/s
- establishing a project partnership group.

Management of the Vision and Concept Process

- establishing administrative systems and responsibilities for future work
- identifying lead organisations or individuals willing to initiate and resource the vision and partnership process
- demonstrating enactment of policy objectives for proposed community infrastructure investment
- developing and managing functional briefing and design processes
- developing governance and management documents that utilise the shared vision.

Outputs

- project vision statement
- project concept statement
- leadership group establishment
- formal partnership agreement/s to work together
- policy and benchmark update.

- review of project vision and concept at key points in time
- established project governance, administrative systems and resources
- embed vision in design documents
- constitution or charter documents that articulate the community and project vision
- business planning that refers to and delivers the vision.

Checklist

Policy, regulation and planning review

Conduct regular reviews and alignment to inform vision and concept development

Leadership group identified and formalised

Establish, formalise and resource a project partnership group

Vision and concept statement

Develop, document and intermittently review a community vision and project concept

Investment rationale and strategy

Develop a clear investment rationale and strategy using the vision and concept

Function and design

Embed the vision and realise the concept through functional brief and design documentation

Governance and management

Ensure the shared vision and concept are included in governance plans and management documents



3. Project and Partnership Establishment

Work together to establish a sustainable project partnership to plan for a specific community precinct or piece of community infrastructure

Focus

Working Together

In facilitating integrated planning processes, it is important to maintain continuity and momentum within local and State Government, the community and the private sector.

The goals of this project element are to:

- understand and consider the implications of the broader project context
- lay the foundations and identify resources for future working relationships and planning tasks
- intermittently review master planning and concepts in line with the project vision and any changes that might impact previous decisions.

Resources

Grants and funding opportunities

DPCD administers a range of grants and funding opportunities, detailed on its website along with guidelines and application forms.

Department of Planning and Community Development
www.dpcd.vic.gov.au

Investment Management Standard

A common sense approach to shaping investments and making investment decisions that are more effective at implementing policy and reducing the risk of failure.

Department of Treasury and Finance
www.dtf.vic.gov.au

Partnership Analysis Tool

A resource for establishing, developing and maintaining productive partnerships.

VicHealth
www.vichealth.vic.gov.au

Guidelines for Assessing Requests for Community Use of School Facilities

School facilities funded as part of the Primary Schools for the 21st Century program are required to be made available for community use at no or low cost. These guidelines assist schools to responsibly make their facilities available to the community. A number of Community Use Fact Sheets have also been developed to provide advice to help school councils and their local communities take advantage of the benefits of shared facilities.

Department of Education and Early Childhood Development
www.education.vic.gov.au

Timeframes

Project and partnership group establishment: 6–12 months
Note: The time taken from the completion of project element 1 to the commencement of project element 3 can vary from 1–2 years and up to 10–15 years.

Success Factors

- leadership by key organisations
- continuity of knowledge
- building of valuable partnerships
- timely ability to secure suitable parcels of land.

Risks

- changes in policy, standards and project partners
- facilities not identified in PSP or Master Plan.

Next Steps

Growth Areas

- approve a Local Structure Plan
- approve a Developer Contribution Plan and release of titles and land
- determine local and State Government funding cycles
- provision of utility services to a site.

Urban Renewal

- local and State Government funding for investigative work, such as a needs analysis, service plan or feasibility study.

Inputs

The establishment of project partnerships will be within a broader context of:

- a PSP or Master Plan
- community infrastructure benchmarks
- Integrated Infrastructure Plans
- demographic data and projections
- funding availability from local, State and Federal Government
- business and land development environment
- community sector service provision capacity
- community sector investment
- current economic climate
- changes in policy priorities and election cycles.

Key Tasks

- building relationships and alliances
- establishing integrated planning mechanisms including intra- and inter-organisational and government working groups
- establishing stakeholder and community reference groups, in addition to community and business associations
- obtaining a commitment of resource provision (people or funds) from project partners for the completion of key planning tasks
- identifying existing strategic and other planning documents and identifying information gaps.

Management of the Partnership Establishment Process

- continuing implementation planning, including updating information that might impact future work
- allocating future capital works and recurrent funding
- establishing asset ownership
- maintaining project partnership groups throughout the remaining four project elements.

Outputs

- establishment of working groups if required
- formal agreements between parties and established alliances
- agreed resourcing and funds for planning tasks
- identified existing strategic planning documents
- agreed planning and investigation tasks to address information gaps.

- updated implementation plan
- setting of forward capital and recurrent budgets
- confirm asset ownership
- ongoing resourcing of project partnership groups.

Checklist

Policy, regulation and planning review

Conduct regular reviews to ensure project planning partners and decisions are fully informed

Leadership, alliance and working groups

Continue to meet and plan together using resources contributed by the project partners

Implementation planning

Conduct necessary and ongoing implementation tasks as directed by the project partners

Site procurement

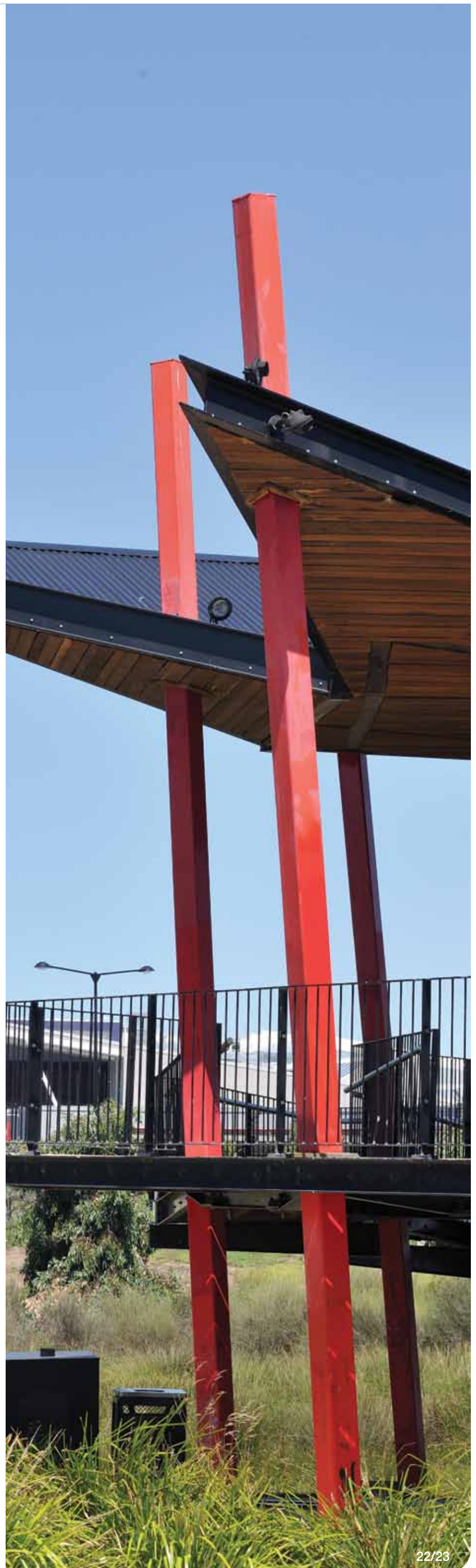
Confirm budget allocations, asset ownership arrangements and procure the agreed site

Strategic planning and information gathering

Identify existing strategic planning documents and information gaps and conduct agreed investigation

4. Detailed Scoping and Options

Develop a range of options for the design and delivery of community infrastructure to determine its operational scope and support the project vision



Focus

Appropriate Response

Options for the proposed community infrastructure need to be developed using a variety of information sources, such as demographics, plans, reports, consultations and other data.

The aim of scoping is to:

- gather and assemble information that supports the shared project vision
- articulate the need for a community precinct or particular piece of infrastructure
- develop community infrastructure options that provide appropriate responses to these community needs
- identify funding options.

During this project element it will be important to identify integrated service and infrastructure options in response to community aspirations.

Resources

Relevant and up-to-date statistical data

The Australian Bureau of Statistics (ABS) website provides access to a full range of statistical data and reference information on specific topics of interest, such as population and demographic data. Guides and training materials also make locating and comprehending ABS data easier.

Australian Bureau of Statistics
www.abs.gov.au

Victoria in Future 2008: Population Projections

The current Victorian population and household projections of the State Government covering the period 2006 to 2056.

Department of Planning and Community Development
www.dpcd.vic.gov.au

Capital Management Branch Guidelines: Service Planning

This resource defines core community and support services and prescribes an ideal timeframe for implementation.

Department of Human Services
www.capital.dhs.vic.gov.au

Timeframes

Feasibility work: 6–12 months

Note: The timeframe for this project element will vary depending on the amount of existing information and the availability of funding to conduct additional research and facilitate option development.

Success Factors

- gathering sound research, data, evidence of need and policy alignment to build a strong business case
- sufficient resources and funds to conduct evidence-based research.

Risks

- incomplete assessment of community need may deliver inappropriate infrastructure
- eliminating options and narrowing the scope too early will limit opportunities
- lack of strategic objectives will make future decision making processes difficult.

Next Steps

Developing a business case that:

- demonstrates a compelling case for change
- considers governance and asset ownership options
- considers procurement options
- identifies potential funding sources (capital and recurrent)
- confirms policy alignment
- reviews and updates Memorandum of Understanding or Alliance Agreement.

Inputs

Appropriate project options will be developed within a broader context of:

- project vision and concept statements
- formal partnership agreement/s
- established project administration and governance structures
- existing Council Plans and other strategic planning documents
- new data and policy changes.

Community infrastructure response options could be based on:

- the scale and size of the infrastructure response
- a number of possible site locations
- a number of different functional or integration options
- asset ownership
- procurement methods.

Outputs

- identifying existing data including reports, demographic analysis and projections, service usage, service mapping, health information, employment and education levels
 - identifying outstanding data
 - defining the scope of additional investigations and managing this process
 - collating and providing a commentary for the needs data
 - developing clear and strategic decision making criteria based on the shared vision and supported by needs data
 - developing and evaluating options using criteria and selecting a preferred option/s.
- Management of the Detailed Scoping Process**

 - confirming the options on the most current data and describing the options in more concrete terms
 - detailed analysis of funding options and investment strategy
 - project scope and options can be continually developed throughout project elements 2 and 3.
- review of existing Council Plans, strategic or service planning of government or other parties
 - information gap summary
 - additional investigation and strategic planning reports
 - community consultation, data and analysis collated with commentary
 - community infrastructure response options
 - strategic decision making framework for evaluating options based on the project vision and concept
 - evaluation of options and identification of a preferred option.
- initial project options and scope as articulated in the vision and concept statements and the project partnership agreements
 - cost benefit analysis of preferred project scope and option/s.

Checklist

- Cost benefit analysis of preferred option/s**

Analyse the preferred option/s as part of the preparation of business case documentation
- Strategic planning and information gathering**

Identify existing strategic planning documents and information gaps, and conduct agreed investigation and information gathering tasks
- Scope and option development**

Develop options with varying scopes, service types, integration, sites, ownership and procurement methods, which all align with the vision and concept
- Strategic decision making and evaluation**

Develop a decision making framework for option evaluation using relevant policy and project vision
- Collation and commentary**

Collate strategic planning, needs data, demographic information and consultation input into a coherent document with commentary

5. Business Case Development

Develop documentation that demonstrates a clear project need and an investment rationale to help the project achieve funding and support

Focus

Cost Benefits of Options

The goal of developing business case documents is to meet the requirements of the full range of parties who may provide funding to the project. A thorough business case ultimately helps a project achieve full funding. This critical and iterative process draws together the work completed in the previous project elements.

A business case must demonstrate that:

- there is a compelling need for the project
- the preferred service and infrastructure options appropriately respond to demonstrated community requirements
- the preferred option/s are financially sustainable in the short and long term
- the investment of capital and recurrent money provides value and other outcomes to the desired community
- the proposed procurement method, asset ownership arrangements and governance structures are appropriate.

Resources

Capital Management Branch Guidelines: Preliminary and Final Business Case

A guide to drafting a business case.

Department of Human Services
www.capital.dhs.vic.gov.au

Gateway Review Process: Business Case

An additional guide to drafting a business case.

Department of Human Services
www.capital.dhs.vic.gov.au

Standards for Risk Management - Principles and Guidelines

A website that houses the Standards for Risk Management, jointly adopted by Australia and New Zealand (AS/NZS ISO 31000:2009).

Standards Australia
www.standards.org.au

Timeframes

Develop a full business case: typically 6–12 months
Note: The timeframe will depend on the amount and quality of previous work completed and the number of funding sources.

Success Factors

- all parties develop a sound understanding of the business case process and its importance
- sufficient funding and resources to support the development of an effective business case
- skills and capability of those preparing funding submissions
- a sound approach to governance
- clear operational and service planning.

Risks

- a poorly executed business case document can significantly damage the chances of a project being realised and elongate timelines
- without operational and service planning, the type and scope of the infrastructure required cannot be determined.

Next Steps

The next steps will depend on securing sufficient funding for the project. Due to a lack of funding, many projects can remain in the business case phase long after the initial documents are complete. If sufficient funding is secured then the final two project elements can commence.

Inputs

The development of a business case needs to be completed within a broader context of:

- community data and analysis collated with commentary
- a preferred community infrastructure response including site options
- strategic decision making criteria
- a vision statement
- policy and planning review
- capital and recurrent funding commitments.

The form and shape of a business case may vary for large capital projects requiring government approval and other projects requiring community investment. However, this practice note does not take account of funding applications and grants processes that may be required for small scale community infrastructure.

Key Tasks

Developing a business case is a complex task. A brief for a business case consultancy will need to be developed if the alliance or partnership of organisations does not have sufficient capability and resources.

Parties must be prepared to provide information and contribute resources to the consultant to ensure the business case is accurate.

A business case must be prepared for a preferred option or a number of options. Information relating to these options must include:

- proposed governance arrangements
- service model, planning and integration
- risk identification and management
- operational and management arrangements.

Management of the Business Case Process

The key tasks and outputs of project elements 1–4 each contribute to the completion of the business case. It can be supported by a communications and engagement strategy that will keep the community and key funding stakeholders briefed.

Outputs

- allocate internal business case resources or develop a brief for a business case consultancy and procure a consultant
 - provision of information by project partners to consultant as needed
 - finalised business case (one or more versions depending on the requirements of funding bodies)
 - risk management plan.
-
- refer to practice notes 1–4
 - communications and engagement strategy.

Checklist

■ Business case resources

Appoint a business case consultant or appropriate person from within the project partners to prepare business case documents

■ Communications and engagement strategy

Develop or update a project communications and engagement strategy

■ Investment rationale

Develop a clear investment rationale using the vision and concept, data and options to describe and define the infrastructure and service response

■ Risk management plan

Develop a risk management plan for the delivery and operation of the community infrastructure

■ Business case documents

Develop business case documents that meet the requirements of the full range of parties who may provide funding including development of governance options and operational planning

6. Project Management



Establish and follow sound project management processes to ensure the community infrastructure is fit for purpose and delivered on time, within scope and budget

Focus

Fit for Purpose

This project element requires the leadership of experienced project management personnel.

The focus of this element is to:

- ensure that the vision, intent and operational scope of the infrastructure is reflected in good urban design and construction documentation
- procure the community infrastructure in the most appropriate manner in line with asset ownership arrangements
- project and contract manage the construction of the community infrastructure to ensure delivery on time, within scope and budget
- use risk mitigation and management strategies to track and manage issues likely to impact timeframes, scope and cost.

This practice note refers to traditional design processes and standard construction procurement methods. It does not cover the process of public private partnerships.

Resources

- Capital Management Branch Guidelines: Project Delivery**

A guide to project management and delivery.

Department of Human Services
www.capital.dhs.vic.gov.au
- Victorian Government Purchasing Board (VGPB)**

A VGPB policy framework that achieves value for money in procurement, while maintaining the highest standards of probity, minimising risk and maximising opportunities for local businesses.

www.vgpb.vic.gov.au
- Gateway Review Process: Readiness for Market and Tender Decision**

A guide to ensuring market readiness.

Department of Treasury and Finance
www.gatewayreview.dtf.vic.gov.au
- Australian Institute of Project Management**

The Australian Institute of Project Management encourages excellence through professionalism in project management.

www.aipm.com.au
- A Guide to Governing Shared Community Facilities**

Good governance is a critical factor in the creation and management of shared community facilities. Developed with broad stakeholder consultation, this guide provides insight and detailed guidance into the governing of shared community facilities. It also includes information on legal entities, public participation and governance tools, as well as relevant case studies. It is the companion document of this Guide to Delivering Community Precincts.

Department of Planning and Community Development
www.dpcd.vic.gov.au

Timeframes

Design and Documentation: 6–12 months
Procurement Process: 3–6 months
Construction: 12+ months
Note: This project element must be completed concurrently with project element 7, as operational and governance information is needed to inform the delivery processes.

Success Factors

- clear functional brief documents that reflect the project vision and operational requirements
- clear and well-managed procurement processes
- professional project management resources.

Risks

- poor functional brief, performance specifications and contract and design documents, leading to increased project costs and timeframes
- lack of professional project management.

Next Steps

- manage ongoing building maintenance and other operational contracts
- establish operational governing bodies or legal entities if required
- ongoing resourcing and support of community governance arrangements
- confirm building occupancy.

Inputs

- The project management of community infrastructure needs to be completed within a broader context of:
- a service plan or model
 - the business case
 - funding arrangements and conditions
 - project vision and concept
 - operational requirements and governance arrangements.

Key Tasks

- identifying or procuring project management capability
- establishing project governance structures including a steering group, project control group and a user group
- preparing project briefing documents including a functional brief, area schedule and a service or operational model
- developing and managing all necessary contractual documents including those with consultants, construction contractors or third party consortia
- procuring and coordinating the work of appropriate advisory and technical consultants
- developing and implementing a procurement strategy for infrastructure delivery
- preparing performance specifications and/or design documentation including schematic design, developed design and contract documentation.

The Project Management Process

Project managing tasks throughout the first five project elements can be completed by a number of parties, such as an independent broker, or local or State Government officers.

Outputs

- appointment of project management leader
 - sound project governance including a steering group, project control group and a user group
 - development of project briefing documents including functional brief, area schedule and site investigation
 - appointment of advisory and technical consultants including cost consultant and architect
 - development of contract, design and construction documents
 - appointment of construction contractor/s
 - management of contractual relationships
 - delivery of community infrastructure.
- application of project management resources, methods and tools representing sound practice.

Checklist

- **Project management and technical resources**

Identify or procure project management and technical resources and capability
- **Project governance**

Establish project governance structures including steering group, project control group and user groups
- **Contract management and procurement**

Develop a procurement strategy for infrastructure delivery, conduct a procurement process for the infrastructure and manage contractual arrangements including those with consultants, construction contractors or third party consortia
- **Quality project management on time, within scope and budget**

Use project management methods and tools to achieve sound practice.
- **Project briefing and design documents**

Prepare project briefing documents, performance specifications and/or design documentation



7.

Preparing for Operations

Establish clear operational requirements and governance structures to ensure the long-term viability of community infrastructure

Focus

Business Establishment

During this project element, parties should focus on service and operational requirements, systems and procedures.

The process of operational planning will inform project element 6 and ensure that the project briefing, design and performance documents accurately reflect what is required.

This element also involves:

- ensuring that newly constructed infrastructure meets operational, service and governance requirements
- timely establishment of required legal entities, governance bodies, licenses, shared use agreements and advisory committees
- the development of financial, strategic and ongoing management practices and community governance to ensure that the services and operations of the infrastructure continue to respond to changing community needs.

Resources

Public Interest Legal Clearing House

An independent, not-for-profit organisation committed to furthering the public interest, improving access to justice and protecting human rights through pro bono legal services to Victorian individual and organisations in need.
www.pilch.org.au

Gateway Review Process: Readiness for Service

A guide to ensuring readiness for service.
Department of Treasury and Finance
www.gatewayreview.dtf.vic.gov.au

Project Evaluation Framework

A step-by-step guide through the process of designing an evaluation to assess whether a project has met its objectives and achieved its desired outcomes.
Department of Planning and Community Development
www.dpcd.vic.gov.au

A Guide to Evaluating Your Partnership Using a Network Mapping Approach

A guide that describes a network approach that can be used for evaluating partnerships.
Department of Planning and Community Development
www.dpcd.vic.gov.au

Capital Management Branch Guidelines: Commissioning Facilities

A guide to commissioning facilities and evaluating projects.
Department of Human Services
www.capital.dhs.vic.gov.au

Timeframes

Typical timeframe: 6–12 months.
Note: This process must begin at the same time and be completed concurrently with project element 6. Ongoing monitoring and review processes should be completed annually.

Success Factors

- timely operational planning can ensure an appropriate design response and a smooth start to operations.

Risks

- inappropriate agreements and governance structures can be costly, time consuming and act as a barrier to achieving the original vision for the community infrastructure.

Next Steps

- implement operational monitoring and evaluation mechanisms and processes
- implement good governance and manage agreements
- apply continuous improvement principles
- undertake ongoing community consultation, engagement and governance
- adhere to financial reporting and other fiduciary requirements
- continue to monitor partnership relationships and review community vision.

Inputs

Preparing for the operation of community infrastructure needs to be completed within a broader context of:

- business case and governance options
- preliminary service and operational planning
- partnership or alliance agreements
- capital and recurrent funding arrangements
- design and construction documents.

Key Tasks

- establishing legal entities and governance bodies, such as an Incorporated Association or a Section 86 Committee as required
- establishing community governance arrangements where applicable
- negotiating and finalising license, joint use and shared use agreements
- defining and agreeing upon building and service management systems and responsibilities
- specifying information and communications technology system requirements and documenting furniture, fittings and equipment requirements
- developing integrated service and operational systems and procedures including identifying information sharing, required resources and responsibilities
- defining and allocating responsibility for monitoring and evaluation of services and systems.

The Operational Planning Process

Operational planning commences in project element 3 and continues into elements 4 and 5.

Outputs

- established governance structure and bodies
- established community governance arrangements as required
- building and service operational systems and procedures
- information and communications technology specifications
- furniture, fittings and equipment requirements
- business, financial planning and reporting systems and resources
- established and resourced monitoring and evaluation frameworks.

Consideration of operational and governance issues during the development of:

- project vision and concept
- scope and options
- business case.

Checklist

■ Governance and shared use

Establish legal entities, governance bodies and community governance arrangements where applicable, and negotiate license, joint use and shared use agreements

■ Building and operational systems

Define and agree upon building and service management systems and responsibilities

■ Information technology, furniture and fitting requirements

Specify information and communications technology system requirements and document furniture, fittings and equipment requirements

■ Business planning and reporting

Establish integrated service and operational systems and procedures, including information sharing, required resources and responsibilities

■ Evaluation and monitoring

Define and allocate responsibility for monitoring and evaluation of services and systems

Glossary

Activity centre: Vibrant precincts where people shop, work, meet, relax and often live. Usually well-served by public transport, they range in size and intensity of use, from local neighbourhood strip shopping centres to universities and major regional shopping malls. Linking activity centres to good transport networks (road, public transport, pedestrian and cycle) is crucial, as they attract high numbers of people and generate a significant volume of trips in metropolitan Melbourne.

Area Schedule: A tabulated list identifying the square meter area required for each particular space based on the function or room type. An area schedule is typically prepared by an architect and provides an initial indication of the required size of a building based on the proposed use of the building.

Community facilities: Infrastructure provided by government or non-government organisations for accommodating a range of community support services, programs and activities. This includes facilities for education and learning (examples include government and non-government schools, universities and adult learning centres), early years (maternal and child health centres, preschool and childcare), health and community services (hospitals, aged care, family and youth services, doctors, dentists and specialist health services), community (civic centres, libraries and neighbourhood houses), arts and culture (galleries, museums and performance space), sport, recreation and leisure (swimming pools), justice (law courts), voluntary and faith (places of worship) and emergency services (police, fire and ambulance stations).

Community governance: Community-level management and decision making that is undertaken by a group of community stakeholders with, or on behalf of, a community. The focus on ‘community’ rather than on a corporation, organisation, local government or the public sector is the distinguishing feature of community governance.

Community precincts: Public locations where members of a community may gather for group activities, social support, public information and other purposes. They may sometimes be open for the whole community or for a specialised group within the greater community.

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Growth Areas Authority: The Growth Areas Authority (GAA) was created in 2006 as part of the Victorian Government’s plan for outer urban development, *A Plan for Melbourne’s Growth Areas*. It is an independent statutory body with a broad, facilitative role to help create greater certainty, faster decisions and better coordination for all parties involved in the planning and development of Melbourne’s growth areas. The GAA works in partnership with local councils, developers and the Victorian Government to help create sustainable and well-serviced communities.

Master Plan: A long-term strategy or a plan providing comprehensive guidance or instruction. In the context of growth areas development, a Precinct Structure Plan is a type of Master Plan. In urban renewal settings, a Master Plan can identify potential sites and opportunities for development or redevelopment. A master planning process must proceed with an overarching vision of the community or area.

Place-based: An approach that focuses on a particular location and a particular community or group of people within that community. A place-based community is a community of people who are bound together because of where they reside, work, visit or otherwise spend a continuous portion of their time. Place-based initiatives may address matters such as poor health, social exclusion, disadvantage, low education levels and unemployment. By addressing these issues at a local or regional level through targeted service delivery, place-based solutions may be achieved.

Functional Brief: A written statement of the functions to be accommodated and the inter-relationships of these functions for a proposed building. It should describe the services to be provided, activities to be performed and clearly identify how the project must respond to the vision, objectives and policies of the parties and organisations who will be accommodated in the building. The document should contain sufficient detail to initiate the design process. It should establish the best solution to meet functional, service and activity requirements and outline the total scope of works to be undertaken. A useful functional brief checklist can be found on the Capital Planning and Investment website at www.capital.dhs.vic.gov.au

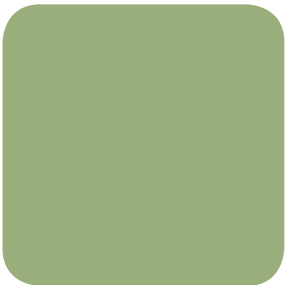
Growth areas: Melbourne’s six designated growth areas are Casey, Cardinia, Hume, Melton, Whittlesea and Wyndham.

Project Control Group (PCG): A group who oversees and monitors the project’s progress, with particular emphasis on program, scope, quality, cost, expenditure and fulfilment of the approved project brief and user needs. The PCG facilitates the joint management of the project on behalf of key stakeholders and project parties.

Steering Group/Committee: A group of high-level stakeholders responsible for providing guidance on overall strategic direction. The group does not take the place of a sponsor, but helps to spread the strategic input and buy-in to a larger portion of the organisation. The steering committee is usually comprised of organisational peers, and is the combination of direct customers and indirect stakeholders.

Urban renewal: Process of redeveloping a deteriorated section of a city, often through demolition and new construction. Although urban renewal may be privately funded, it is most often associated with government renewal programs.

User Group: User Groups form the main source of user advice to consultants when determining operational and departmental planning issues around a project. They are established by the PCG and should comprise relevant staff, community members, consumers and potential building or service users. The advice provided by the User Group should be fed back for review and vetting where required, prior to reporting the advice to the PCG for their decisions on the outcome.



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