



Sydney Community Foundation Place-Based Philanthropy Report 2016

COLLECTIVE IMPACT = CHANGING LIVES

ProjectWOW!

Sydney Community Foundation Place-Based Philanthropy Program with
Community and Service Partners in Western and South Western Sydney.



***ProjectWOW!* Major Partners**



Mrs Roslyn Salteri



the Sherry-Hogan Foundation



dermalogica®





Sydney Community Foundation Place-Based Philanthropy Report 2016

Building Belonging and Transforming Community and Place

About *ProjectWOW!* – Innovative Philanthropy

Greater Sydney has more than 30,000 families living on less than \$300 a week¹. Sydney Community Foundation and its Sydney Women's Fund commenced *ProjectWOW!* our Place-Based Philanthropy Program in 2013 to provide opportunities for people in Sydney who have experienced misfortune and to assist them to thrive.

In our patch, Greater Sydney, there is a growth in inter-generational disadvantage. Refugees from Syria, Iraq, and other unsafe places seek refuge in Western Sydney and need support to fulfil their aim of building new lives in Sydney for themselves and their families. A growing number of women and girls continue to be victims of violence or bullying that has stopped their education, killed their confidence and stops them from fulfilling their life's aspirations. Disruption in the nature of work means the jobs that were once plentiful in suburbs like Fairfield are no longer available.

The Cost of Living Report – Children and Families (NCOSS, 2015) found that 15% of Sydneysiders are living in poverty, higher than the rate across NSW of 13.8%.

The Role of SCF in *ProjectWOW!*

To give where you live is the founding idea behind a Community Foundation.

ProjectWOW! has been a pilot in Australian community philanthropy with three main aims:

- To steadily grow community philanthropy in Sydney and NSW, encouraging locals to 'give back' and support people who are suffering and in need in the places they live.
- To build knowledge, listen and respond to the increasingly diverse needs of Sydney communities who have faced misfortune and live in disadvantaged communities.
- To play a role in transforming Sydney's disadvantaged places by creating opportunities for people to participate and belong through education and work.



Through *ProjectWOW!* Sydney Community Foundation supports community organisations doing great work at the grassroots level. We partner with these organisations to build their capacity, to co-design innovative multi-year programs, to connect professional support and to attract funds to run programs that create opportunities for those in need. We do this in order to achieve lasting change in the lives of people, communities and ultimately to transform place.

In 2016, *ProjectWOW!* has shown great gains in the areas we are operating; Warwick Farm (Liverpool LGA), Fairfield (Fairfield LGA) and Claymore (Campbelltown LGA).

WARWICK FARM

Now in its fourth year of *ProjectWOW!* our partner in Warwick Farm, Liverpool Neighborhood Connections and the Warwick Farm community celebrated the opening of the Abel-Dunn basketball court. This long-term community desire was achieved sooner than thought possible. Some other 2016 Warwick Farm program highlights include:

- 6 women facing disadvantage have been employed by our Warwick Farm social enterprises, enabling these women to enter work and together earn a total of \$73,602 (2015-2016).
- 'The Violet Room' funded by Sydney Women's Fund sponsor Dermalogica was re-launched to a professional standard and is providing work and therapy in a community that would not otherwise have access to a facility for such training and care.
- Pepper's Café and Coffee Cart social enterprises earned \$25,000 (2015-2016). Through the successful acquisition of the role of Canteen service provider at Warwick Farm primary school significant income growth is forecast in 2016-2017.
- The Women's Business Incubator program has seeded a number of small enterprises assisting women to use their skills and creativity in business. This year the group also produced Christmas Hampers showcasing their products and personal stories. At the time of publishing they had sold over 70 of the \$90 hampers.
- Strive Project participants have set up their own blog and are active on social media, proudly communicating personal outcomes and keeping in touch with others. This year in collaboration with Street University Liverpool they have designed, produced and are selling t-shirts to fund their Christmas excursion.

A full report including updates on all of the Warwick Farm place-based projects for 2016 is attached (see Warwick Farm section).

FAIRFIELD

ProjectWOW! Fairfield, now in its second year is delivered by our partners Woodville Alliance. The program has taken on the tough challenge of improving year 12 completion rates and providing employment pathways for young people facing disadvantage and in particular, those who are refugees.

- 2016 has seen the launch of a major community asset, the Hope+ online youth portal. The online portal connects young people to local service providers for assistance, lists job opportunities and ultimately aims to reduce the duplication of service provision in the local area.
- Parent's Café Inc. Fairfield operating within the grounds of Fairfield High School enables refugee parents to connect with others and gain a better understanding of Australian life, our education system and provides access to services and life skills programs. This year we've funded a major renovation of the onsite community garden and again funded a very popular Iraqi Women's Sewing Circle project offering 97 refugee women therapy, TAFE part-qualification, work opportunities and small business support. The Social Outfit beginner program was added to the Iraqi Sewing circle project in 2016 and involved 54 participants.
- #Headstart was delivered by STARTTS and provided 45 Year 9 - 11 students, many who are refugees with job-readiness training and life-skills support.

To read the full 2016 Hope+ Fairfield report (see Fairfield section).

CLAYMORE

This year, in collaboration with Whitelion NSW the first project of the Claymore program was launched. RISE (*Reengagement Initiative towards Supportive Education*). This program was designed in 2015 after community consultation, it was recognised that local support was needed for youth suspended from school and also those at risk of dropping out of school. The RISE case-study shows how funding a single new program can help put young people back on track.

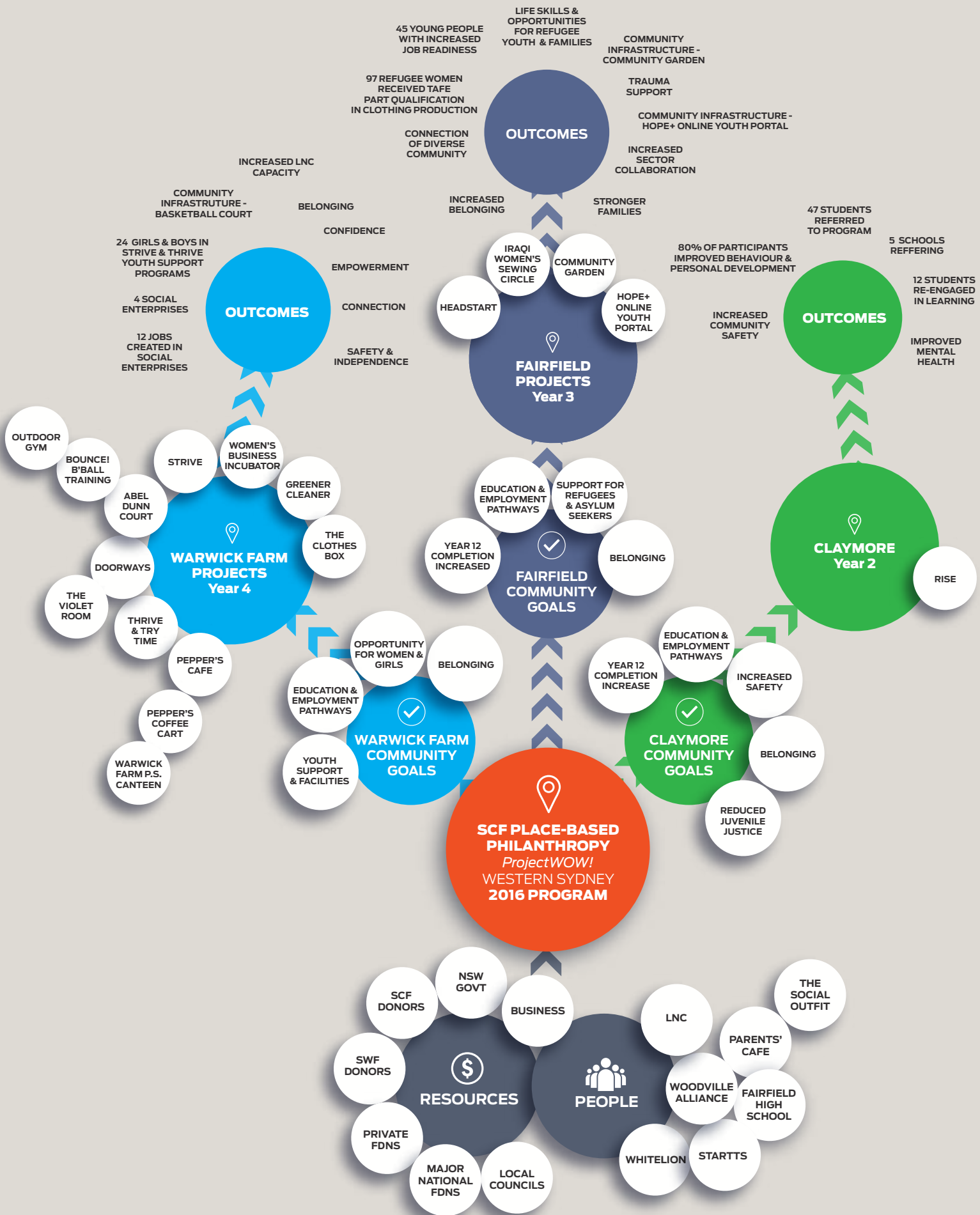
- Five local schools referred 47 students to the program to continue education through distance learning.

To read the RISE case study (see Claymore section).



ProjectWOW! Program Map 2016

In preparing this report we've mapped out the places and projects that are the focus of our place-based philanthropy in 2016. The map shows the outcomes based on community goals that each community identified in early consultation. As collective impact programs, there are outcomes that were hoped for but not necessarily planned for. The map also importantly shows the funding sources from collaborative giving by government, corporate Sydney, community donors, private and public philanthropy, (see overleaf).

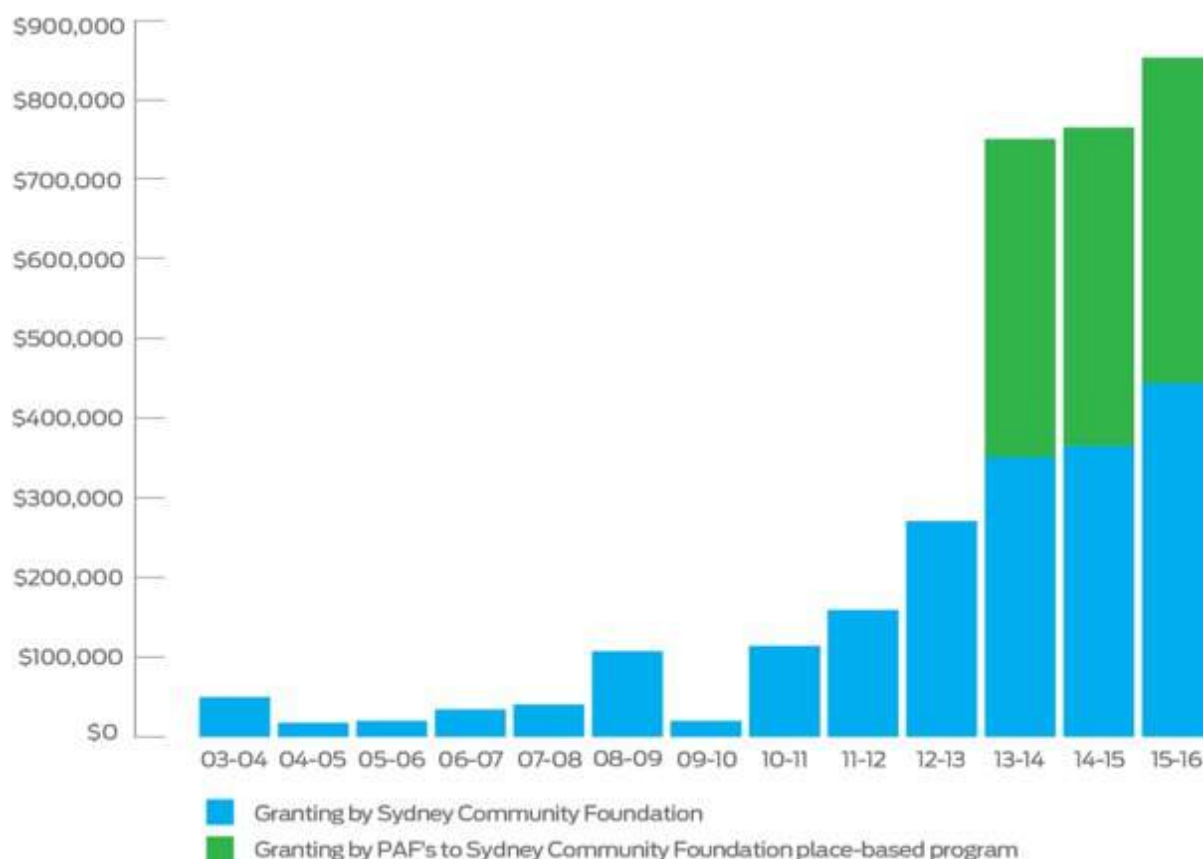


Collaborative Philanthropy Leading Change

Philanthropy is key to funding pilot approaches to solving deeply entrenched social problems. These grassroots programs often times cannot attract funding due to the complexity of application and acquittal requirements. The programs separately often look small but together add up to something that has a big impact on a single community. They attract support more readily once successfully piloted, and are critical to igniting lasting social change. We seek to design and fund programs that are replicable in communities facing similar challenges. **SCF is grateful to the inspired donors, private and public foundations who have co-funded with us.**

ProjectWOW! in Western and South Western Sydney was initially made possible by NSW Department of Family and Community Services with a \$500,000 challenge grant offered in 2013. That initial support has enabled us to deliver over \$2.3 million to date to our three *ProjectWOW!* focus areas in Western Sydney and South Western Sydney.

THE GROWTH IN OUR GRANTING 2003 - 2016





Growing community philanthropy is a job for all of us who have active, positive and comfortable lives in Sydney. Please join me and do what you can in 2017 to support our focus on making stronger communities in Sydney by supporting people one-by-one in the places where they live.

Jane Jose
CEO, Sydney Community Foundation
December 2016

WARWICK FARM

The following is an excerpt from the
Liverpool Neighbourhood Connections 2015-2016 Annual Report.



Report from the Manager

Pat Hall

The highlight of the year for Liverpool Neighbourhood Connections was building an amazing basketball court and recreation area for the people of Warwick Farm.

We managed to raise \$150,000 and build the court in just under two years. A remarkable achievement by our team, our community, our partners and our funders.

We were honoured to host His Excellency General the Honourable David Hurley, Governor of NSW and his wife Mrs. Hurley. The Governor presented to the community *Finding My Place: 31 stories of Change in Warwick Farm*.

The stories were collected via interviews from community members, staff, government and non-government services and funders, with the intention of measuring the changes in the wellbeing of program participants in the Place-Based Philanthropy program. Sydney Community Foundation commissioned Clear Horizon Consulting to conduct this evaluation using their "Most Significant Change" technique. These stories clearly showed that our community had gained confidence, felt a sense of belonging, empowerment, connection, safety and acceptance. We know that the Place-Based program has worked in Warwick Farm and thank Sydney Community Foundation and their donors for the wonderful contributions they have made to our community.

Sadly, in April this year, our previous CEO, Christine Luttrell, passed away and the impact of this was felt by our Board, staff, volunteers and community members. Christine gave so much to our organization and for that, Liverpool Neighbourhood Connections will be forever grateful.





LNC Manager Pat Hall promoting the opening of the Abel Dunn Court.



Local families enjoy the court on opening day.

Over the last twelve months we have continued to offer exceptional programs and projects to the Liverpool LGA. We have hosted very successful events for our community and have had great attendances.

We have the most incredible Board of Management, staff and volunteers who strive for perfection in everything they do. The teamwork displayed by them is amazing and I am so appreciative of all their efforts in everything we undertake together.

We have continued our vital partnership with Sydney Community Foundation. As you will see in the Place Based Program Report we have achieved remarkable results for our community with this initiative.

We have relocated Westside Youth Centre to Heckenberg which has worked very well with new programs being offered. Our numbers have improved as a result of this relocation.

We have reviewed our staffing requirements following some staff movement and are confident we have the resourcing in place to continue to offer a quality service to our community.

Eva Kovacevic our Operations Manager and Wendy Yee Community Development Team Leader have been incredibly supportive of me and have managed their teams to ensure that we deliver



The NSW Governor presents a copy of *Finding My Place: 31 stories of Change in Warwick Farm* back to the community.

services in accordance with our Funding Body requirements.

We are very excited at the opportunities ahead of us and look forward to coming year. We will continue to work with our community, government, non-government services, donors and our partners to continue to provide exceptional service to our community and are prepared to meet any challenge that may arise in the year ahead.

Pat Hall

Manager, Liverpool Neighbourhood Connections



TAFE outreach teacher Mary Cunneen working with students at LNC.

Place-Based Philanthropy

Program Report 2015-2016

The following is a summary of the work we carried out in the Place-Based Project in the last twelve months. The wonderful support given to us by Sydney Community Foundation and their donors has changed the lives of our local community.

We have all worked very hard to ensure that the areas identified in our original Place-Based Consultation have been addressed.

Strive

A powerful initiative for young girls, which provides living skills, education and social skills to young women from Year 6 to Year 10 – Funded by First Seeds a sub fund of SCF. Further details are provided in the Project Worker's report.

Thrive and Try Time

Our boys group continued to thrive and we are so happy and grateful that we have received funding for the next twelve months from the McLean Foundation and the Cahill Family Trust. This group provides an opportunity for the young boys of our community to participate in LNC structured activities which would not normally be possible due to family financial restraints. In 2015 LNC worked with the Police,

the local primary school and NSW NRL in the Try Time Project to provide the Year 6 boys a 10 week course which focused on learning about respect for one another, anti-bullying and healthy living. In 2016 we will be working with the same partners and NSW Cricket. The boys from Try Time will progress into the current Thrive group where we have two youth workers facilitating the program. Further details are provided in the Project Worker's report.

Women's Business Incubator

This was funded by EBay through SCF. This project is funded for three years and takes 10 women every year through a 12 week course where they learn how to start their own business. They develop a name, a logo, a business plan and assistance in obtaining necessary tools such as gaining their public liability insurance. Once they have successfully completed the 12 weeks they are given a \$500 start-up grant to establish their business. The women are then given support from the Business Incubator Manager for the rest of the year with establishing and building their business. Further details are provided in the report from the Project Manager.



Local Police presenting to Strive girls group.



Pepper's Place staff member.

Pepper's Place Coffee Shop and Pepper's Coffee To Go Coffee Cart

This enterprise continues to go from strength to strength. This year, with the help of donors sourced by Sydney Community Foundation, we were able to offer 4 members of our community in excess of 27 hours every week paid employment.

Greener Cleaner Lawn Mowing

This social enterprise is another project we have successfully run throughout the year. We offer lawn mowing and cleaning at very reasonable rates. This enterprise provides 4 members of our community 18 hours per week employment and this has performed very well in the last twelve months.

The Clothes Box

This project operates from our Heckenberg Connections which is in one of the most disadvantaged regions in NSW (ABS 2011). This shop provides the local community with affordable clothes. These clothes are donated to us by philanthropists, services, LNC staff and friends of LNC. The sale of these clothes provides a disadvantaged woman with 6 hours per week employment for 40 weeks of the year. We have had some wonderful support for this project from Narellan Pools and First Seeds Business Women.

Leadership course funded by The Snow Foundation

10 women enrolled in this course and 9 women graduated. This course proved invaluable and all the participants have gone on to achieve wonderful results in their professional and personal lives. They came together at the end

of the course and planned a Spring Fair for the local community. Over 220 people attended this very successful day. We were enormously impressed with the women who came together as a team and created such a special event for the community.

The Violet Room

Great support was provided by Dermalogica by the sponsorship of two women to undertake their Diploma in Beauty at Liverpool TAFE. They also fitted out a brand new room for the women from which to operate. They have committed to fully stocking the room which will enable our two qualified Beauticians to offer services to the local community at very affordable rates. This project not only benefited the two women but the community as well.

Doorways to the Future

With the TAFE being restructured it was difficult for our community to access courses due to financial and physical restraints. After negotiation with TAFE, we were able to offer a Certificate I and Certificate II in Access to Employment and Training over the last twelve months. We were fortunate enough to receive funding from donors for TAFE enrolment fees and were able to provide childcare to the class participants. With the level of disadvantage associated with our community, a cost of \$80 is often outside of their reach. To be able to fund their enrolment costs enabled education to continue to play a big role in changing the lives of our community.



Harmony Day Celebrations at Liverpool Neighbourhood Connections

Events & Consultations

Spring Fair

This was run by our Leadership group with 220 people attending. This proved to be a great showcase of the work the women did in the Leadership Course.

Christmas Market Sale

Over 150 people attended this event. Gifts were donated by donors and sold at very reasonable rates. The money raised was given to Pepper's Place Enterprise.

Christmas Gift/Clothes/Shoes distribution

We received donations of gifts from First Seeds for our mums, playgroup and our Strive girls. We also received donations of new shoes from Global Sisters and Threads Together. Threads Together also provided us with 18 cartons of new clothes for our community. We are enormously grateful to everyone who contributed to this wonderful day.

International Women's Day

IWD was celebrated in Warwick Farm and we had over 70 women attend. We opened our newly refurbished Violet Room which was funded by Dermalogica. We are indebted to Dermalogica for all the assistance they provide to us.

NSW Governor's Visit

Sydney Community Foundation commissioned program evaluation specialists, Clear Horizon, to measure the Qualitative impacts of the Place Based Program on individuals and their community using their "Most Change" technique. The technique includes the collection of personal

stories from a variety of Stakeholders through interviews and focuses on the most significant – and sometimes unintended – benefits that have resulted from the program. It was a highly engaging and powerful process and resulted in the publication of *Finding My Place: 31 Stories of Change in Warwick Farm*.

This publication was presented to the community on the 23rd of February, 2016 by His Excellency General the Honourable David Hurley, Governor of NSW. We were so excited to host the Governor and his wife Mrs. Hurley and were very much appreciative of their visit to Warwick Farm.

The Weir Anderson Foundation continued to provide funding for Operational costs involved in running the Place Based Project in Warwick Farm. We are so grateful to the Weir Anderson Foundation for their belief in us and for supporting our work which changes the lives of our community.

Sydney Community Foundation has played such an important role in enabling LNC to effect change in the lives of our community and providing them with opportunities that would not be possible without SCF's contribution and support. We would like to acknowledge and thank the donors that supported our work through the Sydney Community Foundation. Without their support this wonderful partnership and Place Based Project would not exist.



The next generation: Strive program participants from Warwick Farm Public School

Where to From Here?

We were successful in a submission to the NSW Social Housing Community Improvement Fund for outdoor gym equipment. This equipment will be erected in Hargrave Park next to the Basketball Court. This will be a great asset to the community as due to financial barriers many members of our community are not able to pay for gym memberships. Along with the court this equipment will be a fantastic resource for our community.

The number of our Social Enterprises has increased due to our success in the tender for the Warwick Farm Primary School Canteen. This will create more employment for disadvantaged women as we will be able to grow the enterprise. Sydney Community Foundation facilitated 4 scholarships for disadvantaged women which equate to 23 hours per week during the school term.

This additional enterprise has resulted in LNC now providing in excess of 68 hours per week paid employment for disadvantaged members of our community. These employment opportunities prove that we are making a difference not only to the lives of the community members accessing these employment opportunities but also to their families and the community generally.

We are also excited about our partnership with Hume Housing and the opening in the coming year of the affordable housing model being developed in Warwick Farm. We look forward to working with the women and their families who will move into the Hume Housing Development in Warwick Farm. Hume Housing is an innovative partner of LNC and we very much value their support.



Basketball Court

Abel Dunn Court Official Opening



Launch of the Abel Dunn Court in Warwick Farm by Paul Lynch State MP Shadow Attorney General.



Women in Focus purchased these change purses as gifts for attendees of their 2016 conference from Women's Business Incubator participants Tigi Dankey Daramy.

Women's Business Incubator

Progress Report

Background

It has been 3 years since LNC commenced its first micro-business incubator program at Warwick Farm in 2013. Since then we have successfully established 24 small businesses for women from disadvantaged backgrounds. These women are now in a position to take their businesses further by selling their products online and in markets.

The wide range of products and services includes, mobile beauty and aromatherapy massage, bespoke hand-made jewellery, African Gara tie dying, photography, computer solutions, clothing design and alteration services, cleaning services, remedial massage balm, granola and a protein balls range. The incubator program has helped foster entrepreneurial activity amongst disadvantaged women and stimulates job growth in various sectors of the local economy.

It is well-known that incubated companies have a dramatically higher rate of survival than an average spinout does. The LNC incubator program provides facilities and services that identify the skills in disadvantaged women, and provide them the necessary skill based training and mentoring. This includes, 12 week intensive business planning workshops, marketing support, and the promotion of their business in the local market and social media. We are fortunate to have funding partners and business experts on board such as the Sydney Community Foundation (SCF), EBay and a number of other individuals and corporates. Their support is invaluable as it helps to catalyse small-business growth in a disadvantaged area.

The LNC incubator program represents an important community investment, both practically and symbolically, and requires broad-based community support to be feasible. We recognise that our efforts cannot be pursued individually. The dream of a few must become the dream of many. Hence, support from well-established and connected organisations such as our funding partners that have a broader clientele is crucial.

Introduction

The women from the 2015 Incubator program completed their product development and business planning workshops and successfully submitted their business plan in Oct 2015. They are effectively managing their micro businesses now and selling their products in the local markets and online.

The third year of the Business Incubator program commenced on 15th March 2016 with 5 women attending regularly with a few more women interested who may join later in the year. Participants were introduced to the basic elements of business planning. The workshops were designed to equip the women with the required skills to manage a business, evaluating their product lines, and marketing techniques. This year the focus was to create a great product. So we added 6 weeks in the program so we can work on concept development before starting 12 weeks of business planning.

The Objectives of the project are as follows

1. To provide effective small business management and technical skills training to 10 women aged 17-69 years by the end of 2016. We have been able to successfully create 7 successful businesses. Three women could not complete the course due to personal reasons, however they will join us next year.
2. Considering that a few women have never been employed, the project also served an indirect objective of influencing their family and community. This way their family could see and learn the benefits of self-employment.
3. Product and service development: The products and services offered by the women needed some redefining, keeping in the mind the market trends and correct pricing strategy to ensure their business acts as a regular income stream.
4. To facilitate strategic linkages with various stakeholders to provide the women with opportunities for employment and business development.

Progress and Achievements to date

Out of 8 women from the 2015 incubator program who participated in the incubator workshop, 5 submitted their final business plan. In Oct 2015, the women were the proud recipients of the \$500 eBay grant organised by the SCF. These women were able to use this grant towards buying necessary equipment and raw material for their business.

Below is the detailed account:

1. **Macarena Riveros:** Maki has set up an online business on Etsy, selling paper goods such as greeting cards, posters, badges and postcards. Maki used this grant to partly pay towards a new printer for printing her greeting cards. She is also helping other women in the 2015 /16 group with logo design and business card designs. We believe she has a great potential to be a business technology coach.
2. **Lavenda Tupou:** Lavenda is a home décor artist. With the grant money she has bought wooden boards, vinyl for wooden signs, and a receipt book. Lavenda has started a part-time job, and is continuing selling her products online and in markets.
3. **Pauline Latu:** Pauline wants to create a moody book. She utilised the grant money to buy publishing software. Pauline is still struggling to develop the product idea further. We are currently in the process to find a mentor for her.
4. **Kate Wojtczak:** Kate is a hair dresser. She has successfully started her mobile hair dressing business. She started with 2 days per week from her garage, however with the growing demand her salon is open 5 days a week. Kate utilised her grant money to buy a portable sink with shower head and some towels.
5. **Tigi Dankey Daramy:** Tigi was part of the 2014 incubator, but was not able to submit her business plan. In 2015 she received the grant money and used this towards buying fabric and colour dyes.



Tigi's & Business Incubator Manager, Pranjali preparing a stall at a corporate event.



2016 Incubator update

6 Weeks - Concept Development. After 6 weeks of careful skill assessment of the women, and market analysis, we had a great product that was unique, yet easy to sell online and at the markets. Here are the details:

Shy Leolahi: Shy is a great baker and loves making homemade delicacies using natural ingredients. After careful consideration, we came up with a great product for her. Shy is now making Granola and Protein bars. She will also be supplying a big order in the Commonwealth bank conference event in Noosa in Sept 2016.

Angelina McConkey: Angelina wants to start her own cleaning business. Her aim is to be in a position to employ some other women in Warwick Farm and make them financially independent as well. As a niche aspect, Angelina will be creating her own natural, environment- friendly cleaning products.

Monique Young: Monique Young is a formally qualified massage therapist. She will be starting her own mobile massage business. She is now creating her own natural remedial massage balms. We are currently working on the product line.

Rosalina Leolahi: Rosalina is a dynamic lady. She was having her ninth Child in April, and despite her busy family situation she has been regularly attending the incubator program. Rosalina would like to start her own candle manufacturing business.

Mariam Awad: Mariam is a baker and will be starting her cupcake catering business.

12 weeks Business Planning sessions: Ongoing

The business planning sessions are conducted in a formal yet fun manner keeping in mind the interests of the participants. During the 12 weeks, special emphasis is given to:

Motivation: We encourage and constantly motivate the women to attend these workshops. We believe this is the first step toward financial independence. It is often difficult for them to attend the workshops due to personal, family and health related barriers. However, we ensure that missed workshops are covered in an individual meeting.

Product/service development: Products and services in the incubator were redefined on the basis of current market trends and to create a niche.

Risk assessment and business planning: One of the primary concerns of the women who are dependent on social security is losing the government allowances due to potential increases in their income through the business. They were also hesitant with financial reporting and paying the monthly insurance cost. Apart from regular discussion, we are organising a special workshop by the insurance broker and risk analyst- Surinder Kaur from Insurance 4 You. This will give them confidence and some insight on how to manage risks in their business.

Community team building and self-development: The project intends to contribute towards the achievement of the LNC's Goal of helping disadvantaged women in the community by eradicating poverty, creating employment options and gaining financial independence. The key indicator of the success of these workshops is the business plan presentations. In November 2016, the women will confidently present their business plan to the panel comprising of LNC staff, and advisers from EBay.



Pauline Latu, selling her artwork and presenting her 'moody book'.

Activity Progress till December 2016

Using the products created by the women from 2015/16 incubator program, we are designing a corporate Christmas hamper that will showcase their fine products and will offer them a great opportunity to see their goods sold to a wider market.

We are helping the women develop their skills further by funding any training opportunities. For example, we have successfully applied for a grant for Monique to study laser hair removal.

The weekly business hub at LNC has given an opportunity for the women to keep coming to the centre even after receiving their business grant, and practise their skills with the staff of LNC and the surrounding community who have been extremely helpful in being "test subjects".

Liverpool council has agreed to help the LNC incubator women with business development and offering pop-up shops.

Effective use of the SCF incubator funding:

We have a \$500 start-up fund available to give to each 10 micro businesses each year. The focus is to develop the products without compromising on the quality. We will continue to do so.

Challenges and Recommendations:

Finding the right candidate: The women referred to the Centre are assessed and their home situation is evaluated before being accepted for the program. This is important because it enables the staff to document their family background to understand what help they need. The identification of the suitable candidate is an ongoing process. This is done by the manager of LNC - Pat Hall, and her community networking, and through the TAFE outreach courses held at the centre.

Finding business opportunities: This will always be an ongoing challenge of finding the right business opportunities for the women. The personal and family situation of these women often slows them

down. Restrictions on the number of hours they can work means that the business is not available after hours. This hinders them from undertaking more aggressive business marketing in the current competitive market conditions. It is recommended that apart from preliminary funding, there is a need to provide ongoing business support in terms of buying the products and services from the LNC incubator program.

Ideas 2016/2017

We have taken the ideas given in 2014/2015 report and have implemented most of them this year.

Our current priority is to create a unique LNC business incubator Christmas hamper, using products created by the women. The hamper will comprise of candles, jewellery, Tigi's gara tie dyed cushions, Granola and protein balls, aromatherapy balms, greeting cards and a diary. We are currently working on costing, and packaging.

Conclusion:

There has been a great improvement in the LNC business incubator, making it a successful and viable project. We understand that there is scope for improvement, however, considering the background of the participating women, their health, family and other personal issues, we believe they have come a long way. The key indicators are; their regular participation in the program, fulfilling their business orders in the given time, and demonstrating trust in themselves, their team and the LNC incubator. By knowing the success of this year's incubator program, other women are showing interest in the project for next year. With the continuing support of our funding bodies- the SCF, EBay, and support networks, we can only see improvement in this valuable community project.

On behalf of the women whose lives have been changed through this incubator program, we want to sincerely thank you for making it possible for us to positively influence the lives of women in Warwick Farm and Liverpool.



Program participants on the A21 Walk for Freedom with Program Leader Jess.

Our Programs

Strive

Background

Strive has come a long way from when it began in 2013. We have expanded our vision from self-focused to a world view. We have attended local and national events, fundraised and supported other social initiatives and explored future career opportunities. We have had a Strive graduate return as a volunteer and we also welcomed a new group of year 7 students to the Strive Program.

Some sessions included in the Strive project in 2015-2016:

- Mission Australia – Anger management and resilience workshops
- Anti-slavery Australia - Information on slavery in Australia
- Food truck/cooking class – Cris Bosevski brought his “Wheely Gourmet” food truck.
- Outing – Casula Powerhouse. Annie from Casula Powerhouse facilitated a clay class to inspire creativity.
- Shaazam and Strive summer party mixer
- Friendship Bracelets and Cards to show our friends that we care.
- Indoor volleyball and badminton
- Easter show excursion
- Kids book writing/making
- Salsa dancing – Urban Salsa
- Fundraising, shopping and donating to a foodbank for Refugee week
- Basketball on the new court

Strive Highlights

High Tea - Deb Meyer from Narellan Pools came along with her team and put on a high tea for the girls. The young girls had the chance to interact and be mentored by business women. Everyone enjoyed the abundance of food, decoration and they really enjoyed the beautiful flower crowns we all made together.

A21 Walk for Freedom

In October 2015, Strive was involved in the A21 Walk for Freedom. Four Strive participants, 2 volunteers and myself dressed up in our A21 shirts, took the train to the city and went on a Walk for freedom. The walk was to advocate against human trafficking and to raise awareness of the issue of slavery. The girls handed out flyers on the walk and even struck up a conversation about the event with curious people on the bus. They enjoyed it so much that they requested to do it again. It was great to be part of something bigger than ourselves. Another highlight of 2015 was the 5 week Street University Design course. They learnt to create a logo and shirt design to print onto shirts and sell after the shirts were made.

Our major highlight of 2016 was the surprise visit and donation from Presentation Studios and the First Seeds fund. They presented us with boxes and bags of stationery and craft supplies and when the young girls saw the items, it was like Christmas had come early.



Shaazam

In the last 2 terms of 2015 the year 6 girls participated in a 10 week Self Esteem program by Esteem Designs. It was a safe platform to share their feelings and discuss solutions for problems. They used craft to express themselves and also encouraged others with encouragement cards and quotes. They created a vision board at the end to inspire them for the future.

In June 2016 Senior Constable Rachel Kennedy began the 4th round of the Shaazam program. Although there was a larger group of participants this year we continued with the 12 week workshops as planned. This included:

Cyber safety, Personal fitness training, jewellery, cooking, women's health, DV information, emotional and mental health workshops and team building activities.



High Tea with Deb Meyer from Narellan Pools.

Special Thanks:

To Senior Constable Rachel Kennedy from Liverpool Police for planning and facilitating the Shaazam program for the 4th year running. Also for introducing a year 6 boys group that will now reap the benefits and impact that Shaazam has on the young girls in Warwick Farm.

To those who funded the Strive Project. To Narellan pools who not only donated their money but spent time in investing in the young girls lives and offering further assistance throughout the year.

To the First Seeds fund that collected items from their local Officeworks and donated them to the Strive group. Thank you for also holding a fundraising event to continue supporting us.

All our funder's efforts are greatly appreciated.

Our Programs

Thrive Boys Group

Thrive is a boys group which is run on a Friday afternoon during the school term at Warwick Farm.

The aim of the group is to reach out, mentor, challenge, strengthen and help these boys grow into respectful and resilient young men. We provide an environment that the boys can call their own;

- Where they can be surrounded by other males;
- Have the opportunity to develop social skills and strengthen friendships;
- Be healthy and active and encouraged to make healthy/ productive leisure and recreational choices; and
- Be challenged to grow as young men in their peer groups, families and community.

The program has been running for a year and it has had its challenges but overall it has been a really positive program. Each week we see about 10-15 regular boys. This has been very promising and makes it clear that the boys have found a place they feel is theirs and where they feel comfortable and accepted.

We have a variety of cultures which is also fantastic. Seeing these boys accept and appreciate the various cultures in their community has been very encouraging and a real eye opener into seeing how the group has been developing their social skills and building deeper friendships.

With a large group of boys such as this attending, it demonstrates what a positive place the Warwick Farm centre and the Thrive program is for these young men of the local community. We have conducted a range of activities throughout the year.

The first part of the year was very much about building relationships within the group, not only

between the individual boys who attend but also between the workers and the boys, whilst developing a solid foundation in terms of group rules and expectations.

Program activities that have been run have included boot camp style health and fitness sessions, cooking, competitions (i.e. table tennis competitions), Video game afternoons and touch football. Mission Australia conducted a two week session with the boys on Resilience and a two week session on Anger management. One of the most exciting parts of the year was the boys got to go on an excursion to watch a Bulldogs game at ANZ Stadium. The boys were so excited and most of them had never been to a game before and they also were able to go on to the field which was a great memory for these boys.

We also had Christmas gifts donated to the boys from Narellan Pools and had a mentor session from two Bulldogs players. Having the connection to the Bulldogs has been a great influence on the youth.

TRY TIME:

Try Time was a 10 week program which ran at Warwick Farm Public School for year 6 boys in Terms 3 and 4. At the end of this program the boys received a certificate to acknowledge them for their completion.

There were 25 year 6 boys at Warwick Farm Public School and across the 10 weeks there were no less than 23 boys each week. The attendance of the group was excellent and if there were boys who had been absent from the program, they had also been absent from school that day. This has been great to see that the boys' attendance in school has been so high. I do believe that the Try Time program was considered by the boys to be a good incentive to attend school on Mondays.



“One of the most exciting parts of the year was the boys got to go on an excursion to watch a Bulldogs game at ANZ Stadium. The boys were so excited and most of them had never been to a game before and they also were able to go on to the field which was a great memory for these boys.”

Our Programs

Thrive Boys Group

Over the 10 weeks the program ran as follows:

Week 1: Project introduction and NRL skills clinic
Week 2: NRL Oz Tag Clinic
Week 3: Social Media Safety Workshop
and NRL skills Clinic
Week 4: NRL anti-bullying Workshop and NRL
skills clinic
Week 5: Positive Decision Making and NRL skills
clinic
Week 6: NRL healthy lifestyles and skills clinic
Week 7: Headspace Anger Management
Workshop
Week 8: NRL Healthy relationships and skills
clinic
Week 9: NRL Games Gala Session
Week 10: Presentation

Each week the boys would participate in an educational seminar which would encourage discussion on the various topics listed above. The boys would be educated on the above topics and encouraged to ask the mentors questions. Alongside this each week the group would be given the opportunity to participate in an NRL skills clinic. This part of the afternoon would consist of a range of drills and skill development that would ultimately lead to the Gala session in week 9.

Over the 10 weeks we observed some solid results from the program. There were definitely great attendance and participation rates throughout the program. The seminars offered some time for deeper and more mature thinking about common issues and it was excellent to see discussion amongst the group and questions being asked throughout the 10 weeks.

For a number of year 6 boys attending we also observed a change in attitude. We had a good number of boys not wanting to be involved at the beginning, but by the end of the program they were really enjoying themselves. Each week the boys' ability to encourage one another and to show great sportsmanship was very rewarding to see.

Try Time will deliver a flow on effect into the Thrive program. This means that the boys from the year 6 program at Warwick Farm Public School will eventually join the older boys in the Thrive program. They will therefore transition into high school sessions that will ease the boys into their new environment.

It has been great to develop relationships with the year 6 boys over the 10 week block and I hope to see them all in the Thrive program.



Thrive boys group session in action.



Thrive boys group participants learning some food preparation skills via the program.





Ana-Liza with fresh produce for Pepper's Place



Pepper's Coffee Cart in action



Event catering by Pepper's Place Cafe

Social Enterprise

Pepper's Place Cafe and Cart

Pepper's Place Cafe

Our social enterprise cafe has had another busy year serving the local community.

We also catered for many large events, including:

- Spring Fair
- Opening of our Violet room
- Seniors and children morning tea
- Visit from our Governor
- Opening of our Abel Dunn Basketball Court
- Catering lunches for Slim and Trim and Seniors Group
- Management Monthly Meetings
- AGM

We would like to thank all staff who do an amazing job with these functions. They all spend a lot of extras hours doing these events to make everything run smoothly and for our visitors to enjoy a delicious lunch.

Peppers Coffee To Go

The Pepper's Coffee Cart was out and about in 2015/2016.

Some events we attended include:

- Southern Districts Softball Association
- Liverpool Night Markets
- Maple Grove Retirement Village
- Warwick farm public School
- Local Industrial estate at Warwick Farm
- Back to Lidcombe Day
- Liverpool Council
- Heckenberg Neighbourhood Centres Week
- Edmondson Park Station

Special thanks to our ladies, Pam, Ana Liza, Angie and Penny for their hard work with our coffee trailer this year.

FAIRFIELD



ProjectWOW! Fairfield

Sydney Community Foundation Place-Based Philanthropy Program with Community and Service Partners in Western and South Western Sydney.

Sydney Community Foundation Place-Based Philanthropy Report 2016

COLLECTIVE IMPACT = CHANGING LIVES

***ProjectWOW! Fairfield LGA* 2016 Report**



Sydney Community Foundation's place-based program in Fairfield is centred at Fairfield High School.

Local schools are a place where diverse communities come together. The place-based program in Fairfield has its focal point at Fairfield High School for this reason. A high percentage of students and their families are recent arrivals to Australia and the school is a familiar place in an otherwise unfamiliar world for many of the students and their families.

The aim of the Fairfield place-based program, is to support vulnerable young people through key transition points so they can successfully enter the workforce and approach life with confidence. Many of the young people have lived experience as refugees adding further complexity to this challenge.

Since 2013, Sydney Community Foundation and its Sydney Women's Fund have supported the work of The Parents' Café Inc. Fairfield at Fairfield High School. It's a place that welcomes refugee parents, encourages them to learn the Australian way of life and feel at home. In particular, it provides English lessons and access to TAFE training in skills for work in the hospitality industry and beyond. It co-ordinates excursions to the beach, the mountains and the Sydney CBD to teach an understanding of Australian culture and advice on life in Australia.

The program was developed using a collective impact approach for social impact in 2014 and as a scalable model for driving change in communities facing a particular challenge – in this case finding pathways to work for local young people.

A key element of *ProjectWOW!* Fairfield is **Hope+** which has been designed and is being delivered in collaboration with our partners Woodville Alliance. Sydney Community Foundation has funded Parents' Cafe and STARTTS (NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors) in support of the collective impact program. Collaborative funders in Fairfield include Vincent Fairfax Family Foundation, Ian Potter Foundation, Portland House Foundation, The Snow Foundation and NSW Department of Family and Community Services.

Through focused program funding, better co-ordination of services for young people and their families we aim to strengthen community and belonging through creating education and employment opportunities.

About Fairfield

The City of Fairfield is a Western Sydney Local Government Area (LGA) with a population of around 200,000. Roughly 35,000 are young people. It is one of the most diverse communities in Australia where close to 70% of residents speak a



language other than English at home. Since 2011 about 25% of all humanitarian arrivals to Australia settled in Fairfield LGA.

According to the SEIFA Index of Disadvantage Fairfield City is the third most disadvantaged LGA in NSW. More recently, the 2015 *Dropping of the Edge Report* identified Fairfield City's suburbs of Villawood, Cabramatta and Fairfield amongst the most disadvantaged places in NSW. Families face many challenges but unemployment and now long-term unemployment are often the cause of other struggles like mental health and homelessness.

Almost one third of the working age population in the Fairfield LGA are in receipt of a Centrelink Payment, whilst the Fairfield-Liverpool Labour Force Region (LFR) has the highest rate 27.5%, of teenage full-time unemployment in the Outer South Western Sydney LFR.¹

Fairfield young people find it even more difficult than their parents to get a job due to a range of reasons. There is a decline in entry-level positions and for young refugees factors like past trauma, a lack of local work experience and a satisfactory level of English intensify the challenge. Through Hope+ we've also learnt that many young people seeking work simply don't know where to look for a job or that they have given up after being rejected many times. When these circumstances are combined with economic changes that are taking place in the labour market, youth unemployment becomes a complex social problem that can only be solved through cross-sector collaboration and social innovation.

Through involvement in *ProjectWOW!* and through support from Sydney Community Foundation's multi-year place-based philanthropy, the Fairfield community aims to improve the experience of growing up in Fairfield and transitioning into meaningful work and adulthood.

The Importance of Collaborative Funding

Sydney Community Foundation is grateful to our major funding partners in Fairfield, Ian Potter Foundation, Portland House Foundation, The Snow Foundation, Vincent Fairfax Family Foundation and the Sydney Community Foundation's Strutt Go-Child Sub-Fund for their contributions, mentoring and support to the projects that make up *ProjectWOW!* Fairfield.

¹ Overview of the Canterbury-Bankstown and South West Sydney Priority Employment Area, Ian Neville, March 2012, Department of Education, Employment and Workplace relations.



It is through bringing together collaborative funding and the collaborative work of many services that the program offers a rich mix of programs to solve complex problems for the Fairfield community. There is no charge to students and their families for any of the Sydney Community Foundation funded programs.

The programs are there to respond to changing community need, identified by the community.

The project uses the collective impact approach to deliver better outcomes for young people across the Fairfield LGA with an emphasis on employment, education, refugee settlement and overall wellbeing. The Hope+ program is being documented so that other communities with similar challenges can learn from or modify and apply in their community.

Hope+ Program Aims:

- Support Fairfield's young people to complete Year 12
- Provide young people with life-skills, pathways into tertiary education and employment and help them be job ready.
- Increase overall community cohesion and belonging.



2016 Fairfield Projects Snapshot

Project 1:

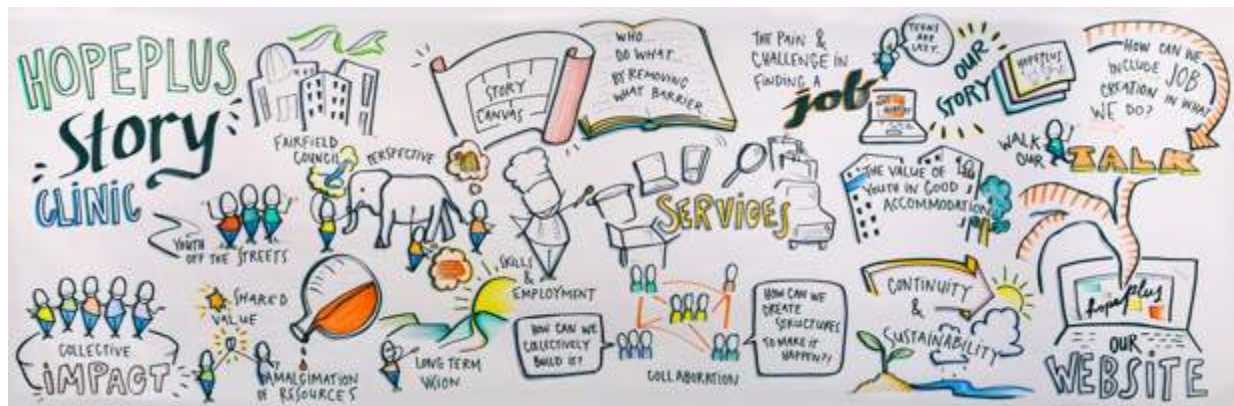
Hope+ Online Youth Portal - a website, enabling young people to connect with one another, access relevant services, and employment opportunities. While centered on Fairfield the website will be a service accessed by young people from across South West Sydney. The interactive website also aims ultimately to reduce service fragmentation, duplication and to identify service gaps and duplication.

Woodville Alliance has researched the barriers that Fairfield young people face in studying and finding decent work. They have done this through many conversations with local young people and with those who work with or support them and their families. This includes school and TAFE teachers, youth and caseworkers, Fairfield Council staff, employers, employment agencies and employers.

A strong message from these conversations was that the Fairfield youth sector needed to be mapped out and coordinated to overcome fragmentation, duplication, and to identify service gaps. Fairfield Youth Workers Network (FYWN) and Woodville Alliance had the idea of an online Youth Portal. Very quickly, through a grant from Fairfield RSL and additional financial support from The Ian Potter Foundation, Sydney Community Foundation, FACs and Woodville Alliance. Woodville Alliance built the portal with assistance from Digital Storytellers. You can visit the portal at: www.hopeplus.org.au

Project Outcomes:

The program is strengthening relationships between service providers by fostering partnerships with community government and non-government agencies, while supporting a reduction in economic and social disadvantage for a targeted group in the local community.



An illustration of the the Hope+ collective impact project by Project Director, Nikola Amanovic featured on the Hope+ Online Youth Portal website.

Project 2:

#Headstart was designed as a special high school program for Year 9 – 11 refugee students to provide education, life skills and job readiness training. The project has been delivered by STARTTS for Fairfield High School Intensive English Centre (IEC) students in collaboration with TAFE. In 2016 STARTTS has facilitated three sessions with approximately 45 students from the Fairfield IEC and 16 additional students facing barriers at Fairfield High School. As the number of refugee students at Fairfield High School requiring special education is increasing – with 300 recently arrived from Syria - these classes again need funding support in 2017. In 2017 Sydney Community Foundation hopes to expand the impact of the program by providing young people with mentors, case management, advice and other supports as need to ensure they can sustain their commitment to opportunity pathways.

Project Outcomes:

- Develop literacy and employability skills whilst discovering the range of Vocational Education and Training options available to students through TAFE.
- Promote social cohesion and tackle barriers to education, training and employment.
- Assist students to gain better access to local support services that are available.
- Assist students to gain greater confidence in study and be job ready.

[Read the 2016 #Headstart Program Report prepared by STARTTS](#)



Project 3:

Community Garden Parent's Café Fairfield High School

The community development activities offered by Parent's Café Inc. Fairfield have grown significantly in the past 3 years. With funds and support from collaborative funders Vincent Fairfax Family Foundation, Parents'Cafe has gained DGR1 status and grown in its reach and impact.

Sydney Community Foundation has raised and directed significant funds in 2016 from collaborative funder Portland House to support the renewal of the community garden at Parent's Café. Parent's Café runs a successful catering social enterprise and the community garden will add a further community element to this.

The Community Garden Manager is delivering the renewal of the **Community Garden Project** within the grounds of Fairfield High School. The Community Garden Manager supports parents from diverse backgrounds, many of them refugees, by providing meaningful focus, trauma therapy and opportunities to generate income through sales of fresh produce.

The garden will provide fresh food for communities from many backgrounds, Sudanese, Iraqi, Iranian and Khmer to take home to their families, and to share together at Parent's café community events where people find support, belonging and friendship and gain **Australian life skills learning**. The garden will also provide quality, fresh ingredients to the **Parent's Café's Catering Social Enterprise**, which received earlier support in its establishment from Sydney Community Foundation donors.

Fairfield High School students will also have access to the garden for therapy and to learn about growing and eating healthy food.

Project Outcomes

- Trauma support
- Increased belonging
- Young people learning about healthy eating
- Support to Parent's Café Catering Social enterprise
- Food security
- Education & employment pathways



Project 4:

Iraqi Women's Sewing Circle

Now in its second year the Iraqi Women's sewing circle project designed by Sydney Community Foundation and delivered by a partnership between STARTTS and Parent's Café has doubled in enrolments. This year two groups were formed, a beginners group and an advanced group, both accessing TAFE certificates. The advanced group worked with The Social Outfit Newtown to learn about and be supported in gaining and income from the sewing work.

As well as gaining skills that are often being passed from one generation to the next, the participants gain therapy by sharing stories. The classes provide opportunities for friendships to be made to build belonging.

Project Outcomes

- Increased belonging
- Younger women learning sewing skills
- Therapy
- 97 refugee women gaining business and enterprise skills
- 54 women trained by The Social Outfit
- Part time work or income from home

Looking to 2017

Opportunities exist in 2017 to work more deeply in the community with support from additional collaborative funders in the Fairfield LGA, potentially expanding support to other nearby schools. However, our priority will be the needs of young refugee and other students facing disadvantage at Fairfield High School to become job ready, able to participate fully and belong. Through Parents' Café we will continue our worthwhile and holistic approach to achieve the outcomes we seek for young people by also supporting their parents and other the wider community in Fairfield.

We would like to express our sincere thanks for the welcoming and open-door approach of Fairfield High School Principal, Charles Burg and his staff.

CLAYMORE

This case study was prepared for and submitted to the NSW Minister of Family Services and Community Services as an example of an innovative pilot program funded by philanthropy for youth at risk.



Case Study: The RISE project

A project of Sydney Community Foundation's Place-Based Philanthropy in South Western and Western Sydney

"I have self-worth now. Growing up I felt worthless"
- RISE participant

RISE Project Partners:

MAJOR PROJECT DELIVERY PARTNER



MAJOR FUNDING PARTNERS



Contents:

EXECUTIVE SUMMARY	4
WHY RISE?	4
SNAPSHOT OF WHITELION	4
1. REPORTED OUTCOMES:	6
2. BACKGROUND	7
<i>ProjectWOW! CLAYMORE</i>	7
ACTION BY SCF	7
3. COMMUNITY NEEDS ASSESSMENT	10
4. THE RISE PROJECT	12
GOAL SETTING WITH STUDENTS	12
KEY PERFORMANCE INDICATORS OF SOCIAL OUTCOMES	12
PROJECT STAGES	12
5. PROGRAM PARTNERS AND COLLABORATIVE SUPPORTERS	14
6. ONGOING EVALUATION - PARTICIPANT CASE STUDIES	15
Case Study 1: Olive	15
Case Study 2: Michael	15
Case Study 3 Carrie	16
7. IN THEIR OWN WORDS....	17
8. SOCIAL OUTCOMES FOR THE CLAYMORE COMMUNITY	20
Behaviour Change Survey	22
Wellbeing Index Survey	23
Young People's Post Program Feedback Survey	24
9. BUDGET FOR PILOT YEAR 2015-2016	25
10. REFERENCES	26

Executive Summary

Sydney Community Foundation is the social asset and infrastructure that has brokered the resources required to achieve change: human, financial, business and in-kind.

WHY RISE?

The RISE project was designed to assist at-risk young people suspended from, or chronically disengaged from, education at Eagle Vale High School in Claymore: a suburb of 3,500 in the City of Campbelltown.

The 1-year pilot saw the successful establishment of an *Alternative Learning Centre* at Gumnut Cottage in Claymore. In collaboration, Sydney Community Foundation and Whitelion designed and delivered RISE.

Project aim: To re-ignite the interest of disengaged young people in education, training and/or employment through providing case management, life skills training and flexible education options.

Project participants: From July 2015 - June 2016, 47 young people were referred to RISE. Although the project was designed to cater for students from Eagle Vale High School, due to its success, Green Valley High School and concerned parents and family members also began referring students to the project. Structured activities were available for students five days a week.

SNAPSHOT OF WHITELION

Whitelion is a national charity that works in disadvantaged communities in New South Wales, Victoria, South Australia and Western Australia. They provide programs that support

youth at-risk by providing pathways to employment for young people who have been in, or are at-risk of, entering the justice system.

Whitelion services provided: Collaborative program design, case management with students, health assessment, mentoring, life skills, vocational advice, respectful relationships training.

SNAPSHOT OF SYDNEY COMMUNITY FOUNDATION

Sydney Community Foundation (SCF) brings external, independent leadership and advice to disadvantaged communities seeking change.

In Claymore, service providers, schools, local government and residents had identified problems resulting from students being suspended from school for long periods, but had not been able to take the next steps to solve it.

The problem: A high number of young people were being suspended from the local high school for up to 20 days at a time, many without supervision. They were causing fear amongst older residents. Loitering, public disturbance and breaking and entering were reported as key concerns by local residents.

The risk of this cohort of young people entering the justice system was seen as a priority requiring immediate intervention.

SCF Services provided: Community consultation, collaborative program design, fundraising, grant making, evaluation, acquittal and case study.

Program Design: SCF nominated Whitelion to prepare a detailed project proposal. SCF were able to assist and advise on project design for clear, measurable social outcomes and effective fundraising.

Connecting Funds: SCF undertook to fund the program by introducing and connecting donors and raised \$100,000 for the pilot.

Trusted Adviser: As a trusted advisor, SCF assists its sub-fund holders and major private foundations about good grant making. Recognised as an experienced grant maker, SCF

connects funds to community priorities that would not otherwise be available. SCF focuses on funding innovative, replicable new programs that benefit disadvantaged communities across NSW.

SCF carefully selected a suitable service provider, i.e. Whitelion, to collaborate with in order to design and deliver the RISE project. SCF delivered funds from SCF and other private foundations, including the Vincent Fairfax Family Foundation, Portland House Foundation and The Snow Foundation.

I. Reported Outcomes:

Summary of reported outcomes for young people in Claymore:

80%	of participants displayed positive behaviour change
80%	of participants reported a personal development outcome
80%	of participants reported an aspect of life improved
12	Young people remaining in the program and being supported with case management of health or life issues
3	Young people supported to enrol in alternative schools: EDEN College, Warrikirri and Lomadra School
3	Young people are being supported to enrol into Sydney Distance Education High School
2	Young people not enrolled in school being supported with distance education to complete ROSA or HSC
1	Young person has been enrolled into Sydney Distance Education High School and has commenced completing year 8 school work
1	Young person is being supported to enrol into EDEN College after a long line of suspensions from mainstream school
1	Young person have successfully returned to mainstream schooling after suspension
1	Young person is being supported to enrol in TAFE to complete her Certificate III in Early Childhood Education
+	Referrals received from Department of Juvenile Justice, Infant, Child and Adolescent Mental Health Service, Family Referral Service and The Benevolent Society.
+	Referrals from family member and parents in addition to referrals from the High School.

2. Background

RISE, funded by Sydney Community Foundation, was developed as part of Sydney Community Foundation's wider place-based philanthropy program ProjectWOW! assisting people experiencing acute disadvantage in Western and South Western Sydney.

ProjectWOW! CLAYMORE

Following successes in Warwick Farm and Fairfield, SCF's *ProjectWOW!* partner, NSW Family and Community Services (Bankstown), (FaCS) identified Claymore as a community with acute social problems that would benefit from the *Collective Impact* funding model of philanthropy supporting innovative new approaches to entrenched social problems.

The RISE project was designed in response to a community identified need for engagement and support of young people enrolled at Eagle Vale High School who had been suspended from school for periods of up to 20 days at a time.

A number of services had identified the issue of youth suspended from school as a key challenge to the Claymore community. They formed a learning and employment group in Claymore made up of the following groups:

- TAFE
- Marrickville Training Centre (MTC)
- Whitelion
- NSW FaCS
- BoysTown Eagle Vale
- The Benevolent Society

The Claymore Action Network (CAN) Youth Working Group, made up of residents, young people, non-government organisations, government departments and school representatives had consulted extensively and yet no program had been designed or funded to respond to the community issues. **A loss of hope that change would occur was reported.**

ACTION BY SCF

Sydney Community Foundation's independent leadership and expertise allowed for effective, and inclusive program design, selection of an appropriate project partner and significant funding in order to launch the 1-year pilot project.

Below is the *Collective Impact* methodology used by SCF in all three *ProjectWOW!* locations: Warwick Farm, Fairfield and Claymore. SCF convened a meeting with assistance from FaCS and Campbelltown Council at the Housing NSW offices in Campbelltown (September 2014). It was agreed the project would require a co-ordinating agency. It was discussed that Whitelion, who provide excellent youth at risk services in the Campbelltown area, may be appropriate as a lead partner. SCF were intent on identifying a project partner that would

attract further philanthropic investment and resources, and mentors to give to support the project. Whitelion was identified as a suitable partner to deliver the program with Sydney Community Foundation connecting funds to run a 12-month pilot, following approval by the steering committee and Board of SCF of the budget and program design.

Cost effective sharing and use of local

resources: Partnering has reduced the cost of running this program. The engagement with young people by the RISE co-ordinator has enabled planning of short and long term education and employment goals.

Located at Gumnut Cottage in Claymore, the *Alternative Learning Centre* has provided students who have been suspended from local high schools and referred by the schools or by family members with a less formal and more flexible youth friendly setting. The teaching and learning is with a focus on actively engaging these young people with a flexible life skills curriculum. Activities are conducted to suit all learning styles.

In addition to structured activities, the *Alternative Learning Centre* program co-ordinator has provided individual case management support, including referrals to specialist health and other services when needed. The *Alternative Learning Centre* program allows a range of community and youth services working in the area, including Save the Children, Youth Solutions and Mission Australia, to engage with students who are suspended and provide them with a positive learning experience during their time out of school. In this way the students are able to find a mentor from a range of supportive adults.

This partnering has reduced the cost of running the program. The engagement with

young people by the *Alternative Learning Centre* Program Co-ordinator has allowed for the planning of short and long-term education and employment goals, which have involved either an education re-engagement plan or an alternate pathway to further education, training or employment. The program has also engaged with parents or family members of students to support the young person's wellbeing and progress.

The RISE Program commenced on Monday 20 July 2015. Since this time, the program has been running 5 days per week.

SCF connecting funds to innovative programs for social impact:

Since 2013, Sydney Community Foundation's *ProjectWOW!* has supported local programs run by its community services partners and delivered \$2.4 Million to Western and South Western Sydney with pledges of a further \$600,000.

Our focus is in three local communities supporting people facing acute disadvantage in Warwick Farm, Fairfield and Claymore. 'WOW' stands for 'Winners of Western Sydney'.

SCF has been an adviser and connector and has brought funds from donors, private foundations, SCF sub-fund holders as well as in-kind gifts and volunteering from corporate and private donors.

All three programs began with community consultation to identify need and sought after change. Projects designed and funded are a result of this research, consultation and local partnerships in order to achieve successful *Collective Impact* in the long term. Within each local community, a steering committee, a common agenda and shared measurement systems were established.

At the outset of the project in 2013, Sydney Community Foundation research showed that only 2% of total funding to communities in Western Sydney was philanthropic, compared to a national average to comparable communities of 10%. Based on this evidence, Sydney Community Foundation 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.

A number of the major funding partners of *ProjectWOW!* are major foundations

including the Sydney based Vincent Fairfax Family Foundation, and from Melbourne's Portland House Foundation and Ian Potter Foundation and Canberra's The Snow Foundation.

RISE as part of *ProjectWOW!* is a pilot collaboration involving NSW Government, individual philanthropists, national foundations and grassroots service providers. Sydney Community Foundation is the social asset and infrastructure that has brokered the resources required to achieve change; human, financial, business and in-kind.

3. Community Needs Assessment

A Community Needs Assessment was conducted by the local Claymore *Alternative Learning Centre* Working Group in early 2015.

This group was made up of Whitelion, Mission Australia, MTC and Save the Children. The needs assessment was prompted by SCF's approach to Whitelion's NSW State Manager to seek a services partners for a project to assist young people in Claymore.

The project had been discussed at a grassroots level for many years. The services that made up the *Alternative Learning Centre* Working Group had been working in the Claymore community for many years and had identified the need for specific support for young people who were not attending school. This identified need was reinforced by the documentation of the high levels of disadvantage facing Claymore residents through census data, research papers and media coverage.

Welfare dependency, higher than average unemployment and low school retention rates:

Claymore's high level of disadvantage has been attributed to its composition of 100% social housing, the application of the Radburn housing model, high levels of welfare dependency, higher than average unemployment rates, low high school retention rates (ABS, 2011; Four Corners, 2012). The *Growing Up Poor* documentary highlights many of the barriers facing young people and their families in Claymore and depicts a 'welfare ghetto' that is reminiscent of third world living conditions.

The documentary refers to Claymore as a 'social experiment with disastrous

consequences' as it is a suburb made up of 3000 of Sydney's poorest families, half of which are young children (Four Corners, 2012). The stories told by the 5 families in documentary highlight key issues facing Claymore such as habitual absence from school, domestic violence, Centrelink dependence, drug and alcohol use and extreme poverty (Four Corners, 2012). The stories and statistics highlighted in this documentary are also reflected in the *Dropping Off The Edge* report and census data.

The *Dropping Off The Edge* report, which was first released in 2007, identified Claymore as one of the top 40 most disadvantaged suburbs in NSW (Vinson, 2007). In 2015, a second *Dropping Off The Edge* report was released and ranked Claymore as the second most disadvantaged suburb in NSW (Vinson and Rawsthorne, 2015). This increase in disadvantage was mapped across 5 key indicators: social distress, health, community safety, economics and education (Vinson and Rawsthorne, 2015). The census data released in 2011 reinforced the incessant narrative of disadvantage through statistics on level of schooling attained and engagement in the labour force.

When comparing data on highest level of schooling obtained in Claymore with the wider Campbelltown region, there is a much lower percentage of the population who complete year 10 or senior high school in Claymore (ABS, 2011). Overall, 49.4% of the Claymore population left school at Year 10 or below, and 24.2% went on to complete Year 12 or equivalent, compared with 43.6% and 41.1% respectively for Campbelltown City (ABS, 2011).

Education attainment gap between Campbelltown and Claymore: The above statistics depict a drastic difference in

educational attainment for young people in Claymore despite their relatively close proximity to Campbelltown City. They demonstrate the impact of factors in the immediate environment and the impact of demographics on future opportunities for young people residing in Claymore. The impact of this low level of educational attainment makes a definitive impact on the employment status of the residents in Claymore. Claymore's unemployment rate in 2011 was 40% in comparison to 7.4% of the overall Campbelltown population (ABS, 2011).

The combination of intergenerational disadvantage, Centrelink dependence, social issues, low educational attainment and high unemployment made Claymore a well suited location to pilot the RISE project in a bid to support young people to remain engaged with school and access support services to overcome years of socio-economic hardship.

A pilot that is scalable and deliverable to other disadvantaged communities: Through the first year of the program and in working with other services, it has become apparent that a program like RISE is needed in local government areas such as Campbelltown, Camden, Wollondilly, Wingecarribee, Penrith and Blacktown.

Based on the success of the RISE pilot, Whitelion, in partnership with Sydney Community Foundation, is interested to replicate this model to other areas across South Western and Western Sydney. This would provide young people from areas outside of Claymore and Eagle Vale with increased support and opportunities that would mirror the success of RISE to date.

The RISE project is a demonstration of how philanthropy can act in a nimble way and provide funds to pilot new ways to tackle entrenched social problems.

4. The RISE Project

GOAL SETTING WITH STUDENTS

Setting short and long term, education, employment and health and recreation

goals: Located at a local youth centre in Claymore since 2015, RISE endeavours to provide young people who have been suspended, expelled or are chronically disengaged from school with a less formal and more flexible youth friendly setting, with a focus on actively engaging young people with life skills workshops, action learning and supported education sessions. All structured activities are developed and facilitated to suit all learning styles.

In addition to structured activities, the RISE Co-ordinator provides individual case management to young people engaged in the program including referrals to specialist services (as appropriate). RISE allows a range of community and youth services to engage with young people who are disconnected from school and provides them with a positive learning experience during their time away from school.

The engagement with young people by the RISE Coordinator allows for the planning of short and long term education, employment, health and recreation goals which involves either a reengagement plan to school or an alternate pathway to further education, training or employment. Where possible, RISE endeavours to engage with parents/carers of young people to ensure that they have an understanding of the program, as well as to equip them with information and referrals relevant to the young person's wellbeing and progress.

KEY PERFORMANCE INDICATORS OF SOCIAL OUTCOMES:

- Number of young people referred to the program per year that have either been suspended or are chronically disengaged from education
- 4 days/week of structured activities delivered
- Minimum 80% positive feedback from young people who participate in the project about support received
- Positive change in behaviour is observed by RISE coordinator in 80% of young people
- 80% of young people who participate report a personal development outcome
- 80% of young people who participate report at least one aspect of improvement in their life as a result of engagement in the program

PROJECT STAGES

1. **Research and consultation:** This stage involved drawing on best practice models of youth work and alternative education to inform the structure of the program. In addition, Whitelion consulted with young people from Claymore, Eagle Vale High School, Mission Australia, Save the Children, community members and other relevant stakeholders to ensure the program's appropriateness for the target group.

2. **Planning and development:** This stage involved planning the structure and content for the program to ensure that a strategic direction was developed. A flexible and adaptable model was developed overtime with feedback from young people and stakeholders.
3. **Pilot:** This stage involved the implementation of the program and a period of continuous quality improvement, in order to adapt to the ever changing and diverse needs of young people engaged in the program.
4. **Evaluation:** This took place throughout the duration of the pilot. Young people completed individual evaluations at the time of intake and exit. The sources of data collection include: behaviour change tracking, personal wellbeing index surveys and young person feedback surveys.

5. Program Partners and Collaborative Supporters

Eagle Vale High School

Eagle Vale High School has worked with Whitelion to refer students who have been suspended to the Alternative Learning Centre program. This has involved providing information to parents and young people about the Alternative Learning Centre, obtaining consent to refer to the Centre and providing detailed information about the young person and their background to the Alternative Learning Centre Coordinator. In addition to this, the schools are engaged in the return to school planning to ensure that the young person is supported to continue their education. Upon the young person returning to school, they have been provided with the opportunity to engage with the Eagle Vale High School Mentoring Program.

Mission Australia

Mission Australia has led this project and the Alternative Learning Centre Working Group from the initial concept. With the introduction of the Alternative Learning Centre Coordinator, Mission Australia will pass the role of leading the Working Group to Whitelion. Mission Australia has been supporting the program through providing caseworkers as a formal referral pathway for young people. In addition, one caseworker has been attending the program on Wednesdays to support program delivery.

Save the Children

Save the Children Australia (SCA) has supplied the Mobile Youth Van and two youth workers who have facilitated health, education, and creative self-expression programs for young people once a week for 2 hours each Monday.

Department of Family and Community Services (FACS)

FACS has provided Whitelion with access to Gumnut Cottage in Claymore for office and program space. This allows staff to work within the community and close to the school and has ensured quality service delivery.

Claymore Action Network (CAN), Claymore Steering Committee, Youth Working Group and Alternative Learning Centre Working Group

CAN was the network where the idea of a suspension centre was developed. The member organisations engaged with Eagle Vale High School on the project and as a result, initiated the early stages of the Alternative Learning Centre program. CAN has provided progress reports to the Claymore Steering Committee and Youth Working Group to ensure effective communication about the project.

Whitelion Employment Program (Claymore)

The Whitelion Employment Program (Claymore) has assisted young people engaged with the Alternative Learning Centre program to increase their employability skills through practical workshops. In addition to this, the Employment Program will also assist young people to find employment when this is a more appropriate option than returning to school.

Social Alchemy

Founder Chin-Liang Beh and his team have constructed a specialist academic program focused on supporting individuals who have faced considerable adversity in personal, social and educational domains.

6. Ongoing Evaluation - Participant Case Studies

Case Study 1: Olive

Olive is a 13-year-old who resides in Eagle Vale. Olive was referred to RISE in February 2016 and at that point in time Olive had been disengaged from school for 18 months. This disengagement from school was due to Olive's chronic anxiety and insomnia that was exacerbated by her parents' divorce. During Olive's disengagement from school she would not engage with young people her own age or participate in extracurricular activities.

Olive has been engaged in the program for 5 months and has a 95% attendance rate at the program. Since engaging with RISE we have supported Olive to become the editor of a community newsletter, join a soccer team, participate in arts programs and enrol in Sydney Distance Education High School. Olive is provided with learning opportunities 5 days a week at Claymore Youth Centre which involves life skills workshops, supported education sessions and casework. In addition to centre based activities Olive has also attended RISE Excursions to the Blue Mountains, the Museum of Contemporary Art, The Art Gallery of NSW, Microsoft, Sydney Distance Education High School and RSPCA.

Through the support of RISE, Olive is now engaged in school, has an outlet to socialise and is participating in community activities including sport and editing a local newsletter. Her confidence has grown significantly and she has directly stated that the RISE program is like a family to her. In the coming months Olive will be submitting some of her original artworks into an art exhibition that will be organised by Whitelion.

Case Study 2: Michael

Michael is a 16-year-old who lives in Claymore and was referred to RISE by his Aunty, after he was given a 20-day suspension from school. Michael experienced domestic violence by his biological mother when he was a child and was removed by the Department of Family and Community Services. His Aunty requested full custody through FaCS and was approved as his sole guardian. Michael has a moderate intellectual disability and ADHD and as a result he is in the support class at school.

Michael has experienced severe bullying at school, both emotional and physical. He was beaten by another student at school last year which resulted in hospitalisation and an operation due to the damage that was caused the beatings. The post operation care meant that Michael had to have several weeks off school to recover.

When Michael was in years 7 and 8, he was suspended approximately 8 times per year due to his behaviour but his Aunty supported him to access services such as Headspace and Disability Australia who have assisted him to curb his behaviours with practical strategies and medication.

Whilst Michael is engaging with RISE he will participate in art programs, life skills sessions, study skills workshops and will continue his creative writing about the unlikely friendship of Doctor Who and Batman. When Michael transitions back to school at the beginning of March, RISE will support him to ensure that communication between the school, himself and his Aunt goes smoothly and will continue to provide him with extracurricular opportunities outside of school, for him to develop his skills further. With Michael's creative flair and natural abilities in the arts, he hopes to one day enrol in NIDA and become an actor.

Case Study 3 Carrie

Carrie is 14 years old and when [Corin, RISE program Coordinator] first met her in December 2015 she had just moved in with her boyfriend's family in Ambarvale. Carrie felt uncomfortable returning to her family home due to the traumas that she had experienced there for over 10 years.

In August 2015, Carrie with the support of her boyfriend made the brave decision to report her abuse to the Department of Family and Community Services. Carrie had experienced sexual abuse, neglect and domestic violence at the hands of her step - father for 10 years before she reported her experiences. She had told her Mum many times what her step - father was doing to her but her Mum refused to believe it was true. In addition to this, Carrie's step - father would constantly mock her about her weight and physical appearance. This led her to become anorexic and later on bulimic.

Carrie was dealing with all this whilst attending school full time she was badly bullied at school and found it difficult to learn in a mainstream classroom environment. Early in 2015, Carrie enrolled in EDEN College an alternative school run by Youth Off The Streets and continued to attend until the abuse escalated and she left home in order to be away from her step- father.

Once she left home and began couch surfing, she stopped attending school. Carrie began to smoke weed and drink alcohol in excess to forget the abuse she had experienced. The couch surfing and drug use continued for a few months until she moved in with her boyfriend and his family. Carrie was then referred to RISE through a family member of her boyfriend's, who is a community resident in Claymore.

By the time Carrie connected with the RISE program she had not attended school for 6 months straight and her attendance prior to this had been disjointed. Since engaging with the program Carrie has participated in life skills workshops and art programs that have boosted her confidence and decreased her social anxiety. The RISE program has also supported her to connect with Traxside Youth Health Services in order to access the nurse for sexual health checks and the counsellor for support in dealing with her traumas.

An application to Sydney Distance Education High School was submitted for Carrie in June and we hope that she will commence her distance studies soon. Whilst Carrie is waiting for school to resume, she has been attending tutoring sessions at the University of Sydney with Social Alchemy Australia. Her tutors have reported that Carrie is very intelligent and driven and that with support she will excel when she returns to her studies. Carrie hopes to finish year 12 and become a youth worker, so that she can support young people to overcome life traumas and live life to the fullest.

7. In their own words....

A transcript of informal interviews undertaken by SCF to better understand the benefits to participants of the RISE Project.

“I trust adults more”
“I feel safer”
“I’m a lot happier now than I was before”

BACKGROUND

In May 2016, Sydney Community Foundation was offered the opportunity to invite RISE participants to an educational tour of the Microsoft digital arts workshop at the Microsoft store in Pitt Street Mall.

4 program participants attended the workshop followed by lunch at the SCF offices in The Rocks.

To better understand benefits from the point of view of participants. Karlii, Lucy and Erika, 3 RISE program participants were informally interviewed about their experience of RISE. Also in attendance was Corin, RISE Co-ordinator with Whitelion.

Below are the transcripts of the discussions.

How long have you been working with RISE?

Karlii: 6 months.

Lucy: 3 months.

Erika: 2 weeks.

What kind of activities do you do with RISE?

Karlii: I don’t live at home, so going to Corin’s program has helped quite a lot because it’s got me back in to school and got me back in to the social side of things.

What positive differences have you noticed in your life since starting the program?

Karlii: I trust adults more. Growing up, I didn’t get along with adults at all. At first, I didn’t want to get along with Corin because she’s an adult and adults are scary. I’ve now worked around that and realise Corin is not scary.

Lucy: I’m a lot happier now than I was before. I realise that I’ve gained more confidence with myself, and being in public, because I have a

lot of social anxiety, so the excursions have really helped.

Erika: *I feel safer.*

Karlii: *It's a non-judgemental place. I feel like I can disclose the bad choices I made to Corin without being judged. I'm making better choices now. Talking to Corin about the bad choices I made mean I make better choices.*

Corin gives me alternatives so rather than going out and making a bad choice, I don't do it. I'm in an environment where I have Corin and all the other girls, and we all care about each other. When I was at school, no one looked out for each other, they just cared about themselves. I feel safer with Corin and the program than I would at home. We're like family."

What else has improved?

Karlii: *I have self-worth now. Growing up, I felt worthless due to different situations. When I'm with Corin and part of the program, I feel worth something because I get invited to things and get asked to be involved with things. You get invited to things and taken places and you feel wanted and it's great experiences.*

Corin: *From my perspective, when I first met all the girls, none of them were engaged in school. When I met Karlii, she had had a year off school, Lucy had had almost 2 years off, and Erika, it's been a shorter period but there's been that one and off disengagement. But in terms of the reasons for disengagement, it's not what people would think. They're not jumping a bus and going to the city. Stuff happens and school doesn't work for everyone the way it is at the moment. The school system doesn't take in to*

account all the pressures that are affecting these guys.

Karlii: *It's not school that's the problem, it's everything else that happens at school. It's the bullying, it's the teachers that don't care. They focus on the bad kids, and don't suspend them. And when one of the good kids slips up, they get suspended. And for lots of kids, suspension is a privilege because you don't want to be at school.*

Corin: *If it's just school that is an unsafe environment for these guys, they need an alternative. It took months to get Karlii back in to school because her biological parents aren't in her life and she was disengaged from an alternative school so we faced many barriers from DEC to enrol her in to distance ed. If Karlii wasn't consistently engaged all the way through the process, we probably wouldn't have seen such a good result.*

Karlii: *At my old school, my attendance was under the average but that's only because I was late and would miss roll call, but would go straight to class, because I had my brother, my sister and my dad to take care of. Because of safety reasons, my dad had to walk me to school, and I had to bring my brother and sister with me. In year 9, I got called in to see the school liaison and they asked why I was always late, and I couldn't explain and they told me I was old enough to walk myself to school so I should be showing up on time. I was never disruptive in class, and would rarely miss class, I only missed roll call. You try so hard to accommodate what the school needs you to do, but there's only so much you can do.*

Lucy: *It's really good with RISE because Corin with her job, she has sources for things and if stuff is happening in your personal life, you*

can ask her about things and she has stats and information. Corin's there to listen to your problems – it's like one big family.

Karlii: *When you put it like that, it's what it actually is. People like me who don't live in stable living conditions, or Lucy who has parents separated or Erika...*

Erika: *Horrible family altogether*

Karlii ... *All our families are broken and what this is is makeshift but it works.*

Lucy: *It's cool because we all get along like we're family. That's great because it's nice to know that family doesn't always mean blood. It's who you're comfortable with.*

Karlii: *We're still connected outside the program. Even if we met through the program, we're friends outside of it.*

Lucy: *Being in this program has made me more open about telling people why I'm part of the program. I can explain the problems I've had with my mother.*

Karlii: *I think that's why I didn't trust [Corin] at first because I knew other workers that aren't around for very long. I'm not going to bother building up a relationship with an adult if it's not going to be long term.*

Corin: *Any program or intervention needs to be long term and SCF understands that.*

8. Social Outcomes for the Claymore Community

The budget of the program was \$114,000 with 47 young people referred to the program by schools and family members in the 2015 – 2016 year.

The cost per student was a modest investment of \$2,425

- Structured activities are held 5 days/week
- 12 young people are currently being supported by RISE through programs and/or case management
- 2 young people are not currently enrolled in any school and are being supported to engage with alternative schools or distance education to complete their ROSA or HSC
- 3 young people have been supported to enrol into alternative schools: EDEN College, Warakirri College and Lomandra School

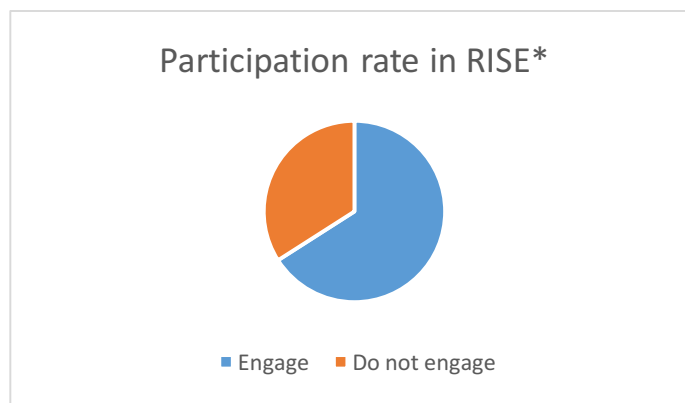


Figure 1: This chart shows that 66% of the young people referred to RISE actively engaged. The RISE project has received 47 referrals from July 2015 – June 2016.

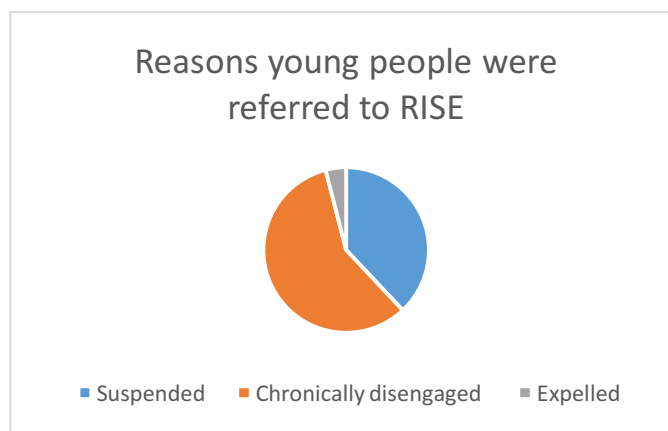


Figure 2: This chart shows that of the young people that have been referred to RISE that 38% of young people were suspended, 58% of young people were disengaged and 4% of young people were expelled.

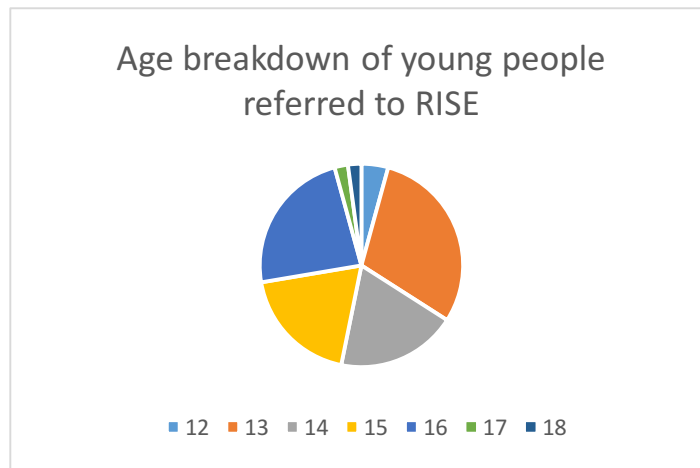


Figure 3: This chart shows the age breakdown of the young people referred to RISE. The chart displays that a majority of the young people are aged 13 – 16.

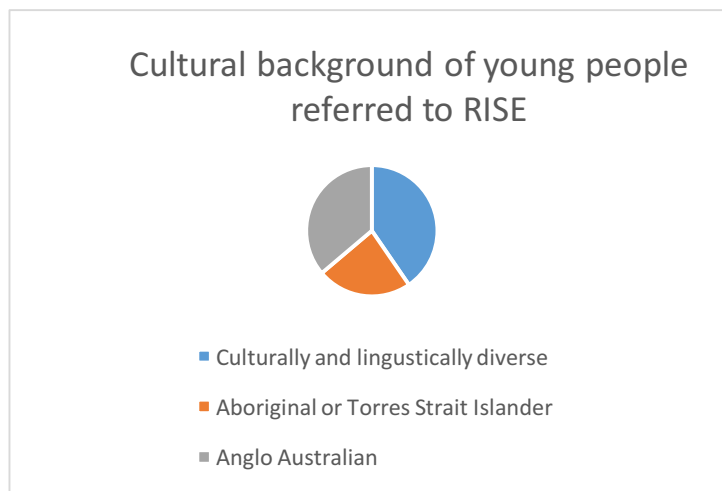


Figure 4: This chart shows the cultural background of the young people referred to RISE.

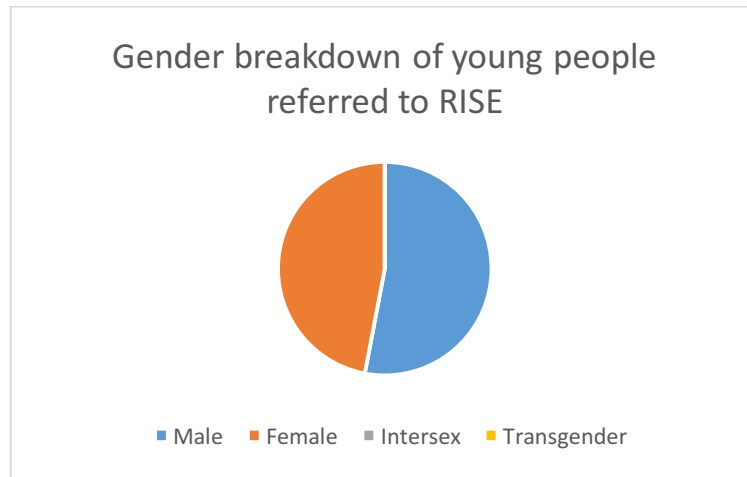


Figure 5: This chart shows the gender breakdown of the young people referred to RISE.

Behaviour Change Survey

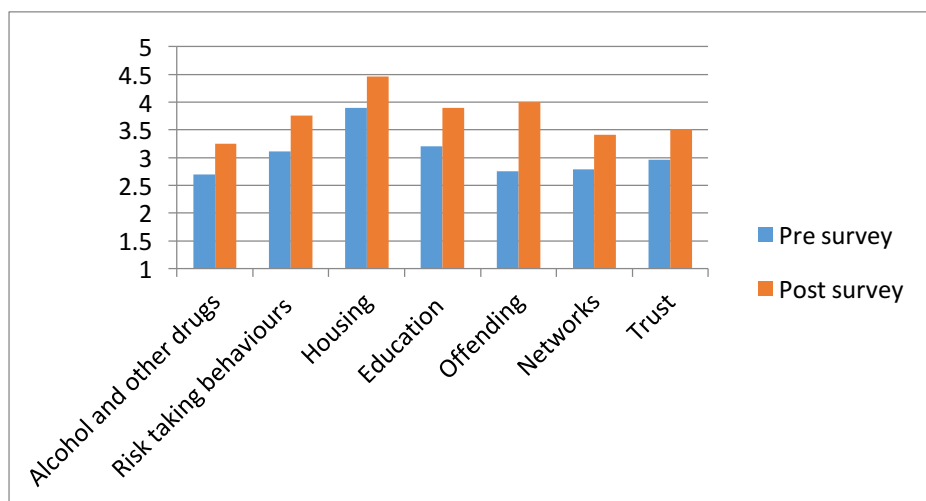


Figure 6 – This chart compares the willingness for behaviour change in young people before and after they engaged with RISE. The rating scale is 1 – not interested/not ready to change behaviours and 5 – committed to positive behaviours.

Wellbeing Index Survey

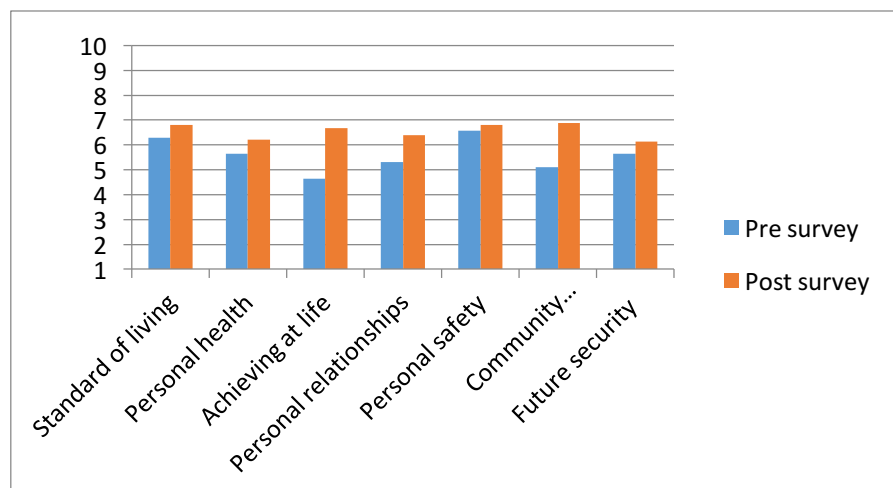


Figure 7 – This chart maps the average wellbeing of young people before and after their engagement with RISE. The rating scale is 0 – very sad and 10 – very happy.

Young People's Post Program Feedback Survey

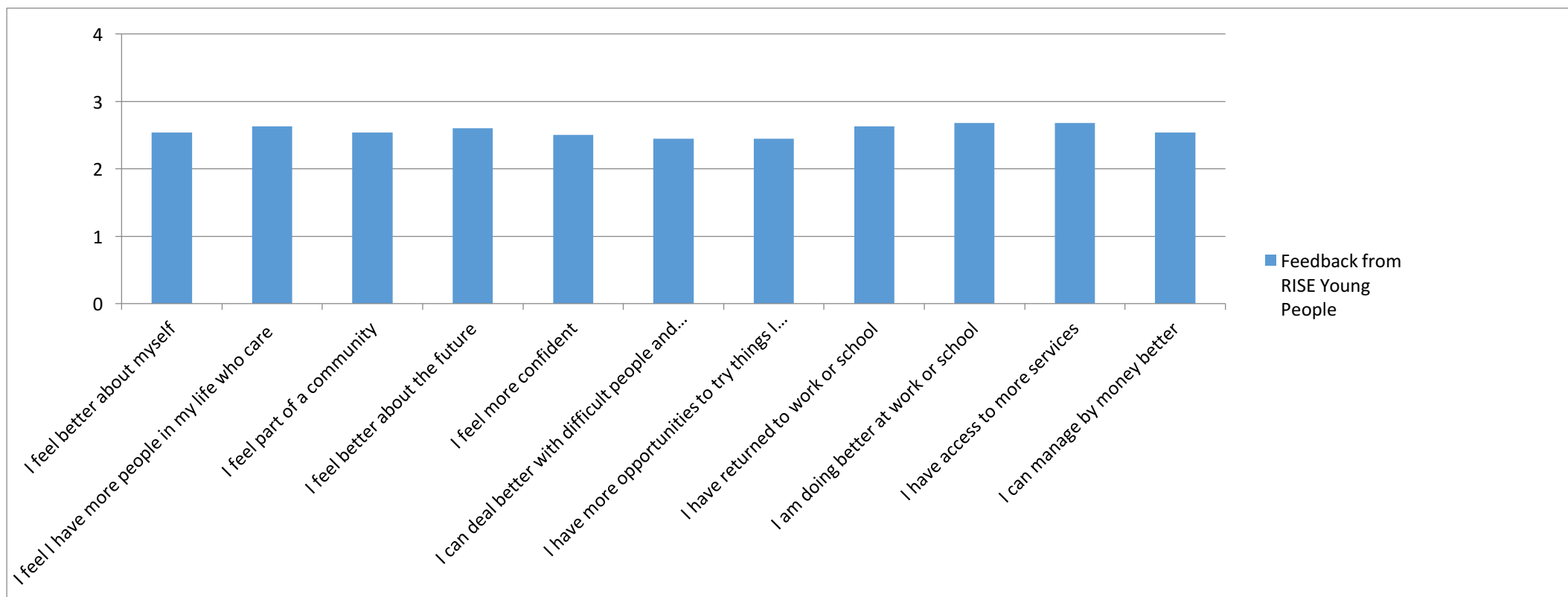


Figure 8 – This chart maps the feedback from young people after they had been engaging with RISE for more than 3 months. The rating scale is 0 – strongly disagree and 4 – strongly agree.

9. Budget for pilot year 2015-2016

Item	Amount (\$)
Salaries and staffing costs	\$83,825
Motor vehicle and travel	\$12,000
Computer and IT	\$1,500
Printing and Stationary	\$500
Phone	\$600
Client activity expenses	\$900
Rent	\$5000
Management fee	\$10,000
TOTAL COST OF PROGRAM	\$114,325

10. References

- ABS 2011, Claymore: the highest level of schooling, accessed on Saturday 14 May 2016 via <http://profile.id.com.au/campbelltown/schooling?WebID=160>
- ABS 2011, Claymore: employment status, accessed on Saturday 14 May 2016 via <http://profile.id.com.au/campbelltown/employment-status?WebID=160>
- Bruce, J; Boyce, K; Campbell, J; Harrington, J; Major, D and Williams, A 2009, Youth work that is of value: towards a model of best practice. Youth Studies Australia 28(2) 23 – 31
- Four Corners 2012, Growing Up Poor, accessed on Saturday 14 May 2016 via <http://www.abc.net.au/4corners/stories/2012/09/20/3594298.htm>
- Vinson, T 2007, Dropping off the edge: the distribution of disadvantage, accessed on Saturday 14 May 2016 via <http://www.dote.org.au/wordpress/wp-content/uploads/DOTE2007.pdf>
- Vinson, T and Rawsthorne, M 2015, Dropping off the edge: persistent communal disadvantage in Australia, accessed on Saturday 14 May 2016 via http://www.dote.org.au/wordpress/wp-content/uploads/0001_dote_2015.pdf