

Vision & intentionality

Advice for schools as community hubs (SaCH)

In a nutshell

Having **vision** means planning with imagination and informed ambition. Developing a shared vision with stakeholders is essential to the success of SaCH. Clearly communicating and championing this vision will attract like-minded partners and collaborators.

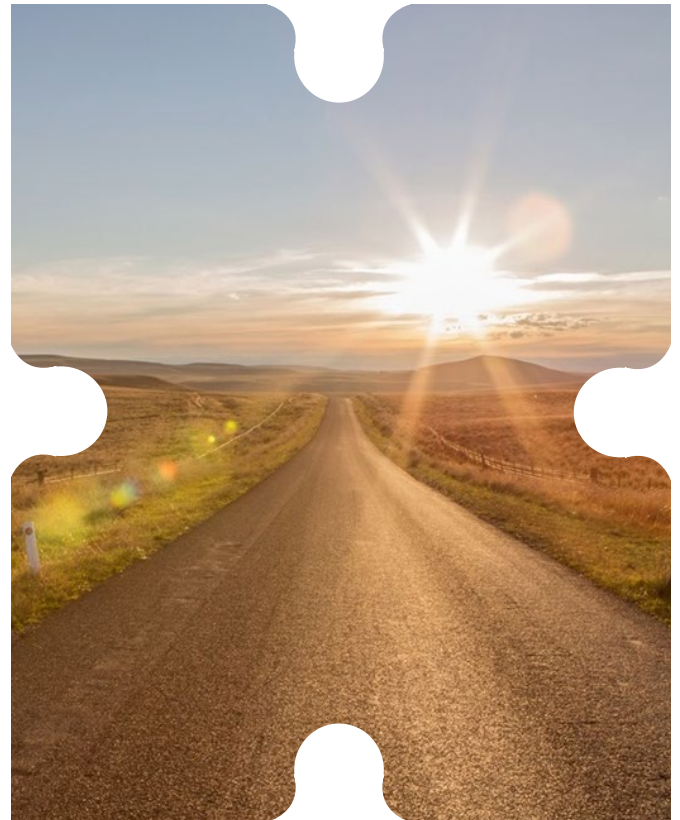
Acting with **intentionality** means all decisions and efforts are purposeful, helping to deliver your vision.

Where are you going and how will you get there?

Your **vision statement** is the big picture about where you're going and what you want to achieve. It defines your primary goal for the next 5 to 10 years in a single sentence, explaining: *What positive difference are you going to make, for whom?*

Your **mission statement** is about how you'll get there. It explains your strategy for achieving your vision in one sentence that answers the question: *How will you achieve meaningful and lasting change?*

Alternatively, you can combine your vision and mission in a single statement with the following format, creating a **value proposition**: We help [whom?] to [what?] by [how and when?].



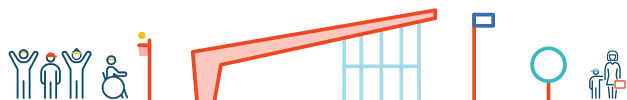
Based at The University of Melbourne, **Building Connections: Schools as Community Hubs** is an Australian Research Council Linkage project that has advanced understanding of how to design, implement and sustain SaCH. Produced by the research team, this advice sheet is part of **How to Hub Australia**, a suite of resources for policymakers, school leaders, and designers.



Australian Government
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Building
Connections
Schools as Community Hubs



Guiding principles

Clear **values** will help to keep your SaCH on track. As your core objectives, they describe the kind of hub you intend to develop.

Engaging, achievable, equitable, efficient, responsive, and impactful are the six overarching values or principles suggested for SaCH in the [How to Hub Australia Development Framework](#).

SaCH are diverse – they respond to the needs of different communities, in different ways – so develop a vision, mission and values that best suit your school's unique context and culture and **update them** as your hub and community evolve.

Do:

- set your vision, mission and values (VMV) **before** developing SaCH programs or activities, and ensure that they are aligned
- base your VMV on **community consultation** and **evidence of need** (refer to the '[Community strengths and needs analysis](#)' advice sheet in this series)
- make your VMV statements **inspiring**: think big and focus on success, create a vivid and specific mental picture, and use the present tense – refer to the examples at right.
- use your VMV statements in **funding applications** and **partnership proposals**
- **monitor and evaluate** your progress towards your VMV and whether they are still relevant, or need adapting as your hub and community evolve (refer to the '[Evaluation and evidence](#)' advice sheet).

Examples

1. [Our Place](#)

Vision

All children and their families succeed in life.

Mission

Form partnerships with schools and communities to improve educational achievement so children and families can flourish. Reshape the service system by influencing changes in policies and practices that address the structural causes of disadvantage.

2. [National Aboriginal and Torres Strait Islander Health Plan 2021-2031](#)

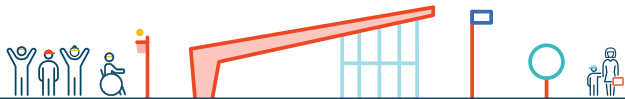
Vision

Aboriginal and Torres Strait Islander peoples enjoy long, healthy lives centred in culture, with access to services that are prevention-focused, culturally safe and responsive, equitable and free of racism.

Mission

Aboriginal and Torres Strait Islander health is viewed in a holistic context that recognises not only physical health and wellbeing but also the social, emotional and cultural wellbeing of individuals, families and communities throughout the entire life course.





SaCH need champions and champions need help

SaCH often need influential 'champions' who will strongly and consistently **advocate** for them.

Championing a SaCH project takes considerable time, energy, and commitment to change entrenched attitudes, manage and resolve conflict, and foster a shared vision. To avoid burnout, find several people who can **share the load**.

'It is the energy and evidence of advocates in the form of success stories that capture imaginations, allow partnerships to form, and encourage organisations and individuals to invest financially and emotionally in a project.'

'Shared vision is important in mobilising a community and keeping focus when problems arise.'

Simon Le Nepveu, ClarkeHopkinsClarke Architects (Building Connections Partner Investigator)

'A vision is not just a picture of what could be; it is an appeal to our better selves, a call to become something more.'

Professor Rosabeth Moss Kanter, Director, Harvard University Advanced Leadership Initiative.

'Collaborative efforts have a much higher probability of success if the participants start out with a common vision.'

Joy Dryfoos, American expert on full-service schools.



Want to learn more?

- *Emotional Labour in Developing Schools as Community Hubs* by Philippa Chandler and Sarah Backhouse (2022) in *Schools as Community Hubs: Building 'more than a school' for community benefit*
- *A framework for designing inpatient stroke rehabilitation facilities: a new approach using interdisciplinary Value-Focused thinking* by Ruby Lipson-Smith et al. (2019)