

ACHIEVING GOALS THROUGH PARTNERSHIPS

the art of partnership



THI - corporate credentials



- THI is a non profit organisation pioneering in community planning and development;
- Founded in 2001 with a charter of making communities better places to live, learn, work and play;
- We assist organisations to align their social responsibility to their corporate strategy and/or project outcomes;
- Our work is relationship oriented and we recognise that the best results usually come from a working partnership between our clients and their communities;
- Brisbane based but working throughout Australia

defining partnership



- Me + You = US - a coalition based on a shared vision and/or value set
- Partnership is a structured process that brings stakeholders together to:
 - Align their objectives and outcomes;
 - Leverage resources;
 - Focus on determining and resolving issues; and
 - Establish processes for collaboration;
 - Celebrate success.

benefits of a partnership approach

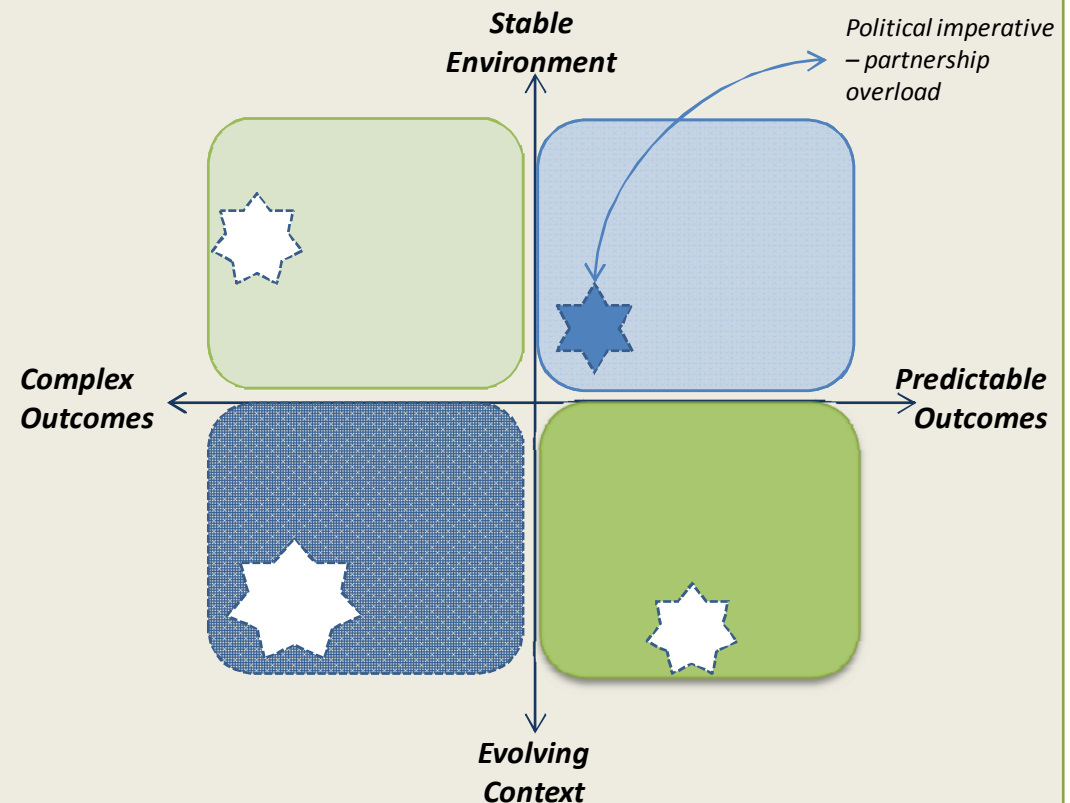


- Inclusive and empowering
- Builds trust and enables closer collaboration;
- Allows cross pollination of ideas and introduces new thinking;
- Has a multiplier effect - leverages outcomes;
- Shares responsibilities and can spread risk;
- Builds organisational capability and capacity;
- Creates ownership and can increase 'customer' satisfaction'
- Delivers collateral benefits (brand reputation, social sustainability outcomes)

deciding when to partner..and who with



- Partnership effort is often best directed towards uncertainty and complexity;
- Differentiate the rationale:
 - political/commercial Imperative;
 - triggered by the realisation you haven't got all the bases covered;
- Is it mandated protocol or an elected approach – outcomes focused;
- Need to be careful in the selection of partners – aligning vision, values, enthusiasm and capacity;
- Have you applied the filter of partnership overload!



partnering and partnerships



Learning Shop at Bluewater

Developer, Government and TAFE

Pathways, North Lakes

W-o-G, TAFE, Developer and Community Sector

Docklands Skilling and Employment

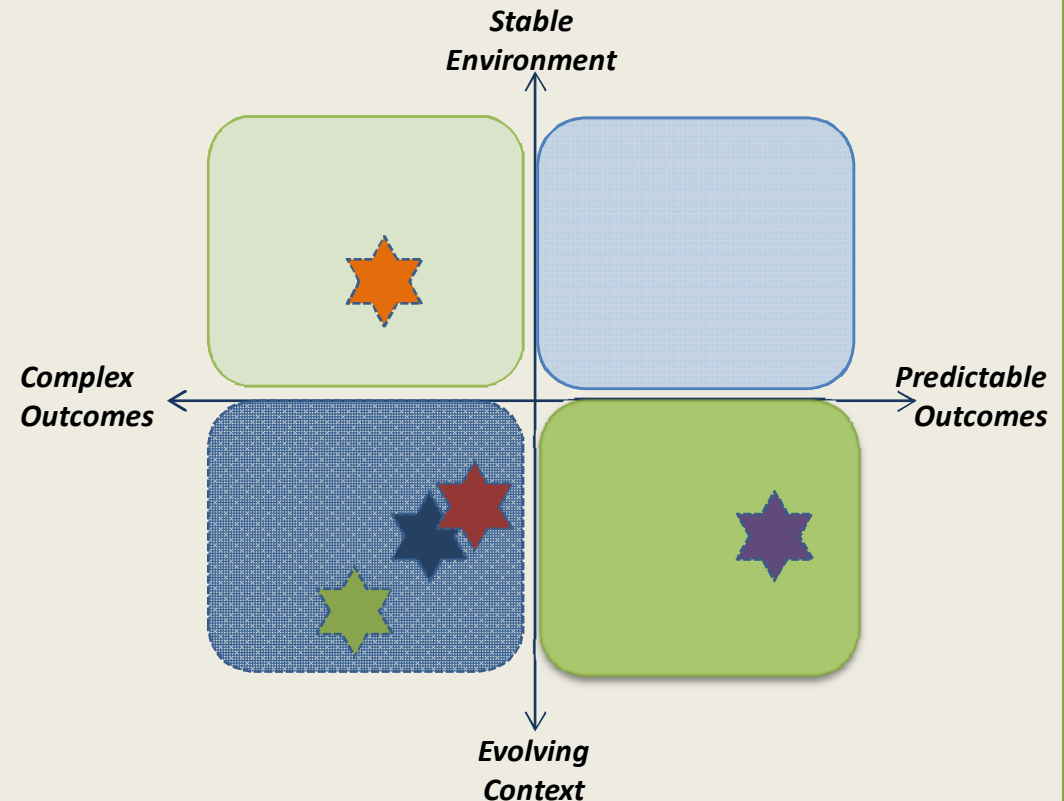
Developer, State, Federal, TAFE and Community Sector

Kelvin Grove Urban Village

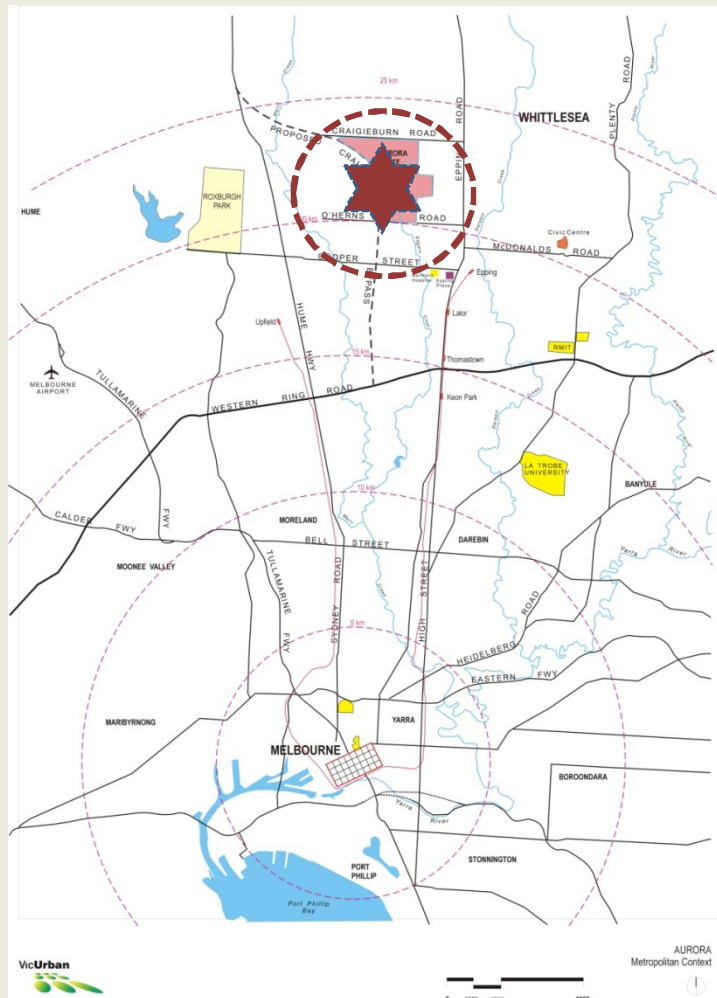
Federal, State and Local Gov't

Creeds Farm Living and Learning

Federal, State and Local Gov't, Community



creeds farm living and learning centre



- Located in the City of Whittlesea approximately 20km north of Melbourne CBD;
- In an area experiencing rapid population growth and economic expansion;
- Aurora (located 4km north west of Epping) is VicUrban's flagship residential community;
- 630 hectare site which will accommodate approximately 6,000 dwellings and a mature population of over 1;
- Community amenity includes:
 - 148 hectares of open space,
 - 5 schools, and
 - A series of Community Hubs –including Creeds Farm Living and Learning Centre

anchoring a community hub...



- Community wellbeing agenda driven by the need to foster community spirit and establish an early sense of place;
- The Creeds Farm Community Precinct includes:
 - Creeds Farm Living Learning Centre;
 - An independent primary school;
 - Early learning centre (kindergarten and childcare);
 - Cafe and general store; and
 - Recreational open spaces (including a community garden);
- Selecting a site near to the original bluestone homestead allowed the original DNA of the site to be captured

arising from an identified community need...



- THI undertook a visioning exercise to identify the potential points of difference for Aurora.
- A key outcome was the provision of early community infrastructure;
- Engagement with the community and its 'agents' indicated:
 - A strong desire for a voice in neighbourhood decision making;
 - an appetite for a shared community life;
- The blend of urban and rural living, fast tracking social interaction and the opportunity to learn for personal and professional development were the top three themes.



underpinned by community development principles...



Place and Program

- ESD commitment – achieve a 7 star rating through design;
- Welcome Mat approach;
- Focusing on community resilience;
- Inclusive approach based on finding the ‘sweet spot’
- Balance lifestyle and vocational learning needs
- Formal and informal functionality:
 - The Barn
 - Flexible formal spaces
 - The Welcome Mat
 - Community Services Suite



predicted on partnership



- CFLLC is a project about developing a place and a partnership;
- Initially a loosely constituted group of stakeholders with a shared agenda
- From this group a taskforce was formulated in January 2007 formed around an elective 'charter';
- Secretariat function 'honest broker' facilitated the relationships and established protocols for partnering;
- Formally constituted as an incorporated association in August 2007 with a Board and more recently a management sub committee;
- Plan to transition into community ownership - provide a mechanism for engaging communities in the delivery of community facilities/services



lessons learned.....



- Successful partnering is:
- all about TRUST;
- needs LEADERSHIP;
- is organic- but does require clarity of purpose and a degree of formality in its protocols
- a shared experience and 'learning journey';
- not dissimilar to successful parenting:
 - It has to be entered into on an eyes open basis and with genuine commitment of the organisation and individual;
 - Requires consistency, dedication of resources, patience, nurturing and leadership;
 - Recognises different contributions – capital and operational allocations, in-kind contributions; land and materials and intellectual property.



practical partnering – THI's checklist



1. Understand the context – is a partnership going to add value
2. What do you want this partnership to achieve –
3. Is it necessary to formulate a new partnership to do this?
4. Select the right partners - use a filter of 'a' (aligning aspiration, attitude, aptitude, appetite)
5. Decide on the partnership principles
 - Is it formal, prescriptive and accountable or
 - Is it organic, a shared journey with evolving protocols
6. Establish the partnership program (set targets and allocate tasks)
7. Value the relative contribution of all parties – everyone brings something to the table;
8. Ensure a robust reporting/communication model that tracks progress and achievements;
9. Be generous in your approach and prepared to 'value the journey' ;
10. Celebrate the partnership and its successes