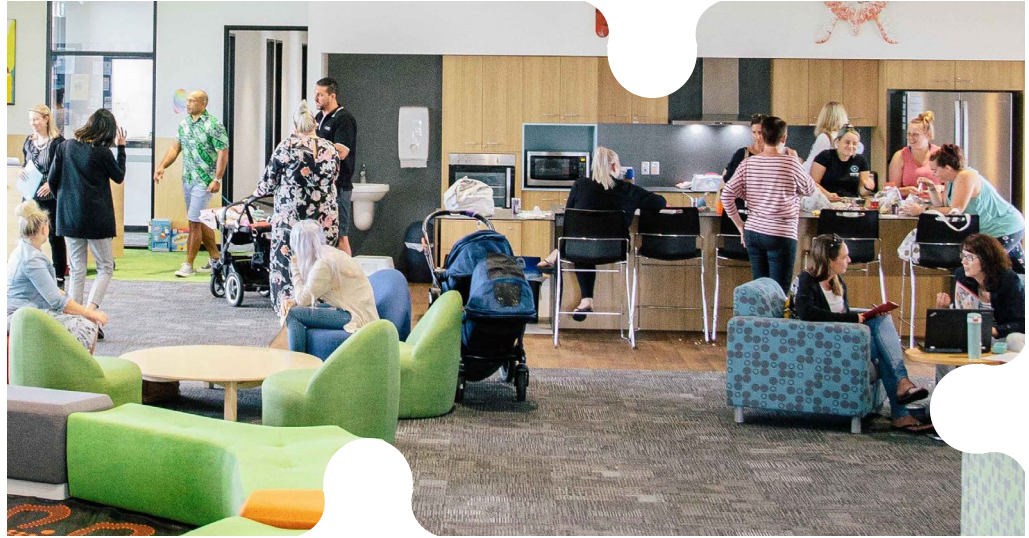


How to Hub Australia

Evidence and advice for policy makers, school leaders and designers involved in schools as community hubs




Building
Connections
Schools as Community Hubs





Building Connections

Schools as Community Hubs

Partners



Australian Government
Australian Research Council



**Queensland
Government**



**Government
of South Australia**
Department for Education



**Catholic Schools
Parramatta Diocese**

**Clarke
Hopkins
Clarke**

**Brand
Architects**



Version 5 published 27 April, 2023

How to cite:

Building Connections (2023). *How to Hub Australia: Evidence and advice for policy makers, school leaders and designers involved in schools as community hubs*. The University of Melbourne. <https://doi.org/10.26188/21692492>

Cover photos (clockwise from top left): Bike library by Margaret Hendry School; Yarrabilba Family and Community Place by Department of State Development, Infrastructure, Local Government and Planning, Queensland Government; Kurranjang Community Hub by Brand Architects; Yarn Up performance by Armidale Secondary College; Fraser Rise Community Precinct by Brand Architects; Ulumbarra Theatre by Bendigo Senior Secondary College.

How to Hub Australia

Introduction, journey map & framework

Is your local school a community hub?

Could it offer more to students, families, and community members as critical neighbourhood infrastructure?

In the next decade, to match population growth, Australia will build hundreds of new schools and extend existing ones.

How can we improve the design of school facilities and extend their use to support stronger communities and better education?

Building Connections

Supported under the Australian Research Council's Linkage Projects funding scheme from 2019-2022, *Building Connections: Schools as Community Hubs* [LP170101050] has advanced understanding of how to design, implement and sustain **schools as community hubs** (SaCH).

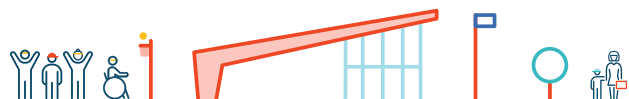
A cross-disciplinary research team from architecture, education and urban planning collaborated with partners from government, the design industry, and the education sector to investigate how schools can operate successfully as 'more than a school', creating more resilient and connected communities.

The Building Connections team produced **How to Hub Australia**. This easy-to-read resource offers the latest evidence and advice for policymakers, school leaders, and designers involved in SaCH. The views expressed herein are those of the authors and are not necessarily those of the Australian Research Council.

Contributors

Contributors were based at The University of Melbourne, unless indicated otherwise.

- Dr Philippa Chandler, Research Fellow
- Rebecca Colless, Research Communications Coordinator
- Associate Professor Benjamin Cleveland, Lead Chief Investigator
- Sarah Backhouse, Project Manager
- Associate Professor Ian McShane, Chief Investigator (RMIT University)
- Professor Janet Clinton, Chief Investigator
- Hayley Paproth, PhD Candidate
- Natalie Miles, PhD Candidate
- Carolina Rivera Yevenes, PhD Candidate
- Robert Polglase, PhD Candidate (RMIT University)
- Dr Ruth Aston, Research Fellow
- Associate Professor Clare Newton, Chief Investigator
- Simon LeNepveu, Clarke Hopkins Clarke
- Laurence Robinson, Brand Architects



Australian Government
Australian Research Council



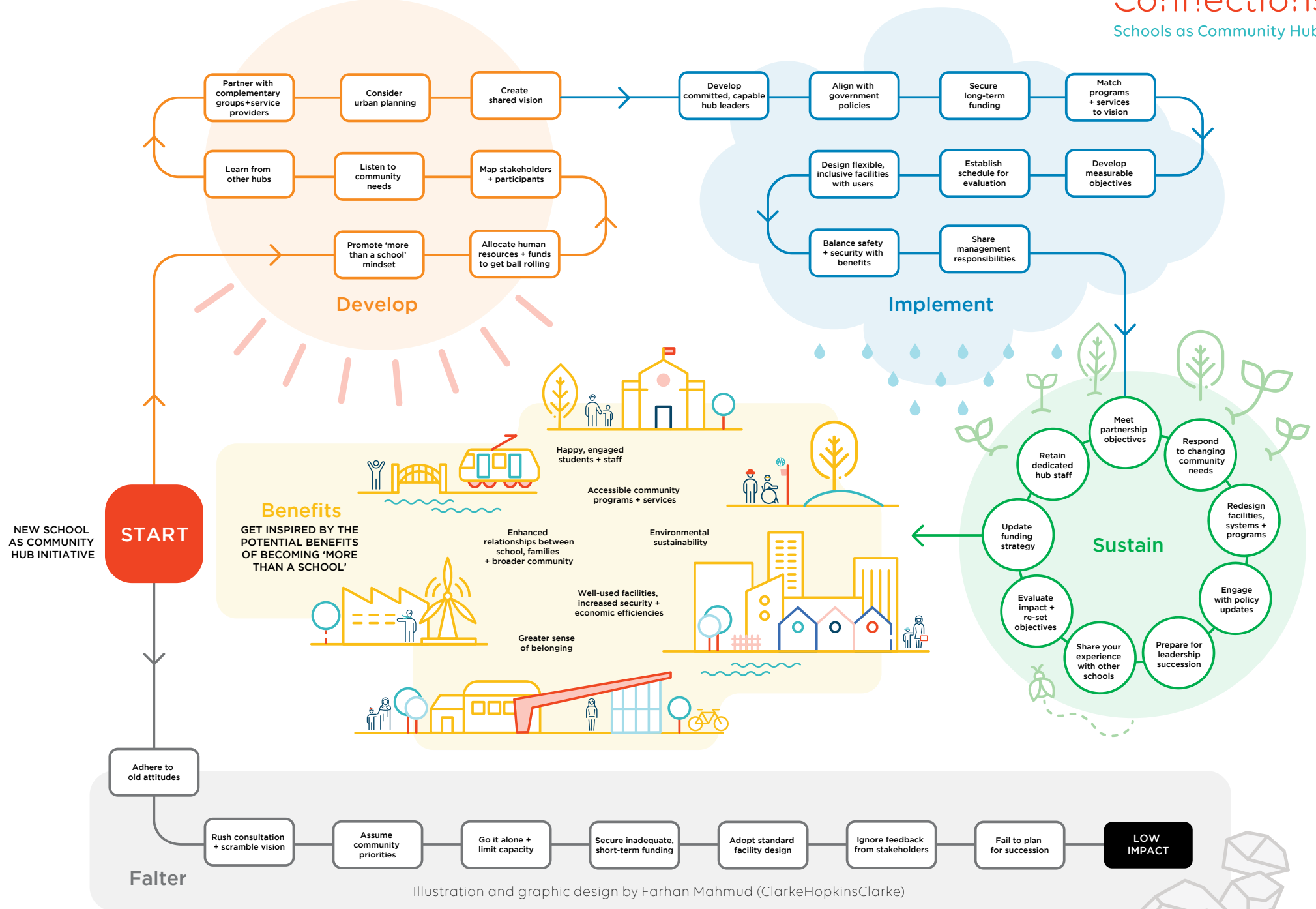
Building
Connections
Schools as Community Hubs



How to Hub Australia: A journey map for schools as community hubs

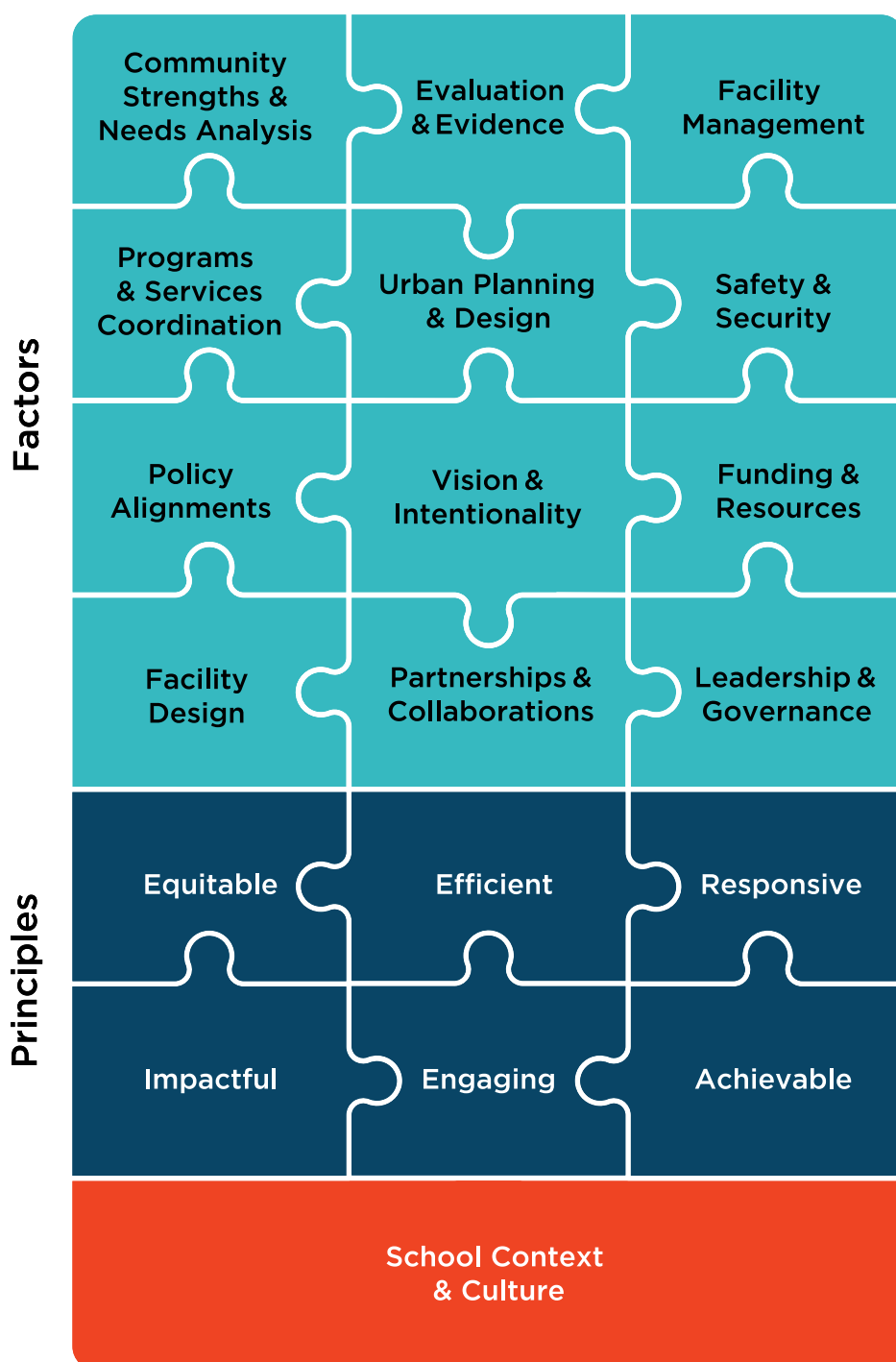
Click here for a larger version: <https://doi.org/10.26188/19669710>

Building
Connections
Schools as Community Hubs





How to Hub Australia: A development framework for schools as community hubs



See explanatory text overleaf.

Cleveland, B., Backhouse, S., Chandler, P., Colless, R., McShane, I., Clinton, J.M., Aston, R., Miles, N., Paproth, H., Polglase, R., Rivera-Yevenes, C. & Lipson-Smith, R. (2022). *How to Hub Australia Framework*. University of Melbourne. <https://doi.org/10.26188/19100381.v5>

Elaborated in Cleveland, B. (2023) *A Framework for Building Schools as Community Hubs: If It Were Simpler Would It Happen Everywhere?* In B. Cleveland, S. Backhouse, P. Chandler, I. McShane, C. Newton & J. Clinton (Eds.), *Schools as Community Hubs: Building 'More than a School' for Community Benefit*. Springer Nature.

Graphic design by Farhan Mahmud (ClarkeHopkinsClarke).



Development framework for schools as community hubs (SaCH)

School context & culture

The success of a SaCH depends on responding appropriately to its unique socioeconomic, geographic, and cultural situation.

Principles

Six overarching principles should shape SaCH initiatives:

Engaging

Maximising stakeholder engagement is critical to fostering initial interest, connection, and long-term contributions to hub operations. Developing and sustaining partnerships that promote a sense of ownership and belonging is foundational to ongoing success.

Achievable

Maximising the feasibility of SaCH initiatives requires diligence, with a view to the future. Hub initiatives and activities should be tangible, attainable, and based on a clear vision.

Equitable

Maximising access to hub activities, programs and services means providing equitable and inclusive opportunities supporting education, health, and wellbeing.

Efficient

Maximising the efficient use of hub resources means ensuring outcomes are assessed relative to the emotional investment, funding, labour, and spatial assets contributed. If intended investments or outcomes change, so should assessment of efficiency.

Responsive

Maximising alignments between hub offerings and community strengths and needs is essential when initiating new hub

projects. Adapting hub models to new locations requires close attention to local needs. Responding to changing contexts, such as demographic shifts, should keep hub activities, programs, and services relevant.

Impactful

Maximising the positive and lasting impacts of SaCH depends on regular patronage. This requires attention to the quality and long-term sustainability of activities, programs, services, and facilities.

Factors

Twelve factors guide the development of successful SaCH. Each factor is explored in a ***How to Hub Australia advice sheet***, linked below.

- [Community strengths & needs analysis](#)
- [Evaluation & evidence](#)
- [Partnerships & collaborations](#)
- [Vision & intentionality](#)
- [Urban planning & design](#)
- [Facility design](#)
- [Safety & security](#)
- [Leadership & governance](#)
- [Policy alignments](#)
- [Funding & resources](#)
- [Programs & services coordination](#)
- [Facility management](#)