



Sydney
Community
Foundation

ProjectWOW!

Meaning: slang: a person or a thing that is amazingly successful

A SYDNEY COMMUNITY FOUNDATION
PLACE-BASED PROGRAM
IN WESTERN AND SOUTH WESTERN SYDNEY

Report 2014

COLLECTIVE IMPACT = CHANGING LIVES



“I believe the partnership we have formed with the Sydney Community Foundation and their donors has brought about enormous change in the community, it has empowered women, fostered community engagement and created community leaders.”

- **Pat Hall**
Community Development Manager
Liverpool Neighbourhood Connections



Liverpool
Neighbourhood
Connections

“My name is Asmaa and I am the group leader and head chef of Parents Café Catering, a social enterprise in Fairfield, Sydney.

Our goal is to have a sustainable business where we can help provide many parents with pathways to mainstream employment.”



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Executive Summary



Collective Impact = Changing Lives. The projects that make up *Project WOW!* have a common purpose and together are changing lives, one at a time.

In the first year of this pilot place-based program for collective impact, now named *ProjectWOW!* the diverse collaborators have together achieved success. 'WOW' stands for 'Winners of Western Sydney'. As the backbone organisation Sydney Community Foundation has focused on the foundational activities required to establish a successful collective impact in the long term. With the local community and steering committee we have established a common agenda, shared measurement system and are successfully encouraging philanthropic investment into communities of acute disadvantage in Western

and South Western Sydney. This would not have been possible without the partnership Sydney Community Foundation formed with Liverpool Neighbourhood Connections. We then listened and responded to local community members.

At the outset of the project in 2013, Sydney Community Foundation research¹ showed that only 2% of total funding to communities in this part of Sydney was philanthropic, compared to a national average to comparable communities of 10%. Based on this evidence, we took up the challenge of joining up generous philanthropists, government and foundations to meet the needs of communities often overlooked by traditional welfare and charity.

We recognise that philanthropy alone cannot solve Sydney's entrenched social issues. The collective impact and place-based approach of *ProjectWOW!* delivers strategic, long term commitment and funding to make lasting change in a targeted area. *ProjectWOW!* is a true collaboration involving NSW Government, individual philanthropists, national foundations and grassroots service providers. Year one of the pilot, demonstrates that collective impact place-based philanthropy can create quick wins, establish the foundations to build stronger communities and create a greater sense of belonging for people living with disadvantage or in poverty. **In Warwick Farm 350 people have gained greater education or employment outcomes from the program in year one.**

Achievements in the early years of collective impact are the building blocks of sustainable change. Sydney Community Foundation's Sydney Women's Fund, through funding projects and telling the stories of need have built the case for philanthropic investment. We have brokered the resources required to achieve change; human, financial, business and in-kind. **The community has sown the seeds of change in the communities of Warwick Farm and Fairfield, we are proud to have the opportunity to accelerate the growth and change they seek.**

When a single stakeholder works towards achieving social change, investment can be well intentioned but ad-hoc. It may not be targeted or really in tune with the way a community will respond. If funds are not sustained, gains are lost.

¹Mapping Philanthropic Investment in South Western and Western Sydney, Sydney Community Foundation and ACA Research, 2013.

Collective impact programs require ongoing community buy in, philanthropic and government support over five to seven years to deliver lasting change. To ensure the success of *ProjectWOW!* Sydney Community Foundation will require greater resources to continue to act in the critical role of 'backbone organisation'. Our role now is to consolidate and continue in Warwick Farm and lead the expansion of the program into Fairfield, Miller, Heckenberg, Liverpool and Campbelltown.

Genevieve Timmons, respected philanthropist, author of *Savvy Giving* and Philanthropic Executive at Portland House (a *ProjectWOW!* partner) says, "support for the operations of community foundations in place-based work is a critical to overcoming poverty."

The potential of *ProjectWOW!* as a model for other communities in Australian cities is clear. The outcomes achieved in year one through partnership and collaboration with the community, many Australian foundations, philanthropists and NSW government are detailed in full in this report.

1. Three focus areas of the projects are education, employment and youth
2. The common goals are completing education and pathways to employment

Many of the projects are designed to help women and children leave behind disadvantage and become successful in what they set out to achieve. If women's lives are strong and productive, communities are stronger. Much of the project work in Warwick Farm is being led by women and one project focuses exclusively on developing local women as future community leaders.

As backbone organisation our challenge is to measure, map and communicate the human outcomes of *ProjectWOW!* Results such as a stronger sense of belonging, personal pride and confidence, as well as the numbers of people working, learning and in jobs are complex to measure. Improved mental and physical health must be recognised as an outcome, but at this stage it is beyond our means to track this, past the anecdotal information we receive from our community partners. Our collective impact measurement methodology is designed to capture both qualitative and quantitative benefits of the program. Ideally and subject to resourcing by the end of year three a community survey and interviews could measure qualitative outcomes at a deeper level.

In the first year of the pilot program we have been responsible for the design, and for guiding the implementation of *ProjectWOW!* in Warwick Farm, Heckenberg, Miller and Fairfield. In Warwick Farm we have worked closely with the local community and the program's steering committee in piloting individual projects. We have brought program and project funding (see Donor List p 33). These projects are the influencing activities that have achieved the following results against the agreed impact measures set by the NSW Department of Family and Community Services and sought by our other donors:

- Number of people with improved educational outcomes and certificates
- Number of people gaining employment as a result of the project
- Number of jobs, social enterprises and start ups as economic impacts

Just some of the outcomes in year one of ProjectWOW! in Warwick Farm are here.

Education

- 50 community members involved in agreeing common agenda and design of projects
- 19 women on pathways to employment
- 8 women completed TAFE certificates
- 175 Kindergarten – Year 2 kids accessing new tablet technology and online learning programs

Youth

- 10 girls fundraising for charity

Employment

- 30 girls at risk of disengaging in school, engaging in their education and learning important life and safety skills
- 15 women in social enterprise businesses
- 30 women planning and being supported to launch their own micro businesses
- 8 new start-up businesses
- 5 jobs for people with disabilities

Independence is the ultimate goal for the people whose lives are touched by *ProjectWOW!*

This report details program outcomes (p 18 & 23) and lists projects (p 29) updating all collaborators on achievements to date. Sydney Community Foundation acknowledges the hard work and financial support that has enabled *ProjectWOW!* to launch. In particular I wish to acknowledge the commitment of local leaders and social entrepreneurs Pat Hall, Christine Luttrell and the team at Liverpool Neighbourhood Connections, Mandy Richards from Sydney Community Foundation, and the program's steering committee, as well as every individual who has embraced the program and its aims.

The collective effort of government, donors and community working together has enabled Sydney Community Foundation to demonstrate the importance of community foundations as backbone organisations, identifying needs in the community, responding to them and gathering people together to give and provide support to that brings about change for the better.

I look forward to continuing to collaborate with all our partners in the coming years of 'Project WOW!'.

Our aim at Sydney Community Foundation is to change lives one-by-one and to enable independence. Community Foundations create partnerships to build stronger, fairer and healthier



Jane Jose

Chief Executive, Sydney Community Foundation

Warwick Farm Impact Summary 2013 – 2014 against outcomes focus

| Numbers | Activities | Youth | Education | Employment |
|-------------|--|-------|-----------|------------|
| \$1,115,440 | Funds raised or committed from key corporate, philanthropic and government partners for 3 years of the <i>Project WOW!</i> pilot. | | | |
| \$194,216 | Top up funding to projects brought into the community from Sydney Community Foundation sub-funds and individual donors. | | | |
| \$70,000 | Funds from Private Ancillary Fund's giving directly to collective impact projects. | | | |
| \$23,000 | Funds from Sydney Community Foundation and partners for a community basketball court and new public sports facility. | | | |
| \$22,000 | Coffee sales in year one of the social enterprise at Pepper's Place and Pepper's coffee cart. | | | |
| 4 | Scholarships for Beauty and Nails TAFE certificates - Statement of Attainment gained. | ✓ | ✓ | ✓ |
| 50 | Community members participating in a Futures Workshop to set common agenda. | | ✓ | |
| 19 | Women completed Doorways to the Future Program and now on pathways to employment - exceeding target set. | ✓ | ✓ | ✓ |
| 15 | Women in work through social enterprises Peppers Place and Peppers Coffee cart. | | ✓ | ✓ |
| 8 | Women completed Beauty certificates and working in the Violet Room social enterprise at Liverpool Neighbourhood Connections. | | ✓ | ✓ |
| 175 | Kindergarten to Year 2 children accessing technology and learning programs. | ✓ | ✓ | |
| 23 | Young girls at risk of leaving school being supported to stay in education and develop life skills. Mentors from UWS as work placement to support girls. | ✓ | ✓ | ✓ |
| 30 | Women planning micro businesses with the support of the micro business incubator manager. | | ✓ | ✓ |
| 10 | Girls making things to sell at Fairfield Markets and giving proceeds to charity through the Business in a Backback project. Boys project starting up soon. | ✓ | ✓ | ✓ |
| 15 | Industry professionals providing mentoring pro-bono to build individual and community capacity as well as, leadership capacity. | ✓ | ✓ | |
| 8 | Start up businesses now underway with support of micro business incubator Co-ordinator. | | ✓ | ✓ |
| 3 | Sydney Community Foundation sub-funds supporting projects at LNC for women, boys and girls. | | | |
| 5 | People with a disability involved in a new community garden project for at Liverpool Neighbourhood Connections. | | ✓ | ✓ |

What is place-based philanthropy?

'Place-based philanthropy' is social investment into a geographic area of entrenched disadvantage. This location focused giving seeks to bring together resources needed by the community to support the changes they wish to achieve. We are piloting place-based philanthropy through the design and delivery of a tailored collective impact program detailed further in the report.

The collective impact outcomes we seek are a greater sense of belonging and safety, improved education and employment.

For Sydney Community Foundation, place-based philanthropy is strategic, targeted social investment for impact. It gathers the community together to reach a common agenda and provides finances, human resources, products and services to people of all ages in Western and South Western Sydney. Our approach is particularly focused on supporting women and girls experiencing great need and disadvantage.

This pilot program delivers change by bringing together partners to give to, and work with, the local community and its grassroots service providers in a new, creative, and effective way. The outcomes are growth in self-esteem and confidence for individuals, capacity building for people one-by-one and for the organisations that help them. In economic terms there are micro-economic gains from the establishment of successful social enterprises and social capital is being built by encouraging people into work and independence.

Initiated with funding from Vincent Fairfax Family Foundation through a grant made in March 2013, Sydney Community Foundation was then able to secure a challenge grant of \$500,000 from the NSW Department of Family and Community Services in 2013. Sydney Community Foundation quickly matched the grant by drawing together philanthropic partners eager to collaborate. These included Portland House Foundation, Ian Potter Foundation and The McLean Foundation; and Sydney Community Foundation sub-fund and individual donors.

Together with our partners, we have named the program *ProjectWOW!* This is a response to how people have reacted when we tell stories of the early gains for people in the community. *WOW!* is Australian slang meaning: a person or a thing that is amazingly successful. We want the pilot to be amazingly successful and at the end of the first year are off to a strong start.

With our partners we are defining a brilliant new way for government, philanthropists and the community to work together to help people in poverty change their lives and become amazingly successful. *WOW* stands for *Winners of Western Sydney*.

ProjectWOW! is demonstrating it can become a model for other communities in Australian cities.

The ProjectWow! Vision

The original vision was to shine a torch on the 'forgotten' suburbs and communities in the most disadvantaged local government areas and to help reduce social problems that government or community service providers alone cannot effectively tackle. The intention was to support and create social enterprises as an economic direction, as well as to meet the human need for shelter, education and protection arising from the serious socio-economic problems and lack of strategic investment in these disadvantaged communities. It was to bring a geographical focus to tackle social issues.

The model developed is designed to work within a post-code of need with a community steering committee. We are guiding, funding and mentoring local grassroots organisations. We lead social change identifying human needs, assets missing in the community and create opportunities for developing community leaders.

Together we developed evidence-based actions around core areas of social change.

- Education
- Children and young people at risk
- Employment and enterprise

The need for new models of community housing and ways to manage homelessness, women's safety and family violence intersect with this work. Through tackling these vital areas together, often through simple but creative projects, individual lives improve. This is the collective impact that can be achieved in a whole of community approach, contributing to long-term social change across an entire community. The process aims to build local capacity and develop strong local leadership.

Taking an evidence-based approach

The research project, *Portrait of Women and Girls in Greater Sydney*² conducted by Sydney Community Foundation's Sydney Women's Fund highlighted the relative disadvantage in South Western and Western Sydney. *The Portrait* forms the evidence base for *ProjectWOW!*. The social problems identified are often exacerbated by gender, for new migrants, refugees and indigenous people.

In the first year of *ProjectWOW!* our evidence base has been proven. Grassroots organisations working in these disadvantaged communities face chronic under-investment, particularly from the corporate and philanthropic sector.

Sydney Community Foundation and its Sydney Women's Fund is in a unique position to build the case for social and financial impact investment into the places of greatest need in Sydney and to broker the resources required.

² Ziller A and Delaney E *Portrait of Women and Girls in Greater Sydney*, Sydney Community Foundation, Sydney Women's Fund, 2012.

When a single or few stakeholders work toward achieving social change, investment is often short term or ad-hoc and impacts are typically small and difficult to sustain. Collective impact programs require sustained community, philanthropic and government support over five to seven years to reduce entrenched disadvantage.

For collective impact to succeed, collaboration between philanthropic bodies, corporate organisations, private philanthropists, government, the community sector, research bodies and the community itself must be sustained over a significant period. This pilot project has been funded for three years which is only a beginning.

Where are we now?

In Warwick Farm we are beginning a second year with a new MOU signed between Sydney Community Foundation and Liverpool Neighbourhood connections to continue to run the successful pilot program and additional projects to contribute to the collective impact. The addition of a community recreational asset in Warwick Farm, identified to be a real need by local community leaders will meet the outcome of belonging. This will be a basketball court for people of all ages with a focus on building connections and belonging in the community, particularly amongst young people at risk. A community garden project at Liverpool Neighbourhood Connections for people with a disability to gain capacity and skills, is another new focus in year two.

In Fairfield we have signed an MOU between Sydney Community Foundation and Woodville Community Services to work together to develop a collective impact program in Fairfield “to support young people in Fairfield to find meaningful employment as part of a broader concern of fulfilling their life aspirations.”

In Fairfield we are funding a part-time co-ordinator and new projects as part of the program. The first is a large scale collective impact hub targeting young people to overcome the significant barriers they face in completing school, gaining employment and participating in society. The second is further expansion and support of the well recognised work of the asylum seeker, refugee focused Parents Café at Fairfield High School, with particular focus on skills building and social enterprise.

In Campbelltown, FACS, Sydney Community Foundation and Campbelltown Council are currently scoping project design focused on building independence for people in Claymore where single women, mothers and children are struggling to participate in work and community life.

Why start in Warwick Farm?

The program began in Warwick Farm, within Liverpool Neighbourhood Connection’s community center. Early on, Liverpool Neighbourhood Connections at Warwick Farm asked for support from Sydney Community Foundation following initial funding from it’s sub-funds and donors wanting

support for change. Warwick Farm is a small but highly multi-cultural community with around 4,500 residents, 62% of whom speak English as a second language. Many in the community experience generational unemployment, mental health and drug problems, are affected by crime and food insecurity. Child prostitution has been exposed as an issue in the neighbourhood, with 19 to 21 year old sisters taking advantage of, and pimping local vulnerable and homeless girls.

Warwick Farm needed our help and were willing to partner with us

- High social economic disadvantage
- Low to no philanthropic and corporate investment
- Strong local leadership with a track record of achieving change through women led solutions
- Invited in warmly by the community to support significant change on community wide issues of belonging, education, employment and safety
- Issues of need identified in Sydney Community Foundation’s Sydney Women’s Fund 2012 research *Portrait of Women & Girls in Western Sydney*

Key socio-economic indicators in Warwick Farm versus the Australian average

| Indicator | Warwick Farm | Australian average |
|--------------------------------|--------------|----------------------------------|
| Median weekly household income | \$592 | \$1027 |
| Unemployment | 15.7% | 5.2% (and 7.1% in Liverpool LGA) |
| One parent families | 31.9% | 15.8% |
| Houses rented | 64% | 29.6% |

Why collaborate for collective impact?

Sydney Community Foundation has led the collaboration.

We have been responsible in the first year for the collective impact program’s design and for guiding the implementation of *Project WOW!* at Warwick Farm with the local community and steering committee.

Following research¹ commissioned by Sydney Community Foundation that uncovered the low-level of philanthropic investment in Western and South Western Sydney, Vincent Fairfax Family Foundation became a key collaborator. Then, by providing a \$500,000 challenge grant NSW Family and Community Services enabled the expansion of the program in Warwick Farm and into the nearby areas of Fairfield and Campbelltown. This first-of-its-kind grant in NSW encouraged support for the program from Portland House, Ian Potter Foundation and private family foundations; The McLean Foundation and WeirAnderson Foundation.

In Warwick Farm Liverpool Neighbourhood Connections and more than 50 members of the Warwick Farm community came together as the most critical partner given their understanding of their own community and its needs. The community mapped a better future for themselves. Liverpool Council, NSW Police, NSW Health, local community organisations, local schools and NSW Government were part of this workshop to set a common agenda.

¹ *Mapping Philanthropic Investment in South Western and Western Sydney*, Sydney Community Foundation and ACA Research, 2013.

In Fairfield the area for the next phase of the *Project WOW!* program, Sydney Community Foundation is working with local services provider Woodville Community Services to scope two major projects based on collaboration with a wide range of local services providers for young people and families. The focus is to improve school retention rates and improve employment outcomes for school leavers, and assist in fulfilling their life aspirations. In all projects and throughout the scoping and early implementation of the Stanford University principals of Collective Impact³ listed below have been followed.

Common Agenda

- Developing a common agenda through listening to the community voice and local community service providers.
- Seven key areas were identified as the common vision for the community's future: employment; education; youth; sports; health; safety; and strengthening community.
- Sharing and building understanding of the problems faced by the community and individuals amongst the key partner group.
- Reaching agreement with partners about the aims and outcomes of the collective impact program.
- Creative, clear articulation of strategies and actions.

Backbone Infrastructure

- Ensuring Sydney Community Foundation played a key role in guiding the local service providers in program development to ensure alignment with the vision for the project established by the community and its outcomes.
- Where appropriate aligning existing activities of partners including Fairfield High School, Liverpool Neighbourhood Connections and Woodville Community Services with the aims of the collective impact project.
- Seeking appropriate new projects and funding for them that support the project vision and outcomes.
- Collecting data and human impact stories to support accountability, learning and improvement of the project and the program overall.
- Connecting with partners and sharing the successes and challenges of the model.

Mutually Reinforcing Activities

- Encouraging key community delivery partners to think and design programs in terms of collective impact.
- The grassroots organisations and community members have together created their maps and designed the foundational and influencing activities to help achieve their desired impacts.
- Community delivery partners avoiding duplication and becoming more directed in service and program provision.

Shared Measurement

- Holding workshops to create a shared understanding of designing and managing shared measurement that is participatory and transparent.
- Reporting with appropriate and quality data to partners in the project in a timely way.
- Monitoring the resourcing of projects as they grow to ensure human and financial resources are not overstretched.

³ *Guide to Evaluating Collective Impact 01 - Learning & Evaluation in the Collective Impact Context, Collective Impact Forum and FSG, Preskill, H., Parkhurst, M. and Juster, J.S. (2013)*

Continuous Communication

- Putting in place processes for updates to partners such as steering committee participation.
- Ensuring partners are informed to remain committed and inspired.
- Ensuring external stakeholders and Sydney Community Foundation donors remain informed, and inspired.

What is a backbone organisation?

A backbone organisation is the key driver in a collective impact model and is responsible for design, bringing partners together, reporting and connecting closely with the local community.

Sydney Community Foundation, founded 10 years ago, is Sydney's first and only public community foundation. We are the backbone organisation of *ProjectWOW!*.

We provide evidence-based, responsible, strategic advice to donors on how best to share their wealth and improve the lives of others. We invest funds prudently.

Acting as a backbone organisation in a place-based, collective impact program is a natural progression for us as an organisation. We are experienced at working at a grass-roots level with communities in need across Sydney. However, the key role of Sydney Community Foundation remains as a funding provider to the program.

We actively encourage philanthropic investment from individuals, government and business in Sydney.

Through funding grass-roots organisations across Sydney, supporting their great work, we have been transforming the lives of individuals and families. We exist to help every Sydneysider thrive.

A sub-fund of Sydney Community Foundation, Sydney Women's Fund and its donors have played a key role in the first year of the *ProjectWOW!*.

Sydney Women's Fund is "working for a community where all women and girls can achieve their potential to live safely without fear of discrimination or disadvantage, and enjoy the full benefits of life in Sydney." - Rosalind Strong AM, Chair, Sydney Community Foundation.

Their aim aligns with the aims of *ProjectWOW!* and so a network of inspired women have been attracted to supporting many of the individual projects within the program. This has expanded awareness of the program and in turn the number of women and girls able to participate.

Sydney Women's Fund contribution to this project has been significant, they have given to:

- Projects that support and encourage women's leadership;
- Projects that gather evidence on issues impacting on women's lives to inform giving; and
- Projects and organisations that provide and advocate for women's safety, shelter, education, employment and independence.



“ I believe Strive is a real opportunity. I have learnt enjoyed every week. most is that it is only fun, talk about anything to worry about boys glad this group was dev all of us have the oppor

- Pr



ly good learning
t a lot and I have
What I enjoy the
rls; we can have
g and don't have
or anything. I am
veloped and that
tunity to come".

project participant, Strive

ProjectWOW!

Collective Impact Report

The story so far... Warwick Farm & Liverpool

Collective impact pilot - end of year one

Strive, Girls Space, Miller Fashion Enterprise and Doorways to the Future are all projects that have delivered outcomes to people across Liverpool. The quote here is one voice speaking for many.

The table on page 18 includes a range of outputs that together form the collective impact measures from the many activities that make up *Project WOW!*. It includes the numbers of people involved in the program and the number of people from specific target cohorts involved in the program.

In terms of individual outcomes the following measures are included:

- Number of people with improved educational outcomes and certificates;
- Number of people gaining employment as a result of the project; and
- Economic outcomes - the number of social enterprises.

In order to quantify a report on increased community connectedness and the increased participation in community activities by people in the target groups, we would need to undertake a survey and further research. At this stage funding is not available for this. However, in year one, the advice to Sydney Community Foundation from the program managers on the ground is greatly improved participation in community life and improved sense of belonging amongst participants in the projects and their families. A survey would be useful at year three.

Warwick Farm Impact Summary 2013 – 2014 against outcomes focus

| Numbers | Activities | Youth | Education | Employment |
|-------------|--|-------|-----------|------------|
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| \$22,000 | Coffee sales in year one of the social enterprise at Pepper's Place and Pepper's coffee cart. | | | |
| 4 | Scholarships for Beauty and Nails TAFE certificates - Statement of Attainment gained. | ✓ | ✓ | ✓ |
| 50 | Community members participating in a Futures Workshop to set common agenda. | | ✓ | |
| 19 | Women completed Doorways to the Future Program and now on pathways to employment - exceeding target set. | ✓ | ✓ | ✓ |
| 15 | Women in work through social enterprises Peppers Place and Peppers Coffee cart. | | ✓ | ✓ |
| 8 | Women completed Beauty certificates and working in the Violet Room social enterprise at Liverpool Neighbourhood Connections. | | ✓ | ✓ |
| 175 | Kindergarten to Year 2 children accessing technology and learning programs. | ✓ | ✓ | |
| 23 | Young girls at risk of leaving school being supported to stay in education and develop life skills. Mentors from UWS as work placement to support girls. | ✓ | ✓ | ✓ |
| 30 | Women planning micro businesses with the support of the micro business incubator manager. | | ✓ | ✓ |
| 10 | Girls making things to sell at Fairfield Markets and giving proceeds to charity through the Business in a Backback project. Boys project starting up soon. | ✓ | ✓ | ✓ |
| 15 | Industry professionals providing mentoring pro-bono to build individual and community capacity as well as, leadership capacity. | ✓ | ✓ | |
| 8 | Start up businesses now underway with support of micro business incubator Co-ordinator. | | ✓ | ✓ |
| 3 | Sydney Community Foundation sub-funds supporting projects at LNC for women, boys and girls. | | | |
| 5 | People with a disability involved in a new community garden project for at Liverpool Neighbourhood Connections. | | ✓ | ✓ |



“... It is nice to know that Sydney Community Foundation is committed to support Parents Cafe. It is great that we have same vision in long-term investment to achieve tangible outcome. When all these programs up and running.....there will be changes to involved people like Ansaf's lives.

Before Sydney Community Foundation involvement, we had limitation to what we wanted to achieve. Now, we start thinking big .. Thank you and thanks to your team at Sydney Community Foundation. Great people...”

- **Benjamin Chahola (Issam)**
Parents Café in Fairfield

Image (right) Ansaf from the Global Chic, Iraqi Sewing Group
at Parents Café Fairfield





The story so far - Fairfield

Collective impact - Start-up phase

Fairfield is a community with a high proportion of Asylum seeker and refugee families. *ProjectWOW!* accesses individuals in need through the Parents Café project operating at Fairfield High School. *ProjectWOW!* Fairfield focuses on helping people find a sense of belonging within their new community and to fulfil their life aspirations.

This aspect of the program helps people to learn about Australian life, our education system, receive training and acquire skills that help them find work and achieve independence. It encourages social enterprise such as the micro-business of the mini farm on site, a growing catering business and unique cultural fashion enterprises.

The table below includes a range of outcomes in Fairfield so far. It includes the numbers of people involved in the start-up projects of the program and the number of people from specific target cohorts involved in the program. In terms of individual outcomes the following measures are included:

- Number of people with improved educational outcomes and certificates
- Number of people gaining employment as a result of the project
- Economic outcomes will include the number of social enterprises

The Fairfield focussed program is in the early stages. In order to quantify increased community connectedness and participation in community life by people in the target groups, we will need to formally evaluate at the end of 12 months.

Program funding is supporting the role of a part-time coordinator of the Parents Café at Fairfield High School, enabling a wider range of projects. These projects are already contributing to improved outcomes for people.

The Parents Café projects support

- English language education
- Settlement of refugee families into an Australian way of life
- Education and life skills, learning for life in Australia
- Health, mental and physical wellbeing
- Improved employment and training outcomes
- Parenting and family relationship strengthening
- Community connectedness and engagement
- Social enterprise, support and development

Fairfield - Impact Summary 2013-2014 against outcomes focus

| Number | Activity | Youth | Education | Employment |
|-------------|---|-------|-----------|------------|
| 2013 - 2014 | Start-up phase. Support existing Parents Café projects and the design and delivery of many new projects identified by the local community. | ✓ | ✓ | ✓ |
| MOU | Signed between Sydney Community Foundation and Woodville Community Services to fund a full-time coordinator of the two-year pilot program at the Parents Café within the grounds of Fairfield High School. | | | |
| 1000 | Young people targeted to take part in a Collective Impact Hub with various local youth service providers focused on improving school retention and reducing unemployment amongst school leavers in the community. | | | |
| \$32,000 | Grants and donations from Sydney Community Foundation sub-funds and Private Ancillary Funds to fund start-up social enterprise projects. | | | |
| 2 | Project Coordinators funded through Sydney Community Foundation and partners. One at Parents Café and one to run the Collective Impact Hub project | | | ✓ |
| 5 | Mentors to support social enterprise development and to increase employment pathways. | ✓ | ✓ | |
| 10 | Khmer women to participate in a sewing group, belonging and social enterprise project. | | ✓ | ✓ |
| 10 | Sudanese women to participate in a sewing group, belonging and social enterprise project. | | ✓ | ✓ |
| 10 | Iraqi women to participate in a sewing group, belonging and social enterprise project. | | ✓ | ✓ |
| 75 | Parents to be supported to participate in additional English lessons at Parent Café, using Sydney Community Foundation brokered funds. | ✓ | ✓ | ✓ |
| 3 | Sub-funds providing support for Fairfield High School and Miller Technology High School students at risk of disengaging from learning and school. | ✓ | ✓ | |

“Claymore is almost a whole suburb of single women and children where there are very few women with work. A program like this that could change people’s lives and that’s what they really need especially for the kids.”

- Community worker, FACS South Western Sydney District.

The story so far - Campbelltown

Collective Impact – Design phase

Sydney Community Foundation together with partners, FACS South Western Sydney District and Campbelltown City Council are currently designing the next phase of *ProjectWOW!*

Women and children are often the most disadvantaged people within disadvantaged communities. The program's focus is likely to assist the many single, unemployed and welfare dependent women with children in Claymore and other areas. This is an area where local community services tell us there are only small numbers of men in the household.

Listed below are the South Western and Western Sydney key groups² whose lives will benefit from the Collective impact program are listed below.

Migrant and refugee women

- Refugee women Sudanese, Khmer, Persian, Iraqi, Iranian, Burmese.
- There is a marked tendency for female refugees who are not fluent in English to be living in parts of Sydney where gross weekly household incomes are low.
- Many migrant and refugee women living in Sydney have endured previous trauma.
- Many refugee women lack adequate knowledge of sexual and reproductive services available to them in Sydney. They lack the financial resources to access these and are a greater risk than other women of experiencing post-natal depression.

Young women and girls in low-income areas

- Teenage pregnancy rates are significantly higher among girls in lower socio-economic quintiles and areas. There is a cluster of low- income suburbs in Sydney's south-west.
- Young Australians from low socio-economic backgrounds lag at least one school year behind the Australian average, and more than two years behind when compared with students from the highest socio-economic quartile.

Aboriginal Women

- The high school retention rate for Aboriginal girls in western Sydney is 40% compared to 75% for non-aboriginal girls.
- Aboriginal women in coastal Sydney are eight times more likely to be victims of violence than non-Aboriginal women.
- Older women at risk of homelessness.
- The impact of low income, poor retirement savings and significant caring responsibilities are combining to place older women in Sydney at greater risk of housing insecurity.
- A growing body of research suggests that older, single women will be the new face of homelessness.
- Women who are carers.
- Women are notably more likely than men to be providing unpaid care to a person with a disability of someone aged over 60.
- Primary carers spend less time per day in employment than non-carers, and are more likely to experience financial difficulties.

² Ziller A and Delaney E *Portrait of Women and Girls in Greater Sydney*, Sydney Community Foundation, Sydney Women's Fund, 2012.

Two stories of changing lives

Terrie



Ronda-Lee, Manager at Liverpool Neighbourhood Connections (LNC) Heckenberg recently tested out an idea for a new social enterprise, selling second-hand clothes through the centre. The trial business worked so well that a new social enterprise 'The Clothes Box' has kicked off and is already providing paid employment to a lady from the local community who well and truly needs it.

Terrie (pictured left) is married and has fourteen kids ranging from 18 months to 21 years of age. Her husband works as a truck driver and she was somehow finding the time to volunteer for Ronda-Lee. Terrie has never had a job before and is now working at The Clothes Box six hours per week, which we anticipate will increase with time.

A major focus of Sydney Community Foundation's work in Liverpool is on creating employment amongst women - many of whom have never worked. The clothes are sold very cheaply and this is providing a much appreciated and needed service to the local community. Ronda-Lee (pictured right) has just applied for a council grant to fund some built in wardrobes for better storage and display.

Melanie



Melanie is a single mum living in Cabramatta and embarking on an exciting career in massage therapy.

Originally from Jakarta, Indonesia, she moved here in 1987 after her mum remarried to an Australian. After Mel's marriage broke down leaving her with three children aged 2, 4 and 6, she participated in the Doorways to the Future program at Liverpool Neighbourhood Connections (LNC) while living in Warwick Farm.

This was followed by a Diploma in Retail Management at Miller TAFE but after looking for retail jobs, Mel quickly discovered she was not going to find a job allowing her the hours at home she needed to look after her young children. A new career direction was required, so Mel decided upon

massage & went back to TAFE putting herself through first remedial and now aromatherapy massage.

Mel has launched her business from the Violet Room at LNC in Warwick Farm and has been gaining experience at various events supported by Sydney Community Foundation. Her wish for the future is to operate her own massage clinic, gain financial independence and provide employment to disadvantaged women in the local community.

The Future - making the program sustainable

There are a number of critical factors in the sustainability of the program in the first three years; continuing participation of the community; quality leadership of local grassroots organisations; funding from philanthropists, donors, government and business; Sydney Community Foundation as backbone organisation.

As advocates for the collective impact model, we feel there are strong indicators that this new model of philanthropy and government partnership is able to work well in delivering quick, increased and sustained improvements that can change lives.

The real cost of resourcing the program is greater than everyone planned for. Additional staff were appointed at Sydney Community Foundation and in all delivery organisations involved to keep the program on track.

By year three Sydney Community Foundation aims to step away from design and implementation and to join donors in continuing to support the program along with other collaborators, sub-fund holders, Foundations and Private Foundations that seek our advice on what to fund. We aim to continue to contribute to these communities for the next 4-7 years as the Community Foundation of greater Sydney. We want to provide an example of the change Community Foundations can lead and our role in strengthening community life and belonging.

We aim for the mentoring and interface of professional skills and leadership in the community to build self-sufficiency and ultimately sustainability and independence for people. Local leaders are emerging and are now being supported and provided with a more stable structure for their work. They are already achieving remarkable impacts.

In this role as broker of funding in year two Sydney Community Foundation will aim to connect with philanthropic donors in Western Sydney who can share in investing in their community. In year one the philanthropic donors are not from Western Sydney.

Our grassroots partners have stretched to resource the program.

The level of work involved in year one for Liverpool Neighbourhood Connections has required the appointment of an additional project co-ordinator and the need to appoint the project leader to a higher level, with an increased workload.

Conclusion

Independence is the ultimate goal for the people whose lives are touched by this program.

Project WOW! has demonstrated in its first year that a new and more creative partnership of philanthropy, working with government and community organisations can deliver change in people's lives.

This new kind of investment into disadvantaged communities leading to capacity building and social enterprise has the potential to lead to social change. Along with the NSW Government's focus on investment in infrastructure in Western Sydney this investment in community and social development is vital for Sydney's West and it's people.

We need support to continue this work.

I look forward to a continuing and strong partnership with all our collaborators in government, community services and philanthropy in the coming years of *Project WOW!* where we are changing lives one by one.

Jane Jose

Chief Executive, Sydney Community Foundation

July 2014

Project funding secured by Sydney Community Foundation in 2014 so far...

■ Fully Funded
 ■ Partly funded
 Seeking Funds

| Project partner | Project cost | Project name | Project focus | Target group | Outcomes |
|--|------------------------------|--|--|---|---|
| Miller Technology High School | \$11k | Fashion Enterprise | A fashion & beauty based enterprise program for teenage girls at risk of dropping out of school. | Youth - 10 female high school students | <ul style="list-style-type: none"> Confidence Learning Employment pathways Belonging Self determination |
| Liverpool Neighbourhood Connections, Heckenberg | \$2.2K | The Clothes Box Social Enterprise | A second hand clothing social enterprise providing employment and much needed affordable clothing for NSW's poorest community. | Community of Heckenberg | <ul style="list-style-type: none"> Employment Affordable clothing Sense of wellbeing |
| Liverpool Neighbourhood Connections, Warwick Farm. | \$50k | Foodie project | This exciting project will tackle food insecurity in Warwick Farm. A large Food Ladder will feed up to 200 people and provide learning about healthy eating, income generation opportunities and employment pathways. | 200+ members of the Warwick Farm community. | <ul style="list-style-type: none"> Lessen food insecurity Healthy & Wellbeing Reduction in obesity Education & training Employment pathways Jobs |
| Liverpool Neighbourhood Connections, Warwick Farm. | \$85k (\$23k raised to date) | Bounce! Basketball court for the Warwick Farm Community. | A key project for Warwick Farm in 2014-15. The area currently does not have a sport & recreational facility of this kind and crime rates are high within the youth population. The Sydney Kings will offer support, education and mentoring. | Youth and families of Warwick Farm | <ul style="list-style-type: none"> Health & Wellbeing Reduction in obesity Safety Sense of community belonging |
| Liverpool Neighbourhood Connections, Warwick Farm. | \$12k | Women Leaders | A capacity building program to develop 10 future female leaders in the vulnerable areas of Liverpool. | 10 women | <ul style="list-style-type: none"> Leadership development Education & Training Sense of community belonging |
| Liverpool Neighbourhood Connections, | \$5k | Project Comms | A capacity building program to develop communication skills and allow the community to promote itself. 12 month TAFE qualifications achieved by participants. | 10 women | <ul style="list-style-type: none"> Capacity building Education & training Employment pathways Jobs Sense of pride in achievement Sense of community belonging |

| Project partner | Project cost | Project name | Project focus | Target group | Outcomes |
|-------------------------|--------------|----------------------|---|---|--|
| Parents Cafe, Fairfield | \$20k | Talking English | Group of volunteers & volunteer teachers offer English lessons for asylum seekers & refugee parents so that families stay connected as students learn and attend school. | 75 parents | <ul style="list-style-type: none"> Capacity building Education & training Employment pathways Jobs Sense of community belonging Stronger families |
| Parents Cafe, Fairfield | \$10k | Global Chic - Iraq | A social enterprise bringing together women from Iraqi heritage to develop sewing skills, and the create local textiles related a social enterprise. | 10 female Iraqi refugees | <ul style="list-style-type: none"> Confidence Sense of community belonging Education & training Health & wellbeing Cultural connectivity Life skills Employment pathways Income opportunity creation |
| Parents Cafe, Fairfield | \$10k | Global Chic- Khmer | A two stage program targeting the most vulnerable Khmer refugee women overcoming social isolation. Stage one will teach practical skills. Stage 2 will see each participant product a marketable product & simple cultural dress. | 10+ female Khmer refugees (many divorced, single mothers and young mothers) | <ul style="list-style-type: none"> Confidence Sense of community belonging Education & training Health & wellbeing Cultural connectivity Life skills Employment pathways Income opportunity creation |
| Parents Cafe, Fairfield | \$10k | Global Chic - Africa | This social enterprise is being developed by a group of African women from four cultures who wish to create African traditional clothing. These items, worn for celebrations of all kinds, currently have to be imported. | 13 female African refugees of four cultural groups. | <ul style="list-style-type: none"> Confidence Sense of community belonging Education & training Health & wellbeing Cultural connectivity Life skills Employment pathways Income opportunity creation |

| Project partner | Project cost | Project name | Project focus | Target group | Outcomes |
|---|-----------------------|---|--|--|--|
| STARTTS *South Western Sydney | \$8.9k | Social enterprise mobile child minding | This social enterprise is critical in supporting all refugee focused programs in Fairfield. Lack of childcare is the major prohibiting factor to participation for women targeted. It also provides work experience and employment for refugee women studying childcare. | 40+ female refugees | <ul style="list-style-type: none"> • Sense of community belonging • Health & wellbeing • Education & training • Employment |
| Liverpool Neighbourhood Connections *Liverpool LGA | \$8k | Pepper's Coffee Cart goes mobile (Generator purchase) | Pepper's Coffee Cart is a social enterprise operating in Liverpool. The cart visits the 60+ programs delivered by Liverpool Neighbourhood connections at their various centres. The generator will allow the business to expand and become truly mobile. | Liverpool community | <ul style="list-style-type: none"> • Sense of belonging • Self sufficiency • Education & training • Employment |
| Liverpool Neighbourhood Connections *Warwick Farm | \$7k/year for 3 years | Strive - engagement and education for girls | A unique & successful resilience program targeting at risk girls in two age groups; late primary and early high school. | 25 girls 11-16 years. | <ul style="list-style-type: none"> • Resilience • teamwork • Confidence • Friendships • Education |
| Parents Cafe, Fairfield | \$10k | Lawn mowing social enterprise | A lawn mowing and gardening social enterprise operated by refugee men in the community and providing services to local partner orgs. Builds on interests and skills and provides training & employment. | 6-8 male refugees, mixed heritage. | <ul style="list-style-type: none"> • Confidence • Belonging • Health & Wellbeing • Cultural connectivity • Life skills • Formal training & qualifications • Employment |
| Khmer Community of NSW *Fairfield | \$9,950K | Khmer Kitchen | A two-staged program targeting the most vulnerable Khmer refugee women overcoming social isolation. Builds existing & teaches new skills. Provides formal TAFE qualifications. Catering social enterprise may later be developed. | 10+ female Khmer refugees. Many are divorced, single mothers or young mothers. | <ul style="list-style-type: none"> • Confidence • Sense of community belonging • Health & wellbeing • Cultural connectivity • Life skills • Formal qualifications • Education & training • Employment pathways |

Acknowledgements

ProjectWOW! Collaborators Making Collective Impact

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Portland House
Ian Potter Foundation
The McLean Foundation
Liverpool Neighbourhood Connections
Woodville Community Services
Campbelltown City Council
Liverpool Council

Program Donors

WeirAnderson Foundation
The McLean Foundation
Vincent Fairfax Family Foundation
Ian Potter Foundation
Portland House Foundation
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The Snow Foundation
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Sydney Women's Fund

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CBA - Women in Focus
eBay
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The McLean Foundation
The Snow Foundation
Tony Clarke and other donors

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Robert Mulas - Principal, Fairfield High School

FACS South Western Sydney District

Kathryn Noble - Director
Graeme Falconer - Program Manager



THANK YOU!

In the past 12 months

YOUR SUPPORT HAS HELPED US...

RAISE

\$1M+ For investment in Western & South Western Sydney

CREATE & SUPPORT

6 Social enterprises

EMPLOY

15 Women in social enterprises as paid staff or in work experience

EDUCATE

57 Women through TAFE Outreach & private colleges

PROVIDE

175 K-2 kids accessing a take home tech library at Warwick Farm public school

MICRO-FINANCE

8 Women in their own businesses & provided them with expert education & support



Sydney Community Foundation is an independent, not-for-profit, public philanthropic fund. We help people from all parts of the community set up charitable funds, plan their giving and realise their philanthropic goals.

We build endowment funds for the future and identify priority projects for immediate impact funding. Income generated is used to make grants and build innovative partnerships to support charitable projects that deliver constructive outcomes for the people of Sydney.

At Sydney Community Foundation we connect philanthropy with community needs to help make Sydney a better place. We create strategic partnerships bringing donors to the table as community builders to invest in long-term local solutions.

Sydney Community Foundation helps communities by encouraging philanthropists, business and government to join local residents to support local causes.



Sydney
Community
Foundation



Sydney
Women's Fund

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