



COMMUNITY 2168 PROJECT STRATEGIC PLAN 2015 – 2018

The Community 2168 Project is proudly funded by Liverpool City Council, the Department of Family and Community Services and South Western Sydney Local Health District.

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ACKNOWLEDGMENTS

Many thanks go to all the community groups, residents and organisations who provided support, information and input into the Community 2168 Project. Your input has assisted the development of this strategic plan, ensuring that the project remains a successful way of working together to improve the quality of life of people living in the 2168 postcode area. Particular thanks to the three funding partners for ensuring the financial stability of the project.

The 2168 Management Committee demonstrated dedication and provided a high level of input into the plan. A special mention is given to members of the Community 2168 Management Committee for their valued contribution.

- Colleen Boler, community representative
- Gladys Nimmett, community representative
- Natasha Lay, community representative
- Neville Johnson, community representative
- Sarah Dawn Boggs, community representative
- Margreet Shenouda, community representative
- Wendy Waller, community representative and Liverpool City Councillor
- The Hon Paul Lynch MP, State Member for Liverpool
- Linda Gorman, Department of Premier and Cabinet
- Cathy Noble, Department of Family and Community Services–SWS District
- Robert Bosi, Department of Family and Community Services–SWS District
- Justin Duggan, South Western Sydney Local Health District
- Eddie Jackson, Liverpool City Council
- James Johnson, NSW Police Force–Green Valley Local Area Command
- Nick Magriplis, Department of Education
- Trevor Smith, TAFE NSW - South Western Sydney Institute–Miller College
- Kamalle Dabboussy, Liverpool Migrant Resource Centre
- Maree Collins, Mission Australia–Miller Pathways
- Wray Walker, Miller Central
- Brendan Sheedy, Green Valley Plaza
- Galavizh Ahmadinia, Community 2168 Project
- Centre for Health, Equity, Training, Research and Evaluation (CHETRE), UNSW

EXECUTIVE SUMMARY

THE COMMUNITY 2168 PROJECT IS A MAJOR COMMUNITY CAPACITY AND URBAN RENEWAL PROJECT FOCUSED ON THE SUBURBS OF ASHCROFT, BUSBY, CARTWRIGHT, GREEN VALLEY, HECKENBERG, HINCHINBROOK, MILLER AND SADLEIR. IT IS A PARTNERSHIP PROJECT, ESTABLISHED IN 1999, THAT BRINGS TOGETHER RESIDENTS, BUSINESS, GOVERNMENT AND COMMUNITY ORGANISATIONS TO IMPROVE SERVICES, FACILITIES AND OPPORTUNITIES FOR ALL PEOPLE LIVING WITHIN THE 2168 POSTCODE AREA.

The Strategic Plan was prepared by the Community 2168 Management Committee with the priorities and strategies guided by:

- the interim review of the Strategic Plan 2012-2015
- the ongoing project evaluation
- the outcomes of an evaluation commissioned by the Department of Family and Community Services
- community input through the Speakouts Program
- community surveys at events
- focus groups, stakeholders consultations and various resident and agency forums
- Miller and Cartwright safety Audits

The review and analysis of project outcomes and feedback from community and stakeholders demonstrates significant improvements in the area as a result of collective response to socio-economic disadvantage within the 2168 postcode area. In essence, 2168 is a good news story and demonstrates the social, economic and community benefits to be derived from genuine partnership work. But there is much still to be done.

The Community 2168 Strategic Plan 2015–2018 is developed with a focus to build on a positive platform of success, maximise strengths within the community and realised partnership opportunities. The Project recognises the strong stakeholder partnership and existing social capital and will apply community-strengthening practices over the next three years. The project priorities will continue to address the socio-economic disadvantage of the area, ageing infrastructure, declining Miller Town Centre, perceptions of safety, employment and education needs, drug health and mental health issues and the need for community harmony and community pride initiatives to strengthen a sense of ownership and belonging.

The Community 2168 Strategic Plan 2015-2018 provides direction to facilitate local collaboration, to plan and implement projects and activities that are responsive to identified community needs and interests and to improve the quality of life for residents in 2168 area. The Plan contains a number of strategies for each priority area, that guides the project in meeting the intended outcomes. These are listed in the one year Action Plan, located on pages 10-16. The Action Plan will be reviewed annually to ensure activities remain relevant and reflective of the changing opportunities and challenges in the 2168 postcode area.



INTRODUCTION

The journey of the 2168 community has been long and hard. At the same time, it has been both remarkable and inspiring. Borne out of adversity, disaffection and community grievance, this once proud community has pulled through the tough times to regain its collective pride and sense of belonging to once again asset that:

“THIS IS A GREAT PLACE TO LIVE AND WE’RE PROUD OF IT”.

The Community 2168 project was established in 1999 as a major community renewal and capacity building partnership project located in the 2168 postcode area of the Liverpool local government area (LGA) in South West Sydney. Initially set up by the South West Sydney Local Health District in collaboration with the Department of Premier and Cabinet, it has continued to benefit from the financial sponsorship provided by the Department of Family and Community Services-Housing NSW, South West Sydney Local Health District and Liverpool City Council.

Governance for the project is provided by a partnership-based Management Committee that comprises seven local residents alongside representatives from the funding partners and project partners including Department of Education and Communities, Department of Premier and Cabinet, TAFE NSW – South Western Sydney Institute, NSW Police – Green Valley Local Area Command, the State Member for Liverpool, Liverpool Migrant Resource Centre and Mission Australia – Miller Pathways. The project is auspiced by Liverpool City Council which employs a Senior Project Officer to deliver on the project priorities.

The Community 2168 Management Committee moved a motion in 2014 to continue supporting this ground breaking project during 2015-2018 and the funding partners have renewed their financial commitment for a further three years.

The 2168 Strategic Plan outlines direction and desired outcomes for the next three years. The Plan was developed following extensive data analysis, community and stakeholder consultations, including the review and evaluation of programs to date. It includes a three year action plan that will be reviewed annually to ensure activities remain relevant and reflective of the changing needs and interests of the residents in 2168.

Project activities will be evaluated according to the evaluation framework that is currently being investigated with partner agencies. Achievements will be reported to the Community 2168 Management Committee quarterly and to the funding partners annually

PROJECT CONTEXT

The Community 2168 Project is a community and Government partnership. The Strategic Plan is informed by evaluation and needs analysis, and is aligned with outcomes that the project stakeholders, including government and non-government agencies, are seeking to achieve.

The Plan is informed by the NSW State Government commitment to improve outcomes in areas including health, education, employment and safety. Furthermore, it is guided by the Local

Government targets relating to inclusive and harmonious communities, participation and engagement, urban renewal and infrastructure development.

The 100 Resilient Cities program also informs the Community 2168 Project objectives. Similar to the 2168 model, a core element of this program is 'the ability to solve problems collectively and learn from each other', with specific reference to the following three elements of the program:

1. HEALTH AND WELLBEING:

- Meets basic needs – provision of essential resources
- Supports livelihood and employment – training and networks
- Ensure public health service – adequate and responsive services

2. ECONOMY & SOCIETY

- Fosters economic prosperity – economic growth
- Ensures social stability, security and justice – crime prevention
- Promotes cohesive and engaged communities – engagement, social networks and integration

3. LEADERSHIP & STRATEGY

- Promotes leadership and effective management with multi-stakeholder consultation, and evidence based decision-making
- Empowers a broad range of stakeholders through information and knowledge sharing
- Fosters long term and integrated planning via a holistic vision

Driven from the above influences, the following are key principles guiding the 2168 objectives and actions over the next three years:

- **CIVIC PARTICIPATION**
- **SOCIAL PARTNERSHIP**
- **ECONOMIC OPPORTUNITIES**
- **SUSTAINABILITY**
- **DEMONSTRATED VALUE FOR MONEY**



STRATEGIC PLAN

STRATEGIC PLAN 2015-2018

The Community 2168 Project partners have renewed their commitment under the current partnership model to respond to socio-economic challenges in the 2168 area, and to build on community strengths and opportunities for a proud and resilient community.

Over the past three years, the Community 2168 Project has applied diverse strategies to support the implementation of actions and to meet desired outcomes. It has achieved a high level of community engagement and effective collaboration of government at all levels. It has established short to mid-term working parties, planned and implemented programs and leveraged new funding and services to the area

The following are key outcomes for this period:

- Facilitating and resourcing community and government collaboration in the planning and delivery of over twenty five community events including: Health and Family Day, Youth Leadership, Harmony Day, Family and Children's Week, Employment and Education Expo and White Ribbon Day – engaging over 13,000 community members
- Facilitating up to fifteen partnerships annually
- Undertaking community safety campaigns and audits across the 2168 postcode and implementing up to forty (40) safety recommendations
- Providing advocacy and support to urban renewal, beautification and public art projects at nine sites
- Implementing social enterprise projects like the 2168 Community Markets
- Establishing the 2168 Employment, Training and Outreach Centre at Miller, accessed by over two thousand people annually
- Facilitating learning through mentoring, work placement and volunteering opportunities to residents and students
- Supporting strategic service planning for health and well-being programs
- Facilitating community consultation, information and awareness strategies
- Leveraging of grants and funded projects valued at over \$900K

STRATEGIC PLAN 2015-2018 CONTINUED

Further project outcome details for this period are highlighted in Appendix 1: Community 2168 Project – Strategic Plan Summary Report 2012-2015.

The future plan is partly informed by past success; however the project will retain flexibility to adapt to new opportunities. The new three year strategic plan is further informed by input from residents and service providers, through project evaluation, the Speakout Program, community surveys at events, place-based projects on public housing estates evaluation as commissioned by FACS, major community forums initiated by the Community STaR, the Health Equity Assessment conducted by CHETRE, and input from various resident and agency forums. It has also been analysed against outcomes of the interim review of the C2168 Strategic Plan 2012-2015.

The Community 2168 partnership model has been successful in achieving significant outcomes for and with the community. The partnership has demonstrated capacity to pioneer in the

management of complex socio-economic disadvantage; and evidence indicates the Project's ability to implement innovative approaches to capacity building.

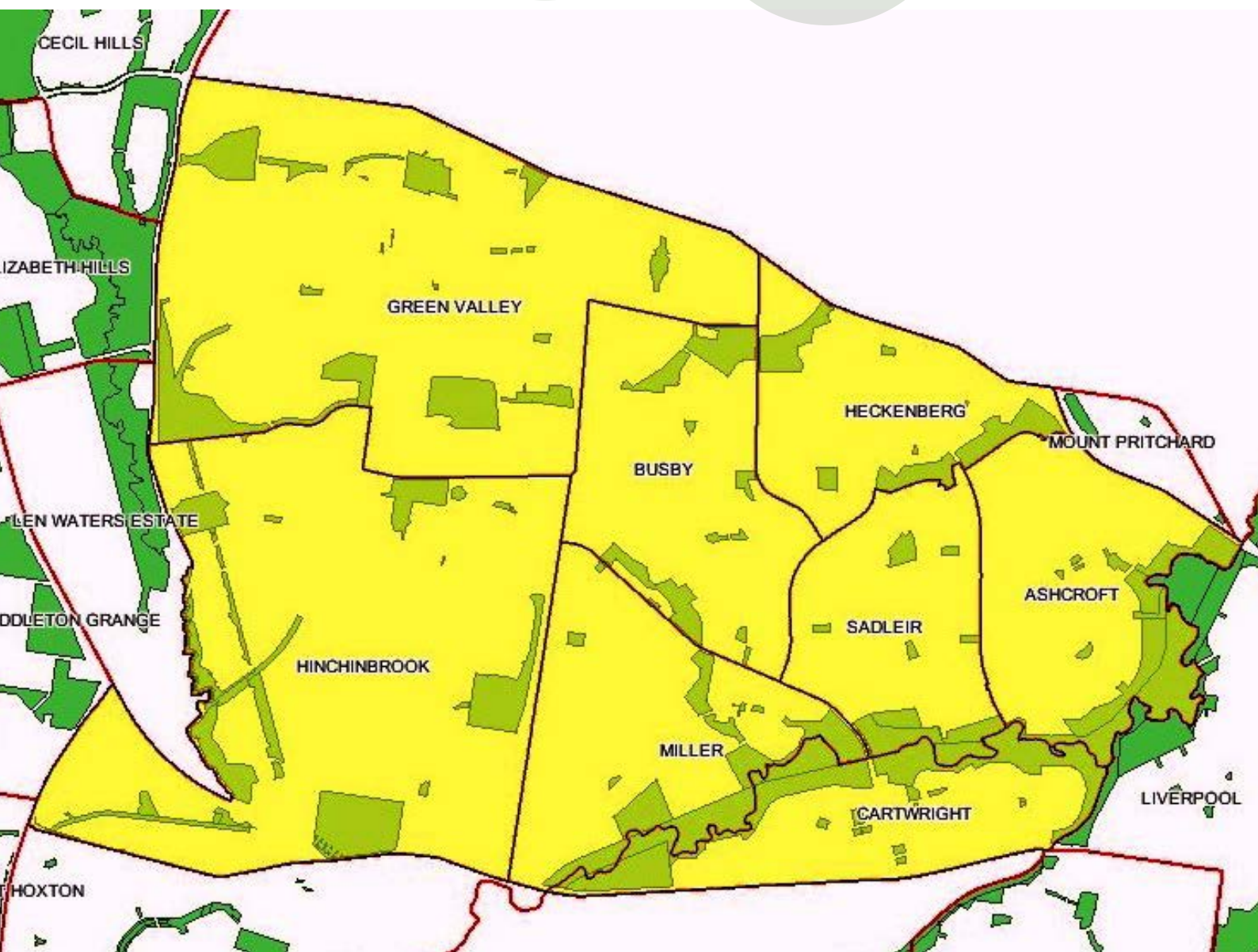
The partners acknowledge that challenges including unemployment, housing affordability, education, domestic violence and health within the 2168 area are interconnected with those of the region, state, national and global trends. They also recognise the necessity that focus is maintained, on strategies and activities that improve outcomes locally. The project will continue to observe and integrate new and innovative approaches in responding to challenges and to invest in opportunities.

The majority of priority areas have remained unchanged from Community 2168's Strategic Plan 2012-2015, with the intention of enhancing the progress made in these areas.

The priorities and outcomes of the 2015-2018 Plan are:

- Community Building, Engagement, Participation and Communication
- Community Pride and Harmony
- Urban Renewal
- Employment and Skill Development
- Education and Training
- Community Safety
- Health and Wellbeing

The diagram below outlines the Project implementation framework within the current partnership model.





ACTION PLAN

ACTION PLAN

THE AIMS, OBJECTIVES, AND RELATED ACTIONS SET OUT BELOW PROVIDE A BROAD OUTCOME FOR PLANNED ACTIVITIES OVER THE NEXT THREE YEARS. A ROBUST EVALUATION FRAMEWORK WILL BE DEVELOPED WITH PROJECT PARTNERS, WHICH WILL ESTABLISH MORE DETAILED MEASURES, TARGETS AND INDICATORS SO THAT THE PROJECT WILL BE ABLE TO PROVIDE INDEPENDENT EVIDENCE OF ITS ADDED VALUE AND VALUE FOR MONEY. THE ACTIONS WITHIN THE PLAN AIM TO BUILD ON THE STRENGTHS OF WHAT HAS ALREADY BEEN DEVELOPED IN THE AREA AND HAVE A STRONG FOCUS ON WORKING TOWARD SUSTAINABILITY IN PRACTICE.

COMMUNITY BUILDING, ENGAGEMENT, PARTICIPATION AND COMMUNICATION



AIM 1: A CONNECTED AND INFORMED COMMUNITY THAT LEADS AND PARTICIPATES IN LOCAL ACTIVITIES, PROGRAMS AND DECISION-MAKING

	OBJECTIVES	PRIMARY ACTIONS	MEASURES
1.1	Increase the diversity of people participating in activities and decision making	1.1a) Provide support to community groups to achieve outcomes through capacity building, access to funding, training and fundraising	At least five community groups are supported annually
		1.1b) Develop broader community representation on the project Management Committee	Increased diversity of community representatives
1.2	Increase the diversity of community engagement methods and opportunities	1.2a) Facilitate at least one 'have your say' session with community and other stakeholders	Have you say sessions are facilitated, number of participants
		1.1b) Plan and deliver a capacity building project with focus on community connection and community enterprise outcomes	New community connections and enterprises are established
1.3	Deliver innovative models of community engagement and participation	1.3a) Maintain information sharing mechanisms with networks and to seek feedback and input from residents and agencies on community strengths, needs, programs and activities	Information sharing mechanisms are maintained
		1.3c) Developing a communication strategy to showcase and promote project outcomes and engage community with project activities	Strategy is developed
1.4	Facilitate community participation in civic and political decision making processes	1.4a) Oversee the implementation of the 2168 Strong Children & Communities Project including the establishment of a Children's Parliament	Strong Communities Project is implemented and children's parliament established

SECONDARY ONGOING ACTIONS

- Research, and where appropriate, apply innovative methods of participation and engagement and evaluate outputs and outcomes
- Promote participation opportunities through existing communication tools to broad community members including young people, residents from culturally and linguistically diverse backgrounds, Aboriginal community members, older people and people with disabilities to encourage them to have their say about community matters
- Continue to convene the 2168 Management Committee with residents, government and non government organisations
- Facilitate collaboration with interagencies and networks across the region to advocate and act on issues of concern in the 2168 area.



COMMUNITY PRIDE AND HARMONY

AIM 2: A PROUD COMMUNITY WITH THE CAPACITY FOR RESIDENTS TO MANAGE LOCAL AFFAIRS IN PARTNERSHIP WITH SERVICE PROVIDERS

	OBJECTIVES	PRIMARY ACTIONS	MEASURES
2.1	Support community driven initiatives	2.1a) Explore implementing an 'Acknowledgement of Aboriginal Country' project including oral history and signage on government buildings and public spaces in consultation with the local Aboriginal community	Acknowledgement of Country is investigated
2.2	Implement initiatives that foster broad	2.2a) Undertake community pride initiatives including research, community education and awareness relating to cultural diversity and harmony	At least one community pride initiative is undertaken
		2.2b) Support community cultural programs such as NAIDOC Week and Harmony Day	Community cultural programs are delivered
2.3	Promote and celebrate community pride initiatives	2.3a) Facilitate discussions and conversations with local residents to bond communities and building bridges across diverse cultural groups	At least one community bridging initiative is implemented

SECONDARY ONGOING ACTIONS

- Support the delivery of cultural community development programs
- Engage the local MP and local media in celebrating these C2168 positive achievements



URBAN RENEWAL

AIM 3: A COMMUNITY THAT HAS ACCESS TO FACILITIES AND AMENITIES THAT REFLECT ITS DIVERSITY, FOSTERING OWNERSHIP AND PRIDE

	OBJECTIVES	PRIMARY ACTIONS	MEASURES
3.1	Support whole of Government approach to social disadvantage in the 2168 area through redevelopment programs	3.1a) Support discussions with key stakeholders including Federal and State Governments and Liverpool City Council on Miller Town Centre Redevelopment	Key stakeholder discussions are supported
		3.1b) Develop a shared long term vision for Miller Square services that incorporates upgrade and redesign of the area based on safer by design principles	A future vision for Miller Square services is developed
		3.1c) Participate and support 2168 Community Regeneration initiatives as they develop	Community regeneration initiatives supported
3.2	Work with local agencies to reduce incidents of graffiti and vandalism to private and public spaces and properties	3.2a) Undertake collaborative initiatives to align maintenance needs with maintenance programs of responsible agencies	Collaborative maintenance programs are supported by government and residents
3.3	Promote positive image of public spaces within the Community	3.3a) Explore strategies to address access to facilities and amenity, particularly as it relates to marginalised community groups	Access to facilities is improved
		3.3b) Report and advocate to relevant agencies the maintenance needs of amenities and public spaces such as footpaths, playgrounds and recreational facilities	Public amenities are maintained
3.4	Support and promote environmental sustainability programs	3.4a) Support environmental programs such as tree planting	Programs are supported
		3.4b) Initiate and support community driven environmental programs for example Clean-Up Australia Day and recycling	At least one program is delivered

SECONDARY ONGOING ACTIONS

- Continue to seek funding for beautification of public space projects, support community cultural art and street beautification programs
- Engage local MP and local media in positive stories for C2168 area

EDUCATION AND TRAINING

AIM 4: A COMMUNITY THAT ACQUIRES AND TRANSFERS KNOWLEDGE AND SKILLS

	OBJECTIVES	PRIMARY ACTIONS	MEASURES
4.1	Increase participation opportunities post-school, through an alternative education model and support local informal education programs	4.1a) Coordinate planning and delivery of a diverse range of education pathway programs through the 2168 Employment and Education Centre	Coordinated programs are delivered
		4.1b) Support key stakeholders in implementing educational programs	Additional programs are established
4.2	Decrease barriers to training and education through understanding and addressing issues relating to skill gaps and mapping of local needs	4.2a) Promote and create opportunities for residents to access local apprenticeships, traineeships and volunteering programs	programs developed and promoted
		4.2b) Source funding and coordinate operation of services from the Miller Community Centre	Centre is sustainable
		4.2c) Showcase the 2168 project model as a training ground in public health, social work, social policy, community welfare and development with educational institutes (schools, university and TAFE)	Educational institutes are engaged with the 2168 project model

SECONDARY ONGOING ACTIONS

- Promote programs focusing on computer and literacy needs
- Support and establish local partnerships and collaboration to deliver training programs specific to local needs
- Provide training opportunities for residents that will assist them to deliver programs in the local area

EMPLOYMENT AND SKILLS DEVELOPMENT

AIM 5: A COMMUNITY THAT STRIVE TO EXPAND AND FURTHER ITS OPPORTUNITIES IN SKILLS AND EMPLOYMENT

	OBJECTIVES	PRIMARY ACTIONS	MEASURES
5.1	Increased community participation and engagement in employment opportunities	5.1a) Coordinate planning and delivery of a diverse range of employment and skills pathway programs through the 2168 Employment and Education Centre	Coordinated programs are delivered
		5.1b) Connect job seekers to major local and regional development projects and economic growth opportunities with the view to increase employment, apprenticeships and traineeships opportunities	Connections are identified and promoted
5.2	Decrease barriers to employment and training through understanding and addressing issues, skills gaps and mapping of local needs	5.2a) Develop a combination of social and commercial enterprises with the view to generating income and skills development for young people	Additional programs are established Social enterprise programs delivered
		5.2b) Facilitate community and sector collaboration to disseminate information and news on employment programs	Programs are promoted and methods area evaluated
5.3	Enhance sector-wide activities and partnerships through facilitating collaboration among stakeholders	5.3a) Promote and create opportunities for residents to access local apprenticeships, traineeships and volunteering programs in partnership with employment services and government agencies	Collaborative approaches to employment needs are investigated

SECONDARY ONGOING ACTIONS

- Undertake research to understand social and health issues that prevent people from getting a job
- Research and document employment needs and trends and continue advocating to responsible agencies



COMMUNITY SAFETY

AIM 6: A SAFE AND HARMONIOUS COMMUNITY THAT PROVIDES OPPORTUNITIES FOR ALL RESIDENTS

	OBJECTIVES	PRIMARY ACTIONS	MEASURES
61.1	Support the delivery of innovative programs to improve perceptions of safety	6.1a) Address prevention and perceptions of crime and safety through increased safety audits across the 2168 area and dissemination of findings to the community including light audits	Safety audits are undertaken
		6.1b) Support stakeholders and networks in the 2168 area with community safety awareness and education programs	Awareness Programs are developed and implemented
6.2	Promote safe neighbourhood through police and community partnership	6.2a) Support local services and investigate strategies addressing high rates of domestic violence including the White Ribbon campaign	Domestic violence reduction strategies are supported
		6.2b) Continue the rapid removal of graffiti strategy at Miller, Ashcroft and other identified sites	Illegal graffiti is removed regularly
		6.2c) Utilise local network, local media, events and residents group and the 2168 Newsletter to raise awareness of crime and safety news and initiatives	Safety information is disseminated

SECONDARY ONGOING ACTIONS

- Support local collaboration to activate public spaces
- Utilise local network and the 2168 Newsletter to disseminate safety information
- Improve visibility and natural surveillance by lobbying for regular maintenance of overgrown foliage and public lighting
- Engage local media to disseminate safety news and initiatives

HEALTH AND WELLBEING

AIM 7: ADEQUATE PUBLIC HEALTH SERVICES ARE MEETING COMMUNITY HEALTH NEEDS

	OBJECTIVES	PRIMARY ACTIONS	MEASURES
7.1	Improved access to adequate and responsive health services	7.1a) Explore the opportunities for improvements in integrating the experience of primary and acute care for Miller residents	Opportunities for integrated care improvements identified
		7.1b) undertake mapping of health services in the 2168 area with a view to identify gaps and make recommendations addressing gaps	Service map is developed
7.2	Provide opportunities for community participation in planning processes	7.2a) Support community groups including those operating from the HUB on health and wellbeing initiatives to increase awareness and access to programs	Programs are supported
		7.2b) Support local agencies to seek funding with a focus on improving health and wellbeing	Funding and new programs are available

SECONDARY ONGOING ACTIONS

- Support initiatives that improve early childhood development and wellbeing, including the Miller C4C Program
- Liaise with relevant stakeholders and networks to improve health outcomes for 2168 residents, including outreach programs
- Engage local MP and/or local media to help raise awareness of new health programs and initiatives available within the area.



APPENDIX

APPENDIX 1 COMMUNITY 2168 PROJECT – STRATEGIC PLAN SUMMARY REPORT 2012 –2015

Priority	Community Engagement, Participation and Communication	Community Safety	Urban Renewal	Employment	Education and Training	Community Health and Wellbeing
Outcome	Increased community participation in local activities and decision making	Improved physical amenities and public safety as well as reduced crime and anti-social behaviour in public spaces	Improved liveability and maintenance of amenities in the 2168 area	Increased community participation and engagement in employment opportunities	Increased community participation and engagement in educational and training opportunities	Increased community access and participation in planning and delivery of health services, information and decision making to improve physical, mental and social health and well-being
	<ul style="list-style-type: none"> • Increase the diversity of people participating in activities and decision making • Increase the diversity of community engagement methods and opportunity Deliver innovative models of community engagement and participation	<ul style="list-style-type: none"> • Support the delivery of innovative programs to improve perception • Promote safe neighbourhood through police and community partnership • Promote and celebrate cultural diversity 	<ul style="list-style-type: none"> • Develop a shared long term vision for Miller Square that incorporates upgrade and redesign of the area based on safer by design principles • Work with local agencies to reduce incidents of graffiti and vandalism to private and public spaces and properties • Promote positive image of public spaces 	<ul style="list-style-type: none"> • Increase participation in the labour market for local residents, including awareness on demand for jobs and skills • Enhance sector-wide activities and partnerships • Improve employability of residents through training and mentoring initiatives 	<ul style="list-style-type: none"> • Increase participation opportunities post-school, University and TAFE through an alternative education model and support local informal education programs • Decrease barriers to training and education through understanding and addressing issues, skills gaps and mapping of local needs 	<ul style="list-style-type: none"> • Increase access to specialised services, including mental health, alcohol and other drug health service • Improve opportunities for community health education and awareness • Provide opportunities for community participation in planning processes

Priority	Community Engagement, Participation and Communication	Community Safety	Urban Renewal	Employment	Education and Training	Community Health and Wellbeing
Activities/Progress	<ul style="list-style-type: none"> Information sharing mechanisms have been established and maintained through the 2168 interagency, events, community forums, e-groups and the 2168 newsletter. Residents and local agencies were actively involved in the delivery of local initiatives, including the annual 2168 Health and Family Day, Community Markets, youth leadership initiatives, White Ribbon Day, Harmony Day and community forums. interagency collaboration resulted in diverse range of social and community events and programs including: <ol style="list-style-type: none"> Miller MESH – SWYPE coordinated a digital art program engaging fifteen young people to develop and produce a video on domestic violence, t-shirts and framed messages; launched at the White Ribbon Day Forum in 2013 2168 Children's Week and Family Week—Mission Australia-Miller Pathways coordinated local collaborations to plan and deliver Children's Week and Family Week community events during 2012 and 2013. Twisted Sounds Youth Music Festival—held at Miller PCYC in 2012. Carols by Candlelight— An initiative of Miller Art and Fact and supported by local agencies, this initiative has developed into a major community event since 2012. 	<ul style="list-style-type: none"> A Safety Audit of Miller and Cartwright undertaken identifying and recommending areas for improvement. Upgrade of No Littering and Alcohol Free Zone signs in line with implementing the Miller Safety Audit recommendations. Promote reporting procedures on safety related matters through the 2168 newsletter and community events. Undertaken Community Pride Sign Competition to address vandalism and anti-social behaviour. NSW Police – Green Valley LAC facilitated provision of safety news and updates to the local community through meetings, community events and local media. Funding for numerous beautification and public space projects has been secured and projects have been undertaken. The Living Streets initiative was successful in securing funding from the Attorney General's Department to undertake a number of mural and art project. Community garden beds at Miller Square were renewed by the Liverpool District Men's Shed Association in partnership with the Royal Botanic Gardens. Community harmony initiatives were undertaken to promote discussion on challenges and opportunities working with culturally diverse communities and developing strategies to work effectively with community groups. 	<ul style="list-style-type: none"> Funding from the Department of Planning and Infrastructure secured by Council to prepare a Master Plan for redevelopment of the Miller Town Centre in collaboration with key stakeholders. The Living Streets in 2168 project completed a number of cultural art projects including rejuvenation works at McGirr Park, Miller and Blamfield Oval in Ashcroft. <ol style="list-style-type: none"> Cartwright Gateway Project – six art signs were developed in partnership with students from Miller High School, which are displayed on the Miller PCYC grounds. Murals were installed in Ron Darcy Oval. Art work installed at McGirr Park (Miller) and Blamfield Park (Ashcroft). Winnal Reserve – installation of murals, fencing and gardens. 	<ul style="list-style-type: none"> The annual Employment and Education Expo and Open day was held at TAFE NSW – Miller College during 2012-2015. In total over 120 agencies participated with stall and approximately 3500 people participated. The People's Shed Social Enterprise Hub and Men's Shed members were supported during 2012-2013 through skill development, training and facilitating participation. The Men's Shed group was supported with their weekly meetings and a number of community projects. The Miller Community Centre was refurbished in partnership with Liverpool City Council. Established the '2168 Employment and Education Centre' at the Miller Community Centre that provide coordinated delivery of employment and educational programs and outreach services. 	<ul style="list-style-type: none"> The 2168 Training and Research Centre, auspiced by CHETRE completed in 2013. A total of fourteen workshops, forums and seminars were implemented during this period. A mapping initiative of education services and programs within the 2168 area has been completed, to assist in identifying service gaps. Supported delivery of training programs for volunteers and participants through initiatives such as: Living Streets Program, People's Shed, 2168 Training and Resource Centre. Co-facilitated the launch of the People's Shed and Food4Life Market at Busby in August 2013. Supported the Paint Liverpool REad early literacy initiative lead by Liverpool Family and Children's Network, rolled out across Liverpool, also benefiting residents in the 2168 areas. 	<ul style="list-style-type: none"> 2168 Resident Action Group was supported to deliver the annual Health and Family Day in 2012-2013. Participants benefited from variety of information stalls and workshops and enjoyed activities and entertainment including: <ol style="list-style-type: none"> Total of 55 volunteers and stall holders Approximately 1500 people attended. 350 children show bags were distributed 12 stalls from community markets, selling new and second hand goods 13 children activities, 6 presentations, and 10 performances were delivered Ongoing advocacy to increase outreach health services by local agencies has resulted in new programs including: <ol style="list-style-type: none"> Mission Australia – Happy, Healthy Minds Program The Hub Community Health Centre – Family Counselling and Smart Recovery program to support families with drug issues (in partnership with Liverpool Community Drug Action Team) Undertaken an audit of the health services within the area. Initiatives such as Harmony Day, Health and Family Day, and Men's Health Forum were developed in partnership with local agencies with the aim in supporting community cohesion and health service collaboration.

Priority	Community Engagement, Participation and Communication	Community Safety	Urban Renewal	Employment	Education and Training	Community Health and Wellbeing
Activities/Progress	<p>e) Health and Family Day—An initiative of the 2168 Resident Action Group and supported by local agencies, this event was held during 2012 and 2013, attended by over 1000 people.</p> <p>f) Playtime with GoGo at Sadleir – Liverpool Family and Children Interagency facilitated collaboration among local agencies and delivered a six-week program at two local schools targeting families with children 0-5 years. This was in response to Australian Early Development Index Report rating high vulnerabilities.</p> <ul style="list-style-type: none"> Diverse “Have your say” community forums including domestic violence, alcohol and other drugs, dual diagnosis and capacity building were undertaken on regular basis. In addition surveys and focus groups have been facilitated as a platform to promote, seek feedback and input from residents and agencies on community needs, programs and activities. The final phase of the Speakouts Program implemented in 2013, focusing on engaging with families, seniors and young people from CALD backgrounds. Partnership and outreach opportunities targeting the needs of the diverse community members have been developed through the establishment of the Miller Community Centre project. 	<ul style="list-style-type: none"> A Lighting maintenance plan in collaboration with Liverpool City Council has been established, which aims to encourage residents to report lighting issues. The Liverpool White Ribbon Committee coordinated collaboration among local agencies to deliver annual White Ribbon events in 2012 and 2013 at Miller including an event at Miller Square and a forum featuring community and agency representatives, a discussion panel and the launch of Miller MESH video. Continued to work with Liverpool and Green Valley community safety forums on community safety projects and informing members of ongoing safety issues. 	<ul style="list-style-type: none"> The dynamic street art gallery at the Ashcroft Shops completed. The project engaged over two hundred residents, artists and businesses during various stages of its planning, implementation and launch. Through the course of the initiative casual employment was provided to local artists, art and skills workshops were delivered which has contributed to the fall of illegal graffiti in the area. Planning and promotion of Clean-Up Australia Day campaign to encourage resident led cleaning activities. Implementation of recommendations from the Miller Safety Audit including upgrade of lighting, footpaths and lane ways. Reporting and advocating on deficiencies and maintenance needs on regular basis. 	<ul style="list-style-type: none"> The 2168 Community Markets which provide local residents with training, volunteering and casual work opportunities commenced monthly market days from Miller Shopping Centre since 2014. Continued providing work experience to TAFE and university student. Supported youth participation in cultural activities through a partnership with the Big Picture Film Festival. A mapping initiative of employment services and programs within the 2168 area has been completed to assist in identifying service gaps. 	<ul style="list-style-type: none"> Implemented the 2168 Youth leadership Project, a partnership with SWYPE and the HUB to deliver a 10 week program for young people. The focus of the program was performing arts—dance, music and theatre. 	<ul style="list-style-type: none"> Provided ongoing support to local agencies through the provision of data, direction and advice on program delivery and community engagement. Supported the HUB Community Health Centre, CHETRE and Liverpool Community Drug Action Team (CDAT) and other local agencies to deliver the following initiatives: <ul style="list-style-type: none"> a) South West Sydney Men’s Health Forum: The forum which covered various topics including mental health, physical health, relationships and family issues was attended by 70 participants. b) Alcohol in Our Community Forum: Topics covered included domestic violence, anti-social behaviour, noise and nuisance, road accidents, suicide, unemployment and mental health issues. Approximately 60 participants attended the forum.

APPENDIX 2

FUNDING CONTRIBUTIONS AND GRANTS TO THE COMMUNITY 2168 PROJECT AND GRANTS TO THE COMMUNITY 2168 PROJECT

JULY 2012 – JUNE 2015			
Funding Program/ Provider	Project Title	Outcome and Period	Amount
Financial Partners – Department of Family and Community Services, South Western Sydney Local Health District, Liverpool City Council	Core project funding	Successful, 2012-2015	328,500
ClubsGrant	The Speakout Program	Successful, 2012-2013	7,000
ClubsGrant	2168 Health and Family Day	Successful, 2012	12,500
Proceeds of Crime Act Funding	Living Streets Project in 2168	Successful, 2013	90,000
Community Builders Partnership Grant & Liverpool City Council	Miller Community Centre Refurbishment	Successful, 2013	145,000
Department of Planning and Infrastructure	Miller Town Centre Masterplan	Successful, 2013	60,000
Community Builders Partnership	Miller Community Centre IT and Equipment (Re-allocation of Safe and Proud Project funds)	Successful, 2014	\$25,000
Community Builders Partnership	Upgrade of Cartwright and Miller Underpasses (Re-allocation of Safe and Proud Project funds)	Successful, 2013-2014	41,000
ClubGrants	Community Markets	Successful, 2013	2,500
ClubGrants	White Ribbon Day Forum	Successful, 2013	2,130
2168 Communities 4 Children	Strong Communities Project	Successful, 2015	190,000
Community Builders and National Crime Prevention	2168 Youth Street Project	Unsuccessful, 2013	273,085
Housing NSW Resource Grant	Cultural Project with artists from Aboriginal and CALD communities	Unsuccessful, 2012	4,880
Partners in Recovery System Improvement Fund	2168 Mental Health Service Plan	Unsuccessful, 2014	72,271
ClubGrants	Back to Basics Training	Pending, 2015	10,500
ClubGrants	2168's Got Talent	Pending, 2016	17,400
Total Grants Applied: \$ 1, 281, 766		Total Grants Received: \$ 903, 630	

APPENDIX 3 PROJECT BACKGROUND

The first phase of the Community 2168 Project was implemented between 1999 and 2003. This phase aimed to address a community crisis that occurred in the area during that time. The priority areas of phase one of the Project were:

- Neighbourhood and community renewal
- Integration of human services in the 2168 area
- Community ownership of local initiatives
- Creating an inclusive community
- Planning for a whole community

Phase one was instrumental in addressing community crisis through the development of the management and project structure, averting a crisis in relation to crime and safety and implementing urban renewal works. Funding partners and other agencies continued to focus on sustainability and developed options for the project. Although the major community crisis had been averted, it was clear that a new direction was needed to ensure that social problems did not return and that the project structure was sustainable.

In 2006, after extensive community consultation, a Strategic Plan was developed focusing largely on resident participation, engagement, ownership and sustainability, setting the direction for the next phase of the project, which has been implemented since 2006.

The Community 2168 Project partnership is renewed and strengthened with the three funding partners, Liverpool City Council, South Western Sydney Local Health District (SWS LHD) and Department of Family & Community Services (FaCS) recently confirming their ongoing commitment to the area once again, providing continuity over the past nine years.

Comprehensive community consultation, strategic planning addressing major priority areas, project evaluation and a whole of government approach has contributed to this unique partnership project continuing into the current phase. New models of engagement, collaboration and partnerships have been strengthened and the foundation for sustainability of programs and initiatives has been laid, using the knowledge gained from over fifteen years of evaluation, to benefit the community over the 2015 – 18 period. Continuation of this project presents an important opportunity to make a long-term commitment to work with disadvantaged communities, which is necessary to achieve positive changes in the area. The current Strategic Plan aims to build on the strengths and outcomes of the Project to date. The following is an outline of varied phases of the project since its inception in 1999.



APPENDIX 4 PROJECT EVALUATION

Since the project commenced in 1999, ongoing evaluation of the Community 2168 project has been conducted by the Centre for Health Education Training Research Evaluation (CHETRE). Results were fed back to the community through Liverpool Council's website and community meetings. Five household surveys of the Miller community have been undertaken at three year intervals, beginning in 1999, with the last survey in 2010. These surveys have assessed Miller residents' perceptions of crime, public amenities, safety, trust, solidarity, sense of community, self-rated health and global perceptions of community change.

Overall, residents reported that the project has provided opportunities for learning, employment and capacity development, improved access to services and has helped to build social cohesion. The 2010 Miller Household Survey indicated that 78 per cent of residents were satisfied with their lives. It also showed:

- A shift toward Miller being perceived as a more accepting and connected community
- Improvement in perceptions of crime and safety compared to when the project started, including drug related issues
- Maintenance and access to public amenities are re-emerging issues, with perceptions of more problems now than in 2010 (although not as high as in 1999, prior to commencement of the Community 2168 project) and
- The lack of safe spaces for children is an ongoing unresolved issue for residents.

Furthermore, CHETRE conducted a Health Equity Assessment in 2014 on the 2168 Strategic Plan to:

- Identify how strategies and actions potentially impact on health and health equity
- Identify what works well for whom
- Provide recommendations and/or actions to maximise the potential health benefits

The Assessment concluded that the overwhelming majority of strategies and actions within the six priority areas, were expected to have positive health impacts. It made a number of recommendations in relation to community engagement and community safety strategies with the aim to increase access and equity based on evidence and best practices of the project.

In 2014, FACS commissioned CHETRE to undertake an evaluation on behalf of the 2168 Management Committee entitled "Evaluating place-based projects on public housing estates" to evaluate the effectiveness of the place-based, partnership model of the Community 2168 Project, and assess the following:

- The effectiveness of the Community 2168 partnership model, including the governance and strategic plan
- Suggestions for possible improvements, or changes to current process or procedures
- The success or otherwise of the partnership against the project's stated outcomes
- The social and economic benefits or otherwise of the project to inform future funding decisions

The evaluation findings suggested that the Community 2168 Partnership model, within its scope and limitations, has been an effective intervention for the 2168 area.

"The findings suggested an overall success of the partnership model. This is reflected in the strength of the social return on the investment over the duration of the Community 2168 Project and strong support to maintain this model. However, whilst there is evidence of improvement and return on investment, the 2168 postcode remains a disadvantaged area where core social determinants of health continue to remain poorer relative to Sydney."

The report showed that overall there was a strong support to maintain and strengthen the

current partnership model, identified some areas for improvement and made a number of recommendations including:

- Build on the high quality relationships already developed and explore strategies for further community engagement
- Develop broader community representation on the project Management Committee
- Explore the use of various approaches to social issues that address sustainability and increased community and agency engagement, within the boundaries of the current partnership model
- Explore strategies for funding diversification

Analysis of statistical data and community consultations indicates that residents living in the 2168 postcode area continue to experience socio-economic disadvantage. In comparison to the NSW data, there are a number of contributing factors to this problem including:

- Higher than average socio-economic disadvantage
- High concentration of people with complex social and health needs in some suburbs
- Parts of suburbs within the 2168 Postcode identified as the most disadvantaged areas of Greater Sydney
- High unemployment rates – particular youth unemployment
- Higher proportion of single parent families;
- Lower participation in tertiary education
- Limited economic development activities
- Ageing housing stock and time-worn physical environment in some areas
- Anti-social behaviour in some areas
- Higher than average incidents of domestic violence

The interim evaluation outlines that the Community 2168 Project continues to achieve

significant benefits for the community. The Project will continue to invest in the following strengths that present opportunities for further growth and improvement in the area:

- Broad networking and cross sector collaboration
- Connected and engaged community providing opportunity to increase equitable access to facilities and resources for residents
- Problem solving, sharing knowledge and addressing local needs
- Grass roots community development as well as policy and social investment including education, employment and health service providers, programs for young people, children and culturally diverse community groups, active representation of charity and community groups and access to community facilities
- General perception of improvement in the area
- Strong community pride and sense of belonging
- Broad array of parks and open spaces, presenting opportunities for access and redevelopment
- Significant improvement in crime & safety and drug related issues

The evidence derived from data analysis and evaluations has been used to inform the next phase of the project. In light of significant wins for the community over the past fifteen years, it is evident that long-term commitment is required to maintain the outcomes achieved to-date, and to continue to improve community well-being and social cohesion. In order to profile the impact of the project and identify future commitments, a fifteen-year longitude research on outcomes is currently being investigated. This will include development of an analytical report; study the evidence of impact and implication on future directions and to develop an evaluation and monitoring framework.

APPENDIX 5

2168 AT A GLANCE

At the time of the 2011 Census, there were 41,912 people living in the 2168 postcode area, a slight increase since 2006.

The population of the 2168 postcode area is relatively young, with the median age being 32 years. Children aged 0-14 years made up 24 per cent of the population and people age 25-65 years made up 67 per cent. Approximately 10 per cent of the population are 65 years and over.

The population of the 2168 postcode area is diverse in culture and language. Almost 47 per cent of people were born overseas and 62 per cent spoke a language other than English at home. The top five countries of birth other than Australia are Vietnam, Fiji, Iraq, Lebanon and New Zealand. The top five languages spoken at home other than English are Vietnamese, Arabic, Spanish, Cantonese and Italian. The population of Aboriginal and Torres Strait Islander people were 2.4 per cent.

Approximately 36 per cent of the population in 2168 were attending an educational institution in 2011. Of these, 5 per cent were attending pre-school, 27 per cent were in primary school, 24 per cent were in secondary school and 17 per cent were in a tertiary or technical institution. Nearly 30 per cent of people with a qualification have obtained certificate, diploma or advanced diploma, over nine per cent have a university degree or a postgraduate degree.

The area has a strong workforce in trade. Over 44 per cent of people in workforce are working as labourers, technician and trader workers, machinery operators and drivers. Approximately 17 per cent are working in professional and managerial occupations and a further 25 per cent are working in community and administration services. Unemployment rates currently stand at approximately 10 per cent.

Of the households in the 2168 postcode area, 54 per cent were couple families with children, 20 per cent were couple families without children and 24 per cent were single parent families. Five per cent of the population were single person households.

Over 58 per cent of the population own their homes, with 36 per cent paying of a mortgage with a monthly repayment of \$1,918. For nearly 16 per cent of households, their mortgage repayment was more than 30 per cent of their income. Rental properties are at approximately 33 per cent, including 18 per cent renting from the State and public housing authorities. Over a quarter of households in 2168 had a weekly household income of less than \$600 and nearly 7 per cent had a weekly income of more than \$3,000.

The majority of households in the 2168 area use private vehicles as the main method of transport. Over 80 per cent of households use a registered motor vehicle.



APPENDIX 5 DEMOGRAPHIC INFORMATION ANALYSIS SUMMARY 2001 - 2011

Cultural and language diversity in the 2168 area has increased. In 2001, 2.2% of the 2168 population were Aboriginal and Torres Strait Islander residents, compare to 2.4% in 2011, an increase of 0.2%. For the same period percentage of people reported speaking English only at home increased from 45.1% in 2001 to 52.3% in 2011.

The proportion of adults who have completed year 12 or equivalent education is increasing in the 2168 postcode area, however, the proportion remains lower than Sydney average.

Unemployment rates in 2168 have declined by 2.1%. In 2001 unemployment rate was at 11.4% compare to 9.7% in 2011.

Over the decade 1999-2000 to 2009-2010 there have been considerable reductions in all categories of crime in the 2168 postcode area, with the exception of an increase in the reported number of assaults, and a small increase in sexual offences. There have been large decreases in the number

of break and enter, motor vehicle theft related crime, theft and malicious damage. During 2009-2013 there have continued to be considerable reductions in all categories of crime in the 2168 postcode area, with the exception of a small increase in the reported number of assaults. However, crime statistics showed that over the 2009-2013 periods, an increase in domestic assault of 12.8% per year was reported for postcode area 2168, significantly higher than NSW, which experienced an increase of 1.5% per year.

The Australian Early Development Index (AEDI) results for the children entering schools in the 2168 postcode area in 2012 has shown an increase vulnerability in most domains compare to figure in 2009. This trend for an increase in the number of children vulnerable on the domains of development is contrary to NSW results.

Infrastructure and amenities deterioration have increased to levels higher than those reported in 1999.

APPENDIX 6

ACRONYMS AND DEFINITIONS

CHETRE

Centre for Health, Equity, Training, Research and Evaluation

FACS

Department of Family and Community Services

LGA

Local Government Area

MRC

Migrant Resource Centre

NGO

Non-government organisation

SWSLHD

Sydney Western South Local Health District

UWS

University of Western Sydney

GVLAC

Green Valley Local Area Command

C4C

Communities For Children

2168

The 2168 postcode area is part of the Liverpool local government area in Sydney's South West. It includes the suburbs of Ashcroft, Busby, Cartwright, Miller, Heckenberg, Sadleir, Green Valley and Hinchinbrook.

Capacity Building

A strengths based approach to achieving citizen participation linked to empowerment, civil society and social movements. It requires enhanced citizen and community group ability and re-establishing a cooperative community nature.

Community 2168

Commencing in 1999, Community 2168 is a community renewal and capacity building partnership project based in the 2168 poste code area. Community 2168 is one of the major community renewal initiatives in NSW and receives support from the NSW Government, human service agencies, local government and the local community.

Community Engagement

Refers to "public processes in which the general public and other interested parties are invited to contribute to particular proposals or policy changes. Community engagement has the potential to go beyond merely making information available or gathering opinions and attitudes. It entails a more active exchange of information and viewpoints between the sponsoring organisation and the public" (Elton Consulting, 2003: 6).

