Innovation in Funding and Partnership Models

Schools Planning Forum

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Delivering the Community Hubs and Partnership program

Unite & Recover

Social infrastructure – setting the scene

Drivers

- COVID -19 economic recovery and resilience

- Population growth

- Changing demographic trends

- Community need and expectation in developing areas

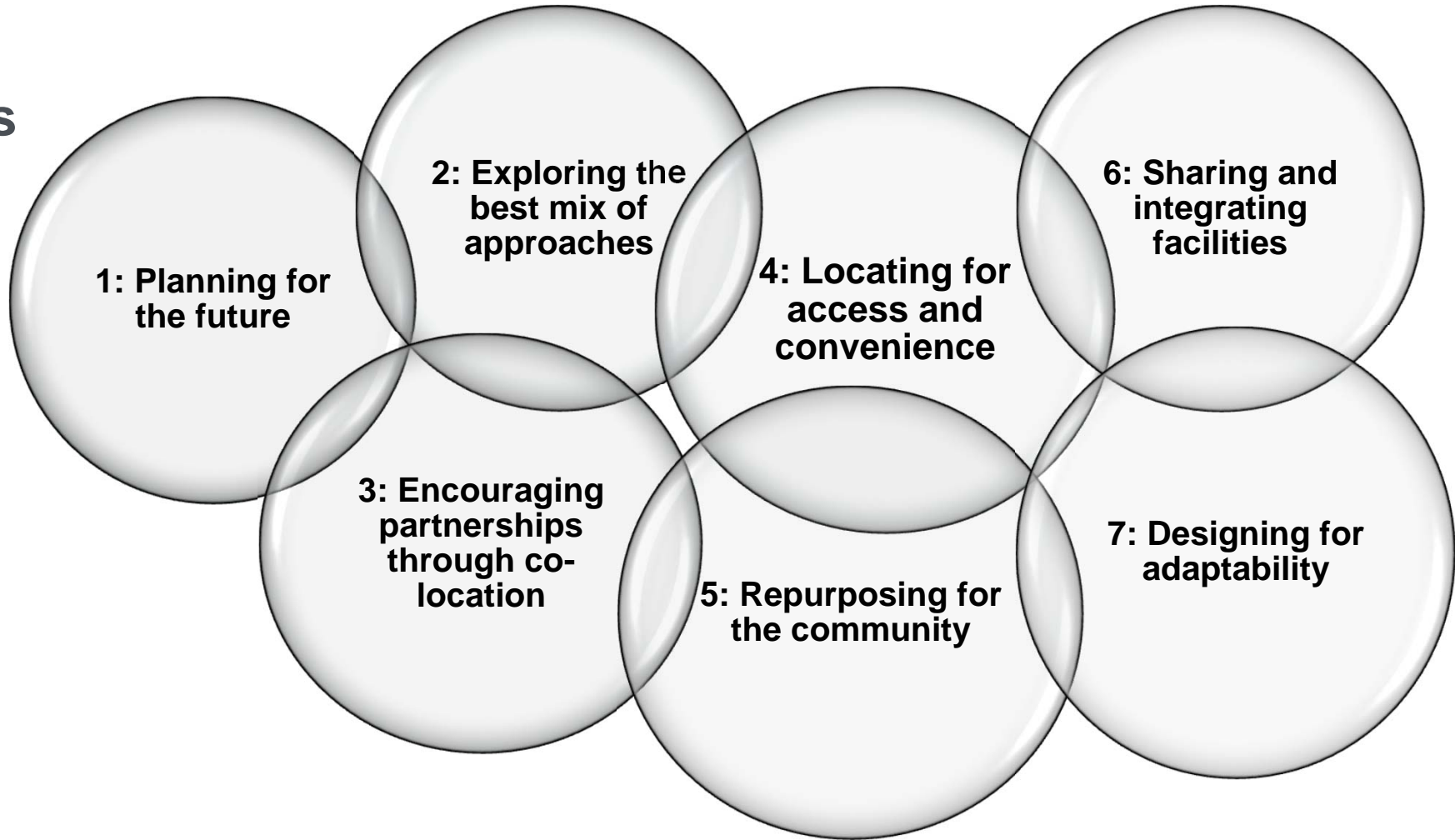- Addressing vulnerability and disadvantage

Strategic context

- Queensland Economic Recovery Strategy: *Unite and Recover for Queensland Jobs* and Economic Recovery Plan – August 2020

- *Building Economic Resilience*, Queensland Productivity Commission, August 2020

- Strategy for Social Infrastructure and Best Practice Guide 2019

- Our Future State: Advancing Queensland's Priorities

- SEQ Regional Plan and State Infrastructure Plan

STRATEGY FOR
SOCIAL INFRASTRUCTURE

July 2019

Unite & Recover

QUEENSLAND'S
ECONOMIC
RECOVERY PLAN

▶ Protecting our health
▶ Creating jobs
▶ Working together

covid19.qld.gov.au

Queensland Government

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Social infrastructure – setting the scene

SSI success factors

1: Planning for the future

2: Exploring the best mix of approaches

3: Encouraging partnerships through co-location

4: Locating for access and convenience

5: Repurposing for the community

6: Sharing and integrating facilities

7: Designing for adaptability

COVID-19 recovery - imperative to act now

A recent report from the Grattan Institute notes that teachers in economically disadvantaged areas believe that few of their students are able to engage effectively in remote learning.

Job loss and other stressors are exacerbating challenges and heightening the need for support to be available to all.

The current climate presents a unique opportunity for governments and the NGO sector to develop models of effective placed-based service delivery that use schools as service hubs and will serve children and families well now and into the future.

The Mandarin, Monday 13 July 2020
Grattan Institute Report No. 2020-08, June 2020 *COVID catch-up: helping disadvantaged students close the equity gap*

Community Hubs and Partnerships program

Developing systemic approaches to planning, investing in and delivering social infrastructure

1. Social infrastructure planning and strategy development

2. Coordinated cross-government and sector exemplar social infrastructure initiatives

3. Best practice resources and advice
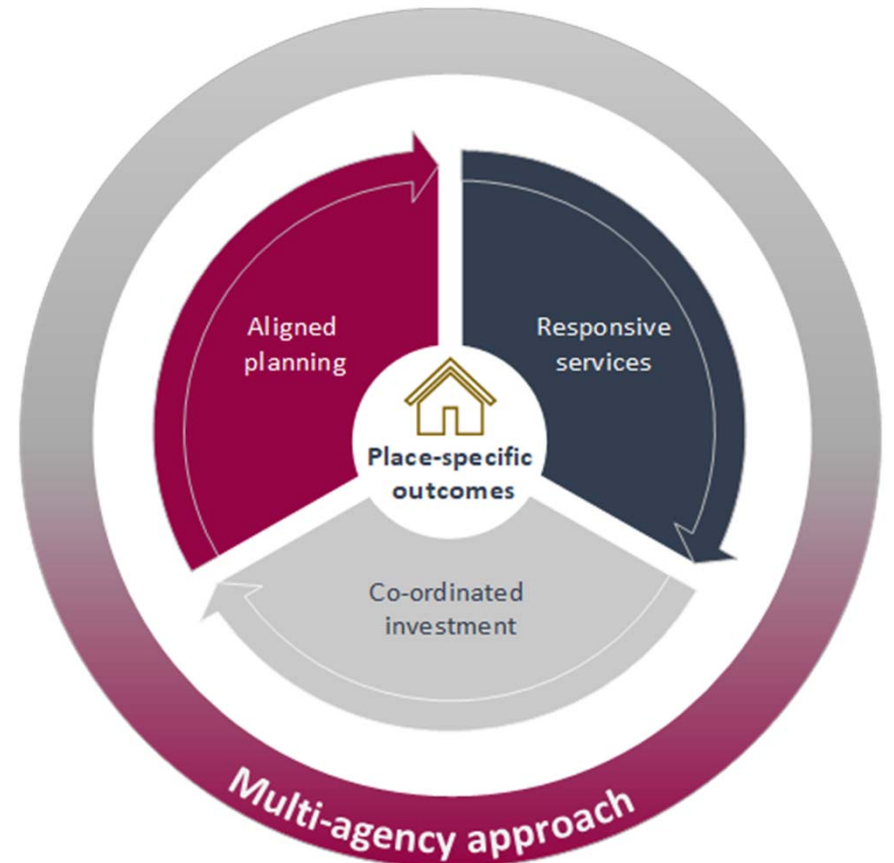
Evidence base

Research program

1. CHaPs Social and Economic Benefits Review

2. Analysis of cross-sector education facilities sharing opportunities

3. Building Connections - Schools as Community Hubs

4. Case studies

http://statedevelopment.qld.gov.au/projects/chaps/developing-capability.html

Application on school sites

- Yarrabilba Family and Community Place

- Aura Community Hub

- Yarrabilba Community Hub

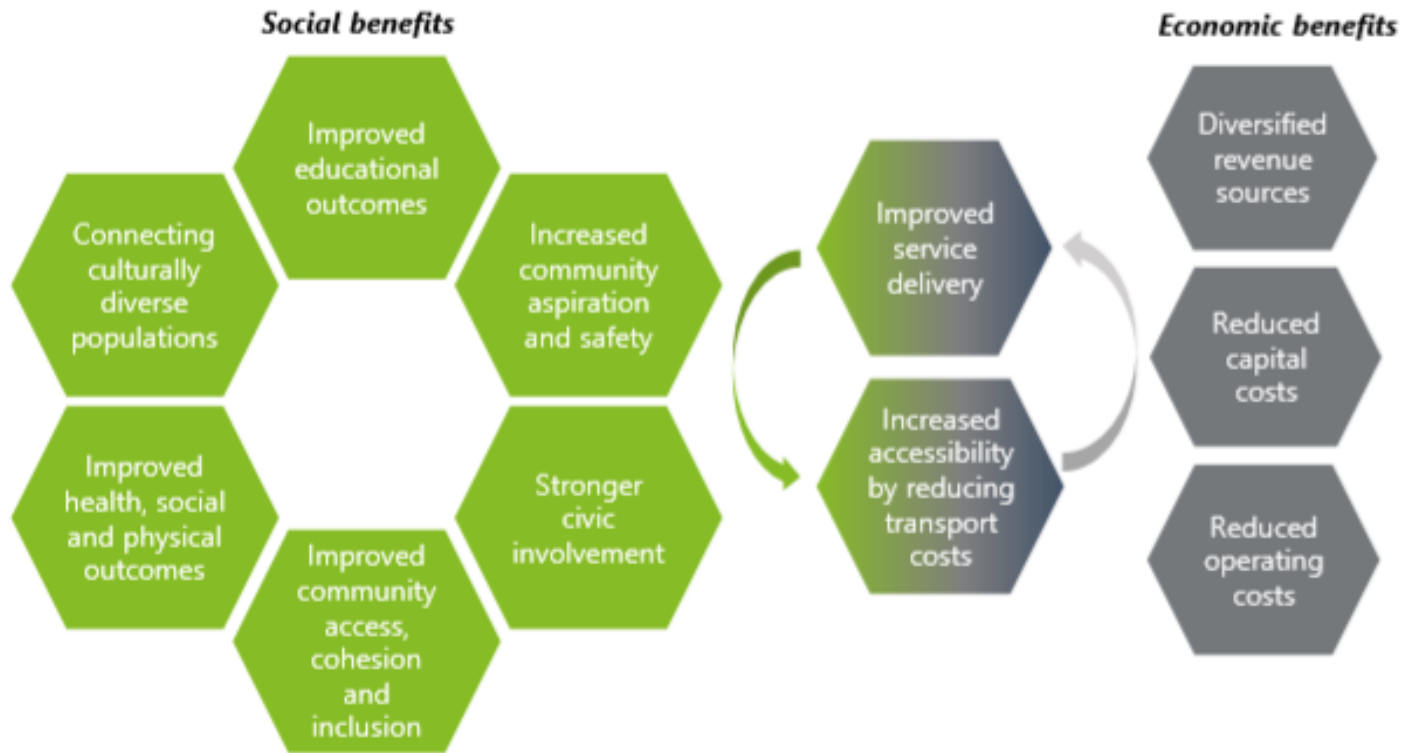ANALYSIS OF CROSS-SECTOR EDUCATION FACILITIES SHARING OPPORTUNITIES FINAL REPORT

PREPARED FOR
DEPARTMENT OF STATE DEVELOPMENT,
MANUFACTURING, INFRASTRUCTURE & PLANNING
COMMUNITY HUBS & PARTNERSHIPS
FEBRUARY 2018 | FINAL
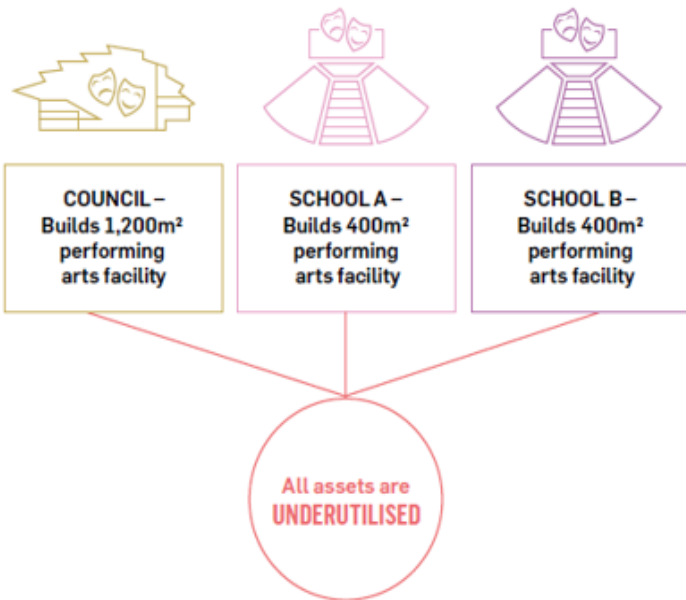
Solute Consulting
Solving Problems for Business
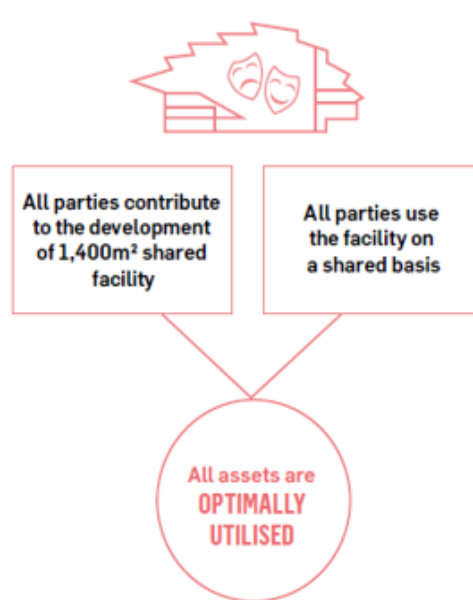
URBIS

Interaction of social and economic benefits

Analysis of Cross-Sector Education Facilities Sharing Opportunities research

Non-Sharing Scenario

COUNCIL –
Builds 1,200m²
performing
arts facility

SCHOOL A –
Builds 400m²
performing
arts facility

SCHOOL B –
Builds 400m²
performing
arts facility

All assets are
UNDERUTILISED

FINANCIAL BENEFIT

HOST	SHARED FACILITY NPC $M	SHARING BENEFIT	GUEST	SHARED FACILITY NPC $M	SHARING BENEFIT %
Council	6.86	27.3%	School A / B	1.77	9.1%

Sharing Scenario

All parties contribute
to the development
of 1,400m² shared
facility

All parties use
the facility on
a shared basis

All assets are
**OPTIMALLY
UTILISED**

SUMMARY ASSESSMENT

This sharing scenario demonstrates building a fit for purpose sharing facility for medium term use can provide:

Reduced costs
Both the council and the schools have reduced establishment costs. The overall operating costs are lower however the schools are paying more due to the improved nature of the facilities.

Improved land use efficiency
Only one facility is constructed. Schools do not have to use existing green space to build a performance hall.

Increased engagement with the broader community
A larger facility will allow for larger productions for the community

Earlier or improved access to specialist facilities
Both parties have access to an improved facility being a 1,400m2 performing arts complex as opposed to a smaller 1,200m2 facility for council or a 400m2 facility for the schools.

Opportunities for broader curriculum offerings
As the facility is larger the curriculum offerings are increased and the whole school is able to be accommodated for events.

Case Studies – Application in the Queensland context
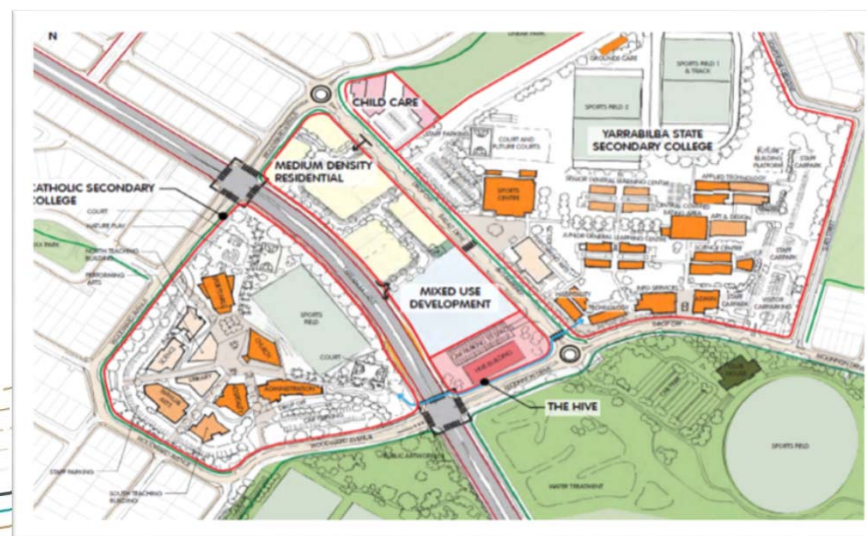
Project outcomes continuum

Aura Community Hub @ Baringa

* Colocation
* Shared use
* Opportunity for service delivery partnerships
* Conditions for future collaboration

Yarrabilba Family and Community Place

* Colocation
* Collaborative services planning and delivery
* Cross-sectoral outcomes focus

Yarrabilba Community Hub

* Shared investment model
* Upfront outcomes framework
* Service integration

Upcoming projects

* Deep engagement to define shared upfront and ongoing funding contributions, integrated facility design, shared outcomes, strong ongoing governance

Cooperation
- Limited connection
- Low intensity relationship management

Coordination
- Medium connection
- Medium intensity relationship management

Collaboration
- High connection
- High intensity relationship management
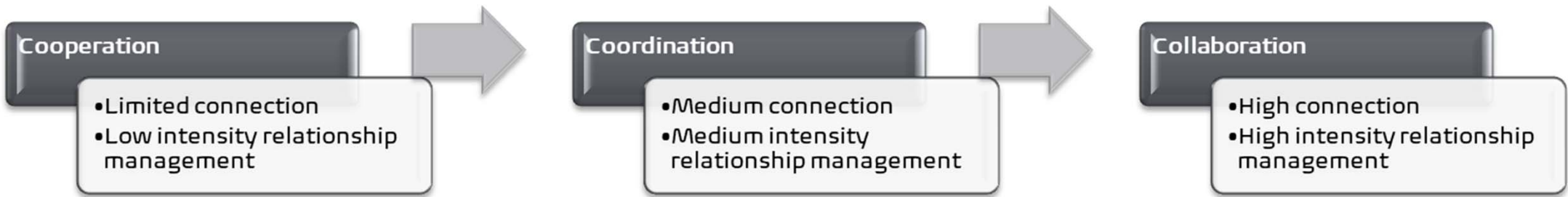
Keast et al.'s (2007) integration continuum

Aura Community Hub

Photos courtesy of Nearmap

State Secondary School opens 2021

Primary school site (4ha)

Community Centre

Mixed use

School Hall

Community Centre

- Collaborative planning and design
- Baringa Primary opened in 2018
- Council's Community Centre opened in 2019
- Created a strong central presence, showcasing education excellence
- Conditions created for stronger service delivery partnerships over time

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Yarrabilba Community Hub initiative

Connecting

A supportive, inclusive & connected community

Learning

An empowered community of self-determined learners

Earning

A community engaged in fulfilling and meaningful vocation

Innovating

A community that encourages and supports new ideas and solutions

Photo courtesy of Lendlease

Model

- Queensland Government (Dept of Education)
- Logan City Council
- Brisbane Catholic Education
- Lendlease

- The Hub will provide a 'soft entry' to services and supports

- Shared capital investment
- Operational funding strategy: base operational funding, leasing, room hire revenue, grants

Innovative partnership

Service design and delivery

Collaborative investment

Responsive services

Outcomes-based Infrastructure

Integrated social services

- Outcomes framework and measurement and evaluation strategy

- Integration of service delivery through appointment of a single Hub Operator.

- Based on community needs and aspirations

Building Connections
Schools as Community Hubs

Investigating how best to plan, design, govern and manage schools to operate successfully as 'more than a school', encouraging the development of resilient and connected communities.

Virtual International Conference
4 and 5 December

Grandschools

Intergenerational Learning and Living Communities

Exploring how School and Senior living environments can be combined into a person-centred, health focussed and socially inclusive Intergenerational place for living and learning.

Where to from here

Focus and vision

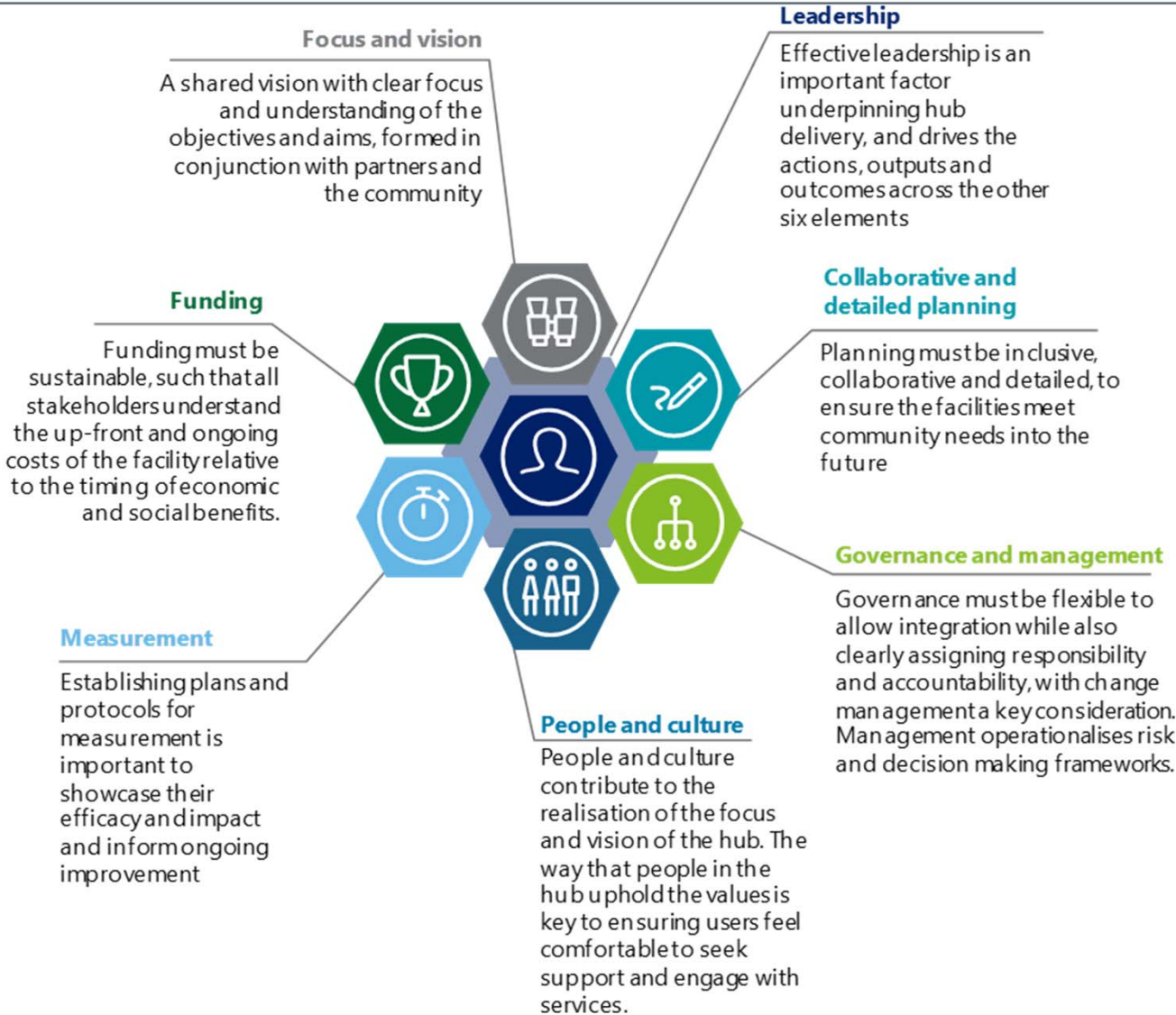A shared vision with clear focus and understanding of the objectives and aims, formed in conjunction with partners and the community

Leadership

Effective leadership is an important factor underpinning hub delivery, and drives the actions, outputs and outcomes across the other six elements

Funding

Funding must be sustainable, such that all stakeholders understand the up-front and ongoing costs of the facility relative to the timing of economic and social benefits.

Collaborative and detailed planning

Planning must be inclusive, collaborative and detailed, to ensure the facilities meet community needs into the future

Measurement

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

Governance and management

Governance must be flexible to allow integration while also clearly assigning responsibility and accountability, with change management a key consideration. Management operationalises risk and decision making frameworks.

People and culture

People and culture contribute to the realisation of the focus and vision of the hub. The way that people in the hub uphold the values is key to ensuring users feel comfortable to seek support and engage with services.

- The critical success factors developed through the program experience can guide cross-sector collaboration

- Each sector has a role to play

- Change takes time but the financial and social challenges post COVID-19 create the imperative to find alignment and partner better together

Questions?