



**COLLABORATING FOR COMMUNITY IMPACT:  
OUR JOURNEY SO FAR**

**GIVE. ADVOCATE. VOLUNTEER.**

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**LIVE UNITED**



**United Way is a global network of not-for-profit organizations working in 41 countries to mobilize the caring power of communities to advance the common good.**

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Community Impact 2012 Annual Report

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# Foreword

Measurement is the new black in the social and philanthropic sectors. These sectors are abuzz with research papers, consultancies and conferences all rightly dedicated to doing better at ascertaining and quantifying social impact. At United Way we strongly support these endeavours and have been global innovators in introducing impact measurement as far back as the 80's in the United States.

In all of this activity it's critical that we remember why we measure and evaluate. Measurement is not an end in itself but a tool to help us determine whether or not we are fulfilling our social mandate to improve lives and build stronger communities. These tools are useful in answering two simple questions that are core to the United Way Community Impact report:

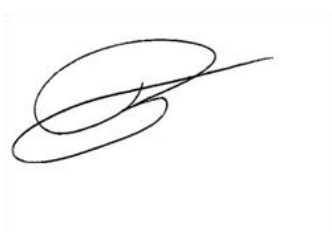
**'As a result of our learning from the year prior what did we do differently this year?'**

**'What have we learnt this year and how will this influence what we will do differently next year?'**

These questions are at the heart of social innovation. Yes we need new and creative ideas but the priority in social innovation should be the incremental and hard won improvements that come from asking these questions.

Like all organisations investing and engaged in social impact we are learning. This is particularly the case for United Way as we pioneer new forms of collaboration increasingly referred to as Collective Impact which presents another important dimension of work to be closely evaluated. This report is our attempt to formalise and apply our learning, share this with other sectoral colleagues and in turn be transparently accountable to our community stakeholders. We take transparency seriously and believe that we have a responsibility to not only share this information with stakeholders but to also make it relevant and accessible. To that end this report and our financial reports will be summarised and made available to the thousands of people who support our work in Australia and abroad.

So it's with great pleasure that I share with you our 2012 Community Impact report. The work of social impact is too important to settle for 'good enough' and I welcome your thoughts on how we can do better. Like all reports there has been an enormous amount of work from my team, our volunteers and our corporate and community partners and I acknowledge their contribution towards achieving our goals



**Doug Taylor, CEO  
United Way Australia**

**March 2012**





# Executive Summary

This is United Way Australia's first Community Impact Report documenting our journey towards creating community impact in local communities in Sydney, Melbourne and Brisbane in 2012. Its aim is to document our supported initiatives including grants, coalitions and volunteering in the impact areas of education, income and health and the additional area of homelessness. We are committed to outcome and impact measurement and have redesigned our reporting processes in line with an Impact Map approach that documents inputs, outputs, outcomes and impact. Each section includes a reflection on how we connect social agents of change, invest our corporate partners funds, mobilise human resources and strengthen our community partners through programs such as Partners for Impact. We have also attempted to articulate what we learnt in 2012 and how these learnings will be applied in 2013.

In summary: across the areas of Education, Income, Health and Homelessness we have supported the following initiatives with the help of our corporate and community partners

- 200+ children and their families get ready for school in Melbourne and Sydney
- 700+ young people in their transition to earning or learning post year 10
- 7+ schools to improve the quality of careers education for students
- 500+ young people through our art therapy programs in Sydney and Brisbane to access services to support their mental well-being
- 130+ education professionals significantly increase their knowledge, understanding and skills in the areas of young people's resilience and establish supportive environments
- 55+ people housed as a result of the 90/90 initiative.

In addition to supporting a range of initiatives we recognise that complex social problems require cross-sector collaboration to deliver impact over the long term. To this end we continued to work with the 90/90 group and established 'collective impact' coalitions for our Income and Health impact areas. Key achievements in 2012 included the Income Coalition identifying and agreeing on the audacious goal of ensuring young people in the four target schools are engaged in meaningful work or further education two years after leaving school. The Health Coalition identified a preventative focus to improve mental health outcomes for 16-24 year olds in Redfern Waterloo and gathered evidence from 12-14 year olds on their understandings of positive mental health and well-being with a view to developing a collective project in 2013.

Significant learnings from this collective impact work included the importance of an aspirational but measurable and public goal, working from an evidence-base and the power of government, community organisations and corporations all working together to achieve a common goal. For instance, high quality data analysis was conducted by ING DIRECT and Stethoscope/Amgen as part of their contribution to the Coalition work. The interconnectedness between our Education, Income and Health impact areas was strongly evidenced when this research work provided a greater understanding of the critical preventative nature of early education in ensuring better social outcomes for life. As a result we have been developing a new education strategy focused on early years.

In conclusion, we found coalitions take time to establish and as such the social outcomes are slower to materialise, but perseverance can lead to generational change. While outcome measurement remains a challenge, we at United Way, along with our partners, have put in place processes to enable the collection of data that demonstrates change. In general, we found the initiatives, especially those in their second year, are leading to social outcomes in the targeted communities. Our partners continue to be resourceful, innovative and engaged in improving their practice, much in part to a shared commitment to community outcomes supported by our partnership approach.

# Introduction

Welcome to United Way Australia's first Annual Community Impact Report.

Our aim is to effect real change in local communities by harnessing a collaborative, cross-sector approach to target critical social issues in the areas of education, income and health. We call this approach Community Impact. It requires us to innovate when necessary and to mobilise individuals and organisations. The outcomes outlined in this report were made possible through the collective effort of our corporate and community partners.

This report presents our journey towards creating community impact in local communities in 2012, whilst explaining who we are and how we add value. The report aims to tell our story to our stakeholders as well as our donors and the broader community to demonstrate our commitment to accountability, learning and improvement. It is as much about the process as the finished product. Building such a report has allowed us to analyse and improve our own processes and operation as an organisation. Most importantly, it gives us an opportunity to share what we have learnt and what we hope to do better in the coming years. This review of our programs and initiatives aims to assess how they are contributing towards improving the lives of individuals and their communities. This will enable us to:

- review and continuously learn from our work
- improve our effectiveness
- be accountable to donors, supporters and the communities we seek to serve.

United Way Australia is currently running Community Impact programs in 10 local communities across Victoria, New South Wales and Queensland. Two years ago we set ourselves a goal to become a leading community collaborator by 2015. To this end we have been focusing on the following:

- **Connecting** – acting as social agents of change bringing community, government and corporate organisations together to build on their individual capacities and build greater collective impact
- **Investing** - in like-minded community organisations through the support of our corporate partners and individual donors
- **Mobilising** - the caring power of the wider community, especially through volunteering
- **Strengthening** – the capacity and capability of our corporate and community partners

Table 1 on page 4 outlines the theory of how we will effect change so that individuals and families achieve their human potential through education, income stability and healthy lives.

We report on how we went about pursuing these objectives, as well as on the outcomes of our collective work, in the following sections on education, income and health. In addition, we will also highlight the work we have supported in addressing homelessness in Sydney.

The first section outlines our Community Impact Strategy, how we operationalised our work in 2012 and measured our impact.



**Table 1 United Way Australia Impact**

| Assumption  | Our Inputs  | Area      | Activities   | Short-term Outcomes   | Long-term Outcomes   | Impact  |
|---|---|-----------|--|---|--|---|
| A range of barriers to people achieving their potential could be overcome through early intervention initiatives that ensure a successful 'cradle to career' pathway. | <b>Connecting:</b><br>Providing access to networks and volunteers.<br><br><b>Investing:</b><br>Through individual donors, workplace giving and corporate giving.<br><br><b>Mobilising:</b><br>Local Communities: Coalitions<br>Corporate Volunteers: Team-based<br>Skilled/Engaged Strategic<br><br><b>Strengthening:</b><br>Mentoring (Partners for Impact)<br>Social Change and Collective Impact skills<br>Project management<br>Monitoring and Evaluation expertise | EDUCATION | Pre-school early interventions   | Increased communication, emotional, physical skills for children and families           | Children start school ready to read, learn and succeed.                    | All individuals and families achieve their human potential through education, income stability and healthy lives. |
|   |   | INCOME    | Transition to work program<br><br>Income Coalition   | Young people inspired, equipped and motivated to pursue positive pathways post year 10. | Young people are engaged in work and/or education after completing school. |   |
|   |   | HEALTH    | Art therapy programs<br><br>Training for teachers on mental health<br><br>Health Coalition | Young people and families accessing the support they need to better manage their health | Young people are healthy and avoid risky behaviours.                       |   |

The second section provides a series of overviews of our work in education, income, health and homelessness. Each overview reflects on the development of our strategies and the activities United Way has supported during 2012. We examine how we have connected, invested, mobilised and strengthened partners to contribute to positive social outcomes. We then present our outcomes and a case study of our work. Finally, each overview ends with a reflective evaluation of how we are learning and evolving as an organisation.

The third section presents a summary of our community program reports produced in 2012, and the final section provides some concluding remarks and thoughts for 2013-14.

We welcome your feedback on our first report and look forward to sharing our work in future years

**Jenny Riley, National Community Impact Manager  
 United Way Australia  
 March 2013**



# Community Impact

## Strategy

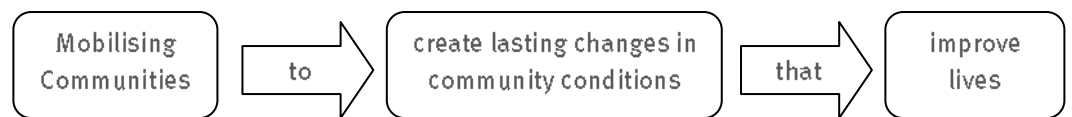
The below summarises our Community Impact Strategy<sup>1</sup> launched in 2010 and journey to date in order to provide the context for our 2012 review outlined further in the next section.

## Vision

United Way envisions a world in which all individuals and families achieve their human potential through education, income stability and healthy lives.

## Mission

United Way's global mission is that of community impact, which we define as:



## Core Principles

United Way is committed to ensuring that the strategies we undertake create real and effective impacts in the communities in which we collaborate. To achieve this, we operate on three core principles: evidence, collaboration and social innovation.



## Impact Areas

Globally, we have three priority impact areas: education, income and health – which we believe are the building blocks for a good life.

## Our Journey

In 2009, United Way Australia commissioned the Centre for Social Impact to identify the critical issues and the best-practice interventions for addressing them. The following issues were identified in the report<sup>2</sup>:

- Education: Helping children achieve their potential by enhancing school readiness
- Income: Promoting financial stability and independence by ensuring youth are productive and engaged.
- Health: Improving people's health by focusing on youth mental health

In 2010 United Way Australia worked with a cross section of community, government and corporate stakeholders to create collaborative approaches in line with this research. We also focused on building our operational model around the new focus areas. Since our launch we have continued our annual review process to ensure the ongoing effectiveness of this work and increasingly integrated the strategy to our grants and volunteering programs.

Fundamental to this transition period was the establishment of United Way Australia's Councils in Sydney, Melbourne and Brisbane. Each Council is made up of a selection of corporate, community and government representatives, who play a leading role in determining how we grant the funds we raise through our Workplace Giving campaigns. Council members select the local grassroots community organisations and national not-for-profits who receive both the annual grants and funding for the impact initiatives based on recommendations from our management team.

Another example of our strategy integration has been the launch of Partners for Impact - a 12 month strategic volunteering program providing peer mentoring support to build the capacity of our community partners. The 2012 program involved 23 leaders from 9 community organisations and 6 of our corporate partner organisations working together in pairs on strategic organisational initiatives. These included people development and succession planning, brand planning, governance and new funding model reviews.

The overall result has been an increased depth and breadth to the programs and initiatives we undertake, as well as stronger and more integrated corporate and community partnerships.

In 2012, United Way Australia delivered its Community Impact Strategy through three key approaches: *annual grants*, *impact initiatives* and *coalitions*. Table 2 below explains these approaches, and specifically their relationship to our core principles of evidence, collaboration and social innovation.

| <b>Annual grants</b>  | <b>Impact initiatives</b>  | <b>Coalitions</b>   |
|---|--|---|
| <p>United Way Australia continued to provide small grants (up to \$15k) to local grassroots not-for-profits as top-up support for existing initiatives and/or the provision of seed funding for new initiatives.</p> <p>Whilst these small grants enable important local outcomes United Way Australia is increasingly transitioning to supporting larger impact initiatives.</p> | <p>Are focused on working collaboratively to support preventative approaches to address the key Education, Income or Health issues within our local communities. They entail United Way Australia involvement and support, in addition to the provision of core funding (up to \$120k per year for up to 3 years) to our community partner not-for-profits for particular initiatives in targeted communities.</p> | <p>are established by United Way Australia as a way to facilitate strategic collaboration of corporate, not-for-profit and government sectors.</p> <p>These forums aim to tackle some of the complex and underlying problems that cannot be adequately addressed using traditional or existing approaches</p> |

This report focuses on the areas in which the bulk of our time and resources has been focused: that is, the impact initiatives and coalitions. A summary of the annual grants issued in 2012 is provided on page 39.

**Table 2: Community Impact Framework**

|   | <b>Annual Grants</b>  | <b>Impact Initiative</b>   | <b>Coalitions</b>   |
|---|---|--|---|
| <b>Basic description of approach</b>                      | Top-up support for existing program or seed funding for new program | Core funding for substantial intervention                                | Collaborative approach to tackling 'wicked problems'                                |
| <b>Nature and framing of problems &amp; interventions</b> | Simple – focused on the individual                                  | Complicated – focused on the individual as well as organisational change | Complex – focused on organisational and systemic change                             |
| <b>Use of existing evidence</b>                           | Low/moderate (sound logic may be substituted for evidence)          | Moderate/high  | High re components of initiative – innovative applications & solutions then applied |
| <b>Contribution to evidence base</b>                      | Low   | Moderate   | High  |
| <b>Innovation</b>   | Low   | Moderate   | High  |
| <b>Collaboration requirements</b>                         | Moderate  | Moderate   | High (collective impact <sup>2</sup> )  |
| <b>Focus on monitoring and evaluation</b>                 | Transparency/ accountability  | Organisational learning and improvement                                  | Creation & diffusion of innovation  |

*“Our social issues today are complex and require cross sector collaboration to develop approaches for successful systemic change. Realising the Community Impact Strategy through Annual Grants, Impact Initiatives and Coalitions not only allows for tangible differences to be made in identified communities, but also enables us to work in partnership with United Way to challenge our focus and stimulate innovation in Fuji Xerox Australia’s community program.”*

**Andy Berry,**  
**Director and Chief**  
**Customer Officer,**  
**Fuji Xerox Australia &**  
**member of the**  
**United Way Australia**  
**Sydney Regional**  
**Council.**

## Measuring Community Impact

As we continue to grow and develop our Community Impact Strategy, we are also continuously reviewing our measurement processes to ensure valid, reliable and meaningful reporting. In 2012, the Genworth Foundation, alongside several other key supporters of United Way, made it possible for us to develop a robust measurement and evaluation process.

As part of developing this process, we sought input from the Centre for Social Impact, to develop a framework that would represent the varying scale, complexity, and nature of our programs. For instance, measuring the impact of small-scale annual grants needed to be approached differently to evaluating longer-term impact initiatives with our key community partners. In turn, this is different to capturing the value and outcomes of the highly innovative coalitions.

The outcome, the Community Impact Framework (Table 2), provides a structure outlining the appropriate form of monitoring, evaluation and learning activities to be implemented, as well as the degree to which our principles of evidence, collaboration and social innovation should be assessed.

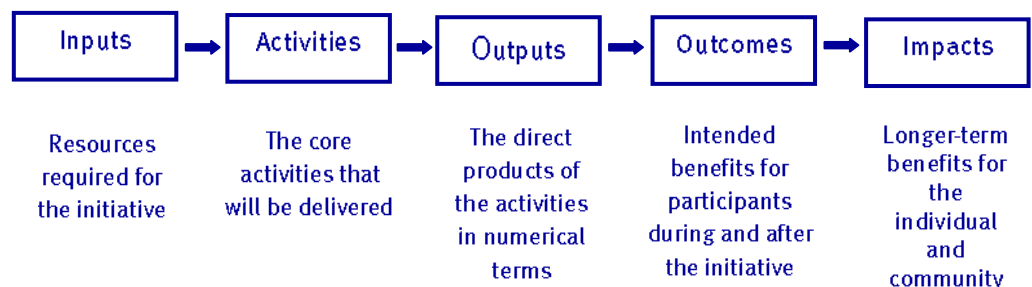
## Impact Mapping

United Way Australia decided to adopt an impact map approach to designing and measuring impact after carefully reviewing existing models on measurement, including social return on investment, results-based accountability and logical framework. Whilst no approach is perfect, the impact map is a simple way of describing a project's theory of change or the relationship between different project elements and intended results.

Impact maps can also be scaled up and down depending on the complexity of the program. The impact map includes an expectation that there is a logical relationship between the outcomes identified by our community partners and the impacts articulated by United Way Australia. In addition, the Australian Productivity Commission's Report on 'The Contribution of the Not-For-Profit Sector' recommends impact mapping as a sound approach to measurement for the Australian social sector.

Figure 1 describes the basic elements of an impact map, upon which our design and reporting processes are built.

**Figure 1: Impact Map Elements**



## Data Collection Methods

United Way Australia uses a stakeholder analysis methodology called ‘community conversations’ at the start of each initiative. This is based on an appreciative inquiry method, which includes ‘village meetings’ and focus groups. We undertake secondary data reviews to support the anecdotal evidence.

Data collection against the indicators for each initiative are developed in conjunction with our community partners and may include surveys, semi-structured interviews, focus groups, event feedback, data analysis, debriefing with corporate volunteers, and case studies.

In 2012, with the help of Dr Andrew Curtis, we undertook research of the Outer South East of Melbourne to establish how United Way could make the greatest impact in an area of Melbourne with high growth, large refugee and migrant populations and high levels of disadvantage. The community expressed concern about racism and a lack of cross cultural understanding within their community. There was a desire for the community to come together as one. Using the top suggestion, to use schools as a community hub, United Way organised a ‘One Community’ family day style event at Narre Warren South P-12 College. Over 1000 people attended the event featuring multicultural foods and stands.

## Reporting Milestones

Community partner reports are sought in May and November of each year and collated respectively into a mid-year and end of year report for our Councils and Board. Other reporting and reflection points occur throughout the year at corporate Round Tables, Board and Council meetings, and our Annual General Meeting.

This is the first year we have collated and analysed our community partner reports, coalition learnings and volunteer data to develop a comprehensive annual review for internal benchmarking and external consideration and comment. The next section presents our work in the impact areas of Education, Income, Health and Homelessness.

*‘Having robust measurement and reporting frameworks is crucial as it enables organisations to chart the progress they are making in improving outputs and outcomes, and to take action if required. At Genworth, we value the efforts made by United Way to effectively monitor, evaluate and openly communicate the progress the organisation is making on the community impact journey’*

**Lyn Stroud, Community Relations Manager, Genworth**



## Background

A child's preparation for school has been shown to positively impact on their life outcomes. Through appropriate preparation, children are less likely to fall behind and learning gaps are minimised early enough that the risk of them widening throughout their further school years is minimised. An additional result is a life-long impact on their health, wellbeing and capacity to become productive and engaged contributors to society. Research indicates that children who begin school prepared and ready to learn are more likely to demonstrate positive social outcomes and less likely to experience teenage parenthood, criminality, mental health problems and unemployment.

# Education

**Our Vision: That all children start school ready to learn so that they may succeed in life.**

**Our Goal: By 2018, we halve the number of children not school ready to start school in our target communities.**

**The issue: In 2009, 23.4% of 5-year-olds started school developmentally vulnerable\***

In 2012, United Way continued to work with early childhood specialists Good Beginnings Australia to implement early intervention initiatives. This was carried out in partnership with local families and communities, to enhance the intellectual, social and emotional development of children in order to promote school readiness.

Specifically, we supported the Learn2Grow Early Years Learning Project in Doveton, Victoria, and a series of supported programs in Claymore, New South Wales. In Queensland, we joined with Noah's Ark Resource Centre and Goodna State School to support families with young children. Combined, these programs reached over 200 children and their families in three significantly disadvantaged communities. In addition to supporting local programs in communities, 2012 turned out to be a watershed year for United Way's education strategy. Our emerging interest in the role of early literacy in school readiness became a source of action and activity.

Development of our education strategy and focus was influenced this year by a learning from our Income Coalition. A significant barrier in our 'Transition to Work' program – see next section for full details - is that a number of 16-19-year-olds are unable to pass the basic literacy requirements in entrance tests for jobs and apprenticeships. When business analysts at ING DIRECT looked closely at school data from the four schools we work with, they found a direct link between NAPLAN literacy results in year 9 and the completion rate of students in year 12.

This is certainly not news for educators. However, understanding the direct impact of literacy issues on young people brought home to United Way the importance of early literacy as the foundation. United Way Australia was approached by the Dollywood Foundation, who runs Dolly Parton's Imagination Library, a book-delivery program operating in the US, Canada and the UK, to establish whether there was scope for its program in Australia. After hosting a series of community consultations across the country with the Executive Director of the Dollywood Foundation from the United States, the findings were that the program would complement existing pre-school initiatives to positively assist children and families.

With our first-hand experience, the evidence demonstrating the critical importance of reading to the under-5s, the invitation to bring the Dolly Parton Imagination Library to Australia, and the opportunity to leverage the significant experience and success of our United Way colleagues worldwide, we started to seriously consider the potential of our role in improving outcomes for children and families. We undertook a feasibility study and developed an early-years literacy program incorporating Dolly Parton's Imagination Library, parent engagement, and the principles of Collective Impact and mobilising communities. The result is a new program called 'Read Learn Succeed' which will be piloted in 2013.

*"At the coalface in disadvantaged communities in Sydney, families and individuals face very real problems and we need partners who can work with us, and provide much-needed resources to help us improve people's lives".*

**Frances Jamieson,  
NSW Department of  
Housing**

## COMMUNITY IMPACT. EDUCATION

## Collaborators for Change

Funding and support from United Way has enabled Good Beginnings Australia to collaborate with local service providers and deliver early childhood development activities and programs to children and families in disadvantaged communities in New South Wales and Victoria. Specifically, initiatives include transition to school programs, parent education sessions and visits from local service providers. In Queensland, United Way collaborated with Noah's Ark Resource Centre and Goodna State School to develop resources and deliver a series of activities aimed at engaging parents and children facing challenges and/or disadvantage in their lives.

### Connecting

Good Beginnings assisted United Way connect and consult with parents participating in their programs. These conversations aimed to understand the barriers they were experiencing which were preventing their community from being healthy and vibrant. Good Beginnings then participated in the South-East 'Search for Solutions Workshop' in Melbourne. This workshop saw local community members, community and service delivery organisations, and local government representatives come together to formulate collaborative, inter-connected solutions to the complex problems and significant disadvantage in the area.

In Goodna, United Way Australia was instrumental in connecting Noah's Ark Resource Centre and Goodna State School in a joint project to improve access to education for families and children suffering from disadvantage or disengagement. As a result of this collaboration, staff and parents from the Goodna State School have been able to develop skills that will help them support disengaged and disadvantaged children in the future.

### Investing

In 2012, United Way Australia invested over \$130,000 in Good Beginnings Australia and \$17,000 in the Noah's Ark Resource Centre and Goodna State School collaboration to support salaries, staff development, buildings, resources, computers and toy libraries.

### Mobilising

United Way organised 251 corporate volunteers from Amgen, ING DIRECT and AMP to support a 'Build a Bike' workshop and three 'backyard blitz' projects in Claymore, New South Wales.

In Melbourne, United Way facilitated a book drive with corporate partner Vanguard involving over 170 employees. Over 800 new and used children's books, including translated-books, were donated to create a library for the Good Beginnings Learn2Grow program in Doveton. Thirty-five corporate volunteers were also involved in supporting Doxa Youth Foundation camps for primary school children at their Malmsbury and City campuses, which give disadvantaged primary school children from regional Victoria the chance to experience unique camp and excursions activities.

Throughout 2012, United Way organised 30 corporate volunteers from Fuji Xerox Australia, Colliers International and Genworth to support the Goodna State School and Goodna Special School with three projects. In addition, during the Christmas appeal, United Way mobilised corporate supporters to provide 624 gifts for children at Good Beginnings supported playgroups in Doveton and Claymore.



## Strengthening

United Way provided Good Beginnings staff access to our Partners for Impact program (see below) and will aim to strengthen Good Beginnings' early literacy components by piloting Read Learn Succeed with the Learn2Grow initiative in Doveton in 2013.

As well as providing general support for disadvantaged young families in Goodna, the Goodna State School and Noah's Ark partnership was designed to further develop the skills of teachers and staff from Goodna State School. In funding this partnership, one of the long-term objectives was to enhance the capacity of staff to work with educational toys to improve the learning experiences of disengaged and/or disadvantaged children on a daily basis.

## Partners for Impact



Donna Evans



Graeme Baker

Donna Evans, State Manager, Tasmania, Good Beginnings, was partnered with Graeme Baker, Director Customer Service Delivery, AMP Services Limited. Donna's aim was to develop her leadership and focus more on the strategic priorities, including positioning Good Beginnings with new government stakeholders. Donna visited Graeme's operations at Parramatta and as a result of seeing how Graeme and AMP focus on 'living their values', Donna instigated a successful values workshop with her Tasmanian team. In 2013, they will work together on a stakeholder engagement plan.

Donna says: 'It's been great that Graeme has been willing to share his experience, and his team were also very helpful. The knowledge I have gained has assisted me in putting into place processes that have supported my role within the organisation. Programs such as this allow leaders from diverse backgrounds to come together and share their knowledge and experiences. Opportunities for charities and corporate organisations to learn from each other has value in not only increasing knowledge but gaining a better understanding on the importance of both sectors to our society and how we can work together to support the Australian community.'

Throughout the program, one aspect which stood out for Graeme was how many parallels there are across the two sectors. "Many of the challenges and opportunities in business are the same, across both for-profit and non-profit organisations," says Graeme. "We're both working to maximise our customer or donor retention; marketing and finance are important, as is effective people management. Many of the operational factors share many similarities," says Graeme. Graeme has also been able to share stories about his mentoring experience with his team, which in turn has encouraged a number of people to take up volunteering. "The program has helped me sharpen up some of my own skills as well as provide good insight in to my own Board role where I volunteer for a not-for-profit organisation. I feel it is a great opportunity for business to give more back to the community," says Graeme.

*'Good Beginnings is keen to be an integral partner to Read Learn Succeed and will be seeking to work closely with United Way on how this program will complement existing strategies that work with both children and their parents.'*

**Michael Thomson**  
**Head of Development**  
**Good Beginnings**  
**Australia**

## DOVETON

- 21 Adults &
- 24 Children attended weekly **Sing-and-play** groups during school terms, b/w April and June 2012
- 23 Adults &
- 31 Children attended weekly **Ready for School** programs during terms July & October 2012

### Outcomes

- 100% of parents surveyed reported they believed it helped prepare their child for school.
- 100% recommend the Learn2Grow program to other parents in the community .
- 70% Teachers report that children who have participated in Learn2Grow project are able from their very first day at school to follow directions and participate in classroom fine and gross motor skill activities.
- 77% of parents reported an increase in social connection through participating in the Doveton program.
- 77% of parents report spending more time at home reading with their children
- 85% of parents report their children show an increased interest in books and reading
- 92% of parents report their children show an increased interest in letters, numbers and shapes.

## CLAYMORE

- 101 Adults &
- 104 Children participated in 73 **Play-and-Learn** sessions
- 47 Children participated in 24 **Transition to School** sessions
- 47 Parents participated in 12 **Ready-Set-School** Parent education programs
- 50 Families utilised 18 **Mobile Book & Toy Library** sessions
- 12 Families utilised 10 **Sing-and-Grow** sessions

### Outcomes

- 85% of First Year Claymore students are 'developing positive learning outcomes' in the areas of name recognition/writing, colour and number recognition, concepts of print and early literacy and numeracy skills.
- 90% of parents report an increased self confidence and esteem in playing and reading with their child at home and identifying if their child is developing appropriately for their age. (NSW)
- 100% of parents surveyed responded that their child has developed stronger social and emotional ties with other children

## GOODNA

- 20 families with young children experiencing disadvantage or disengagement signed up to a six month long **Toy Library** program
- 2 **Education sessions** run with families and school staff in Goodna.

### Outcomes

- As the program continues into 2013, staff and parents have responded positively to the 'Bouncing Back' program, with over twenty families taking up the offer of memberships in the community.

**Over 200 children better prepared to learn.**

## CASE STUDY

### School Readiness in Claymore

Rebecca is a young single mother with three young children, living in Claymore, New South Wales.

When she started coming to the Good Beginnings Australia (GBA) sessions in early 2012 with her 2 sons, she was desperately looking for some relief and support in dealing with their behaviors towards her as a mum and interacting with other children.

During Rebecca's first meeting with GBA childhood worker, Jesse, she said she wanted to get the young boys out of house because they were too much to handle at home on her own. Through the conversation it emerged that her youngest son was diagnosed with oppositional defiant disorder or ODD (a childhood behavioral disorder that is characterised by constant disobedience and hostility). As she and the boys attended sessions, greater rapport was built between her and her two sons. GBA provided support through one-on-one conversations, modelling positive interactions with her children; and through discussions on behavior management strategies for her children and the impact of strong communication skills when speaking to them.

Rebecca reports that, through this role modelling and interactions with Good Beginnings staff, the boys have started to respond to her as a mother and stopped calling her names and lashing out at her when she wants them to do something or stop certain bad behaviour. In addition, the staff also assisted the boys to find other ways to interact with the children who attended Play2Learn.

Another concern that Rebecca had was that her eldest son, who would be attending primary school the following year, could not hear very well out of his right ear.

This, she believed, slowed his development, affected his speech and also contributed to the separation issues he had when left alone for any period of time. GBA referred Rebecca to the transition to school program '**Ready Set School**' held at the local primary school. Staff explained that the program was designed to help parents and children prepare for going to 'big' school.

Specifically, the program allows parents to remain in the classroom to see what their children would be learning, assists in easing the separation from the parent and provides free hearing and eye testing, as well as speech and occupational therapy sessions. Rebecca and her son were also pleased to know that GB would be there to support them as a part of the program. While attending the 'Ready Set School' program, the eldest child learnt how to indentify letters and his speech improved. He has now graduated from the program and is attending a local primary school.

In an interview with Rebecca, GBA staff asked her, "**Have we helped you become a better parent?**"

Rebecca said yes. She had learnt to cope much better with her two boys by implementing strategies from the Play-and-Learn session, such as sharing her time equally between the two boys, providing more structure in their routines and singing and reading to them. She reported that the youngest child listens and responds to her much better, and she is able to let him know that there are good or bad consequences to the way he behaves towards her and those around him. Rebecca, through GBA support, has since enrolled in the local TAFE and is now studying a 'skills for work' program.

## Improving our practice

### What did we do differently this year?

#### 1. Program

This is the second year of the Early-Years Program in Claymore and the workers have dramatically extended their reach into the community. From two play-and-learn sessions with 40 families in 2011 to 73 play-and-learn sessions with 101 families in 2012; from one sing-and-grow session in 2011 to 10 sing-and-grow sessions with 12 families in 2012; and from 33 families engaged in Ready Set School in 2011 to 47 families in 2012.

The difference in this reach has been the result of a significant amount of community engagement by the staff at Good Beginnings in 2011. They took a necessary and important personal approach and door-knocked the whole community to introduce themselves and talk about the program. The staff also held four community barbecues and a number of other outreach activities in 2011 to build presence in the community and instil trust among family members.

This was the first year of the Good Beginnings Learn2Grow program in Doveton. The program was developed based on one run in Moe, Victoria, and Good Beginnings endeavoured to incorporate learnings from that particular program into the new program in Doveton.

In Melbourne, an Education Advisory Coalition was established to provide us with expert advice and local links with the community on our early years strategy. Members include Children's Services from the City of Greater Dandenong and the City of Casey, Maternal Child Health from the City of Casey, Good Beginnings, Southern Migrant Refugee Centre, Fuji Xerox Australia, Rotary International, and Doveton College.

United Way Australia entered the Goodna community in 2011 after a major flood in January. In 2012, after a long period of planning with local community organisations, United Way Australia made its first grant round in the community with significant support from Macquarie Telecom. This support has helped the community to overcome the devastating impacts of the floods, while also providing additional resources to support the unique educational needs of young disadvantaged families in the community.

#### 2. Partnerships

The partnership between Good Beginnings and United Way Australia has been different in NSW & VIC. In Melbourne, the representatives from the state outposts for Good Beginnings and United Way Australia have an excellent working relationship, further galvanised in early 2012 by both parties 'teaming up' to arrange a book drive with United Way Australia's corporate partner, Vanguard, Good Beginnings inviting United Way to be one of the speakers at a Philanthropy Australia 'Learning through Innovation forum' on March 6, and United Way Australia inviting Good Beginnings to participate in our 'Search for Solutions' in Dandenong.

In Sydney, the relationships were initially owned by the state manager of New South Wales, Australian Capital Territory and Queensland at Good Beginnings, and the general manager of Sydney for United Way Australia. Due to the incredibly busy nature of those roles, the opportunity to 'meet up' was not as often as both parties would have preferred and no doubt led to a less substantial relationship than the one that had formed in Melbourne.

The relationship between the Childhood worker in Claymore and the Corporate Partner and Volunteer Managers at United Way Australia, however, developed through a number of activities such as the 'bike building' and 'backyard blitz' events at Claymore, the Christmas Giving Appeal through United Way's corporate partners and the Childhood worker attending the Champions Network training.

The partnerships with the Noah's Ark Resource Centre (based in central Brisbane), the Goodna State School and Goodna Special School have extended beyond activities related to the grant, to provide opportunities for corporate volunteering as well as providing very important connections for the development of the Read Learn Succeed strategy in 2013.

## What did we learn this year and will do differently next year?

### 1. Program

In 2012, United Way Australia learnt that there was another role for us to play in helping children achieve their full potential. In 2013, United Way will pilot an early-years literacy program in targeted disadvantaged communities in Queensland, New South Wales and Victoria. The full initiative includes book delivery for under-5s (Imagination Library), parent education and community mobilisation.

We learnt exiting initiatives needs to be done by developing a transition plan with our partners. In 2013, United Way Australia will continue to support the early-years program in Claymore with a view to transitioning out of funding the playgroup over the next four years as we shift our funds and focus to the early-years literacy program. In Doveton, United Way Australia funding support will continue in a reduced capacity in 2013 but will be bolstered by the additional literacy support through the Read Learn Succeed program.

### 2. Partnerships

A number of new national partnerships began to develop for United Way Australia in 2012 in line with the development of the Read Learn Succeed strategy. These included Rotary International, Paint the Town REaD, Dollywood Foundation in the US and the Community Child Health team at the Murdoch Childrens Research Institute. In 2012, United Way Australia considered merging with Paint the Town REaD. We learnt that despite strong value and mission statement alignment, mergers must be managed carefully and take a considerable amount of work. Paint the Town REaD and United Way are committed to working closely together in 2013 and re-evaluating plans to merge in the future.

Our partnership with Good Beginnings Australia will develop with the introduction of the Read Learn Succeed initiative and we will be seeking strong local partnerships to work with us on improving early literacy outcomes for children under the age of 5.

United Way Australia has made a commitment in 2013 to continue to support the Goodna community by extending funding for two key programs through our 2013 grants program and with the help of Gadens, one of our local corporate partners. We also learnt the importance of maintaining relationships in communities as a key aspect for our future initiatives.



Books from Dolly Parton's Imagination Library



## Background

Higher educational achievements increase the financial advantage of young people. Specifically, among those aged 15 years and over, poverty rates decline sharply as educational qualifications increase. Of young people leaving school in the 15-19 year age group, 29 percent were not in fully engaged in education and/or employment. This is six times higher than the general population when compared to the current unemployment rate of 5.5%. Research indicates that those who complete schooling to year 12 have a greater chance of gaining well paid and meaningful employment and better social and health outcomes throughout life.

# Income

COMMUNITY IMPACT. INCOME

**Our Vision is that all young adults to make a successful transition from high school to work life.**

**Our Goal: By 2018, we will have increased the number of students within our target communities who, two years after leaving school, are in employment, training or further education.**

**The issue: In 2012, 29 percent of school leavers aged 15-19 were not engaged in full-time education or full-time work**

Our approach to implementing our goal was to continue to build on the Beacon Foundation program which engages corporate and local business volunteers in careers education for year 10 students. At the same time we established the Income Coalition to consider the wider requirements to support young people make a successful transition from high school to work life in our target communities.

In 2012, United Way continued to support nine schools in some of Australia's most disadvantaged communities in New South Wales, Victoria and the ACT. Three of the schools were entering their second year of funding, with one new school joining the initiative in New South Wales; and early activities commenced with two established schools in Victoria.

The Income Coalition was set up in NSW to build on the existing school relationships from 2011. The mandate for the Coalition was to provide leadership and advice and to mobilise resources with a view to achieving our vision within disadvantaged areas of Sydney. The Coalition included members from United Way, ING DIRECT, Fuji Xerox Australia, Genworth, Inspire Foundation, DEEWR, Beacon Foundation and the principals of the four partner schools.

In addition to students' educational achievements, we have also identified wider initiatives that influence successful student transitions from school. These include areas such as personal aspiration and wellbeing, connections to workplaces, and support of the wider school community.

*"It is often said that it takes a village to raise a child, But getting a village engaged doesn't happen by itself— which is why we're working with United Way. They play a unique role in bringing people together from government, business and the community. Without the support of the broader community we would not be able to create lasting change from our young people".*

**Eric Jamieson  
Principal  
Plumpton High School**

## Collaborators for change

The school program included a suite of workshops and events such as mock interviews, speed-careering information sessions, and ‘Polish’ personal presentation workshop lunches in which corporate and local business volunteers act as role models and mentors. This gives students the opportunity to learn skills and gain knowledge about work environments and careers and develop an aspiration to a positive career pathway.

United Way created the Income Coalition and facilitated a series of meetings, sharing our experience of other community impact initiatives locally and globally. This included inviting the CEO of United Way of South East Michigan, to provide practical guidance and examples that informed our ways of working and goal setting. We also sourced research assistance to collect data on school leavers, which was analysed by ING DIRECT.

### Connecting

United Way connected Beacon Foundation, ING DIRECT and Fuji Xerox Australia through the Income Coalition, to pursue apprenticeship and traineeship placements. We also connected the principals of the four schools to share ideas on what has and hasn’t worked in their experience.

Inspire Foundation, one of our health partners, delivered a series of Mental Health and Wellbeing webinars for the teachers in those schools, as part of their professional development (see Health section).

### Investing

In 2012, United Way Australia invested over \$107,000 in schools and the Beacon Foundation, to support program delivery, salaries, staff development, evaluation and travel costs.

### Mobilising

Across New South Wales, 107 corporate volunteers participated in 37 school events, with 53 volunteers joining six events in Victoria and ACT.

Partners included Fuji Xerox Australia, ING DIRECT, Genworth, Vanguard, Colliers International, Macquarie Telecom, Rodgers Reidy and Amgen.

### Strengthening

United Way provided South Sydney High School and the Beacon Foundation State Manager access to our Partners for Impact program.

We also supported the Beacon Foundation in the redevelopment of their national monitoring and evaluation framework, providing feedback on data collection tools and presentation of data.

United Way organised a Beacon Foundation advertisement to be filmed at James Meehan School and engaged the principal of Plumpton High School to speak at promotional events.



## Partners for Impact



Sarah Willsallen



Jane Artup

Jane Artup, State Manager, New South Wales for the Beacon Foundation has partnered with Sarah Willsallen, Executive General Manager – Marketing & HR from Upstream Print Solutions (a subsidiary of Fuji Xerox Australia).

Jane's aim is to further develop her virtual New South Wales team in order to achieve Beacon's strategic and operational goals. Sarah and her Fuji Xerox Australia colleagues have shared HR tools and processes with Jane, to help her identify the team's strengths. Sarah has also offered specialist recruitment skills to support Jane in the recruitment process. Jane says: 'We've had really useful conversations. Sarah asks "cut-through" questions to pull out the employee traits and she's spot on with her assessments – she has a bit of a gift.'

Sarah says that she knows what it is like to shift from a well-resourced organisation like Fuji Xerox Australia to a smaller organisation like Upstream Print Solutions and is keen to apply her learnings to support Beacon.

Ross Fitzpatrick, Principal of South Sydney High School has been partnered with Jackie O'Brien, a partner with Norton Rose. Ross is facing a significant number of retirements within his leadership team, in addition to significant changes in the education curriculum and government funding and Ross says he has a once-in-a-lifetime opportunity to 'rethink everything'.

Jackie is supporting Ross to gather information on other models of school management/ leadership structure within the private system.

## NSW

- 4 Charter signing**  
481 Students  
11 Corporate volunteers  
11 Local volunteers
- 4 Business Blackboards** involving  
42 Students  
8 Corporate volunteers
- 5 Speed Careering Event** involving  
407 Students  
18 Corporate volunteers  
38 Local volunteers
- 5 Polish event** involving  
129 Students  
27 Corporate volunteers  
15 Local volunteers
- 5 Lunch with the Girls** involving  
91 Students  
26 Corporate volunteers  
16 Local volunteers
- 4 BBQ with the Boys** involving  
79 Students  
17 Corporate volunteers  
15 Local volunteers

## Outcomes\*

- 13% of students reported an intention to leave school after year 10. After completing the program, this reduced to 7%.
- 6% of students schools reported they did not know what their post year 10 pathway would be. After completing the program, **only 2% didn't know what their pathway would be.**
- 10% of students schools had a definite career pathway. After completing the program in 2011, **24%** of students reported having a definite career pathway.
- 6 months after completing the program in 2011:**  
99% of students were in full time education, training or work.  
89% of students were completing year 11. The New South Wales apparent progression rate from year 10 to year 11 (ABS Schools Australia 2011) is 86%.  
0% of students were unemployed. In October 2012, the Sydney Teenage Full-Time UE Rate (15-19) was 23% (DEEWR Labour Market Information Portal).

\*In NSW, the Year 7 to 10 apparent school retention rate improved, due in part to the recent increase in school leaving age to 17 years old.

## VIC

- 1 Charter signing**  
220 Students  
2 Corporate volunteers  
16 Local volunteers
- 1 Speed Careering Event** involving  
220 Students  
18 Local volunteers
- 1 Mock Interviews** involving  
220 Students  
22 Corporate volunteers
- 1 Polish event** involving  
20 Students  
15 Corporate volunteers
- 2 Lunch with the Girls** involving  
32 Students  
14 Corporate volunteers

## Outcomes

As the Victorian program was initiated in mid-2012, this information will be provided in May 2013 by the Beacon Foundation.

**701 students supported to 'earn or learn' post year 10**

## CASE STUDY

### Transition to Work Program in Sydney

**Jessica\* is a year 10 student at South Sydney High School who lives apart from her divorced parents. She is currently living with her sister. At the beginning of 2012, Jessica lacked strong communication skills and had unreliable tendencies; she did, however, show enthusiasm to be involved in the Transition to Work Program.**

The program is designed to support, encourage and empower students to strengthen the skills required for them to successfully embark on further education, training or employment. With support from Jessica's teachers, this was the perfect opportunity for her to be challenged. Jessica was awarded the prestigious position of Beacon Student Ambassador. The role involved not only participating in the Transition to Work Program events, but also gave her the opportunity to act as a student liaison, event organiser and event host for guests, and to participate in additional in school and external events.

Jessica's transformation was evident for all to see. Jessica's mum commented that the program has given Jessica not only confidence but a renewed determination to study hard so she can reach her goal to go on to study sports medicine at university. Jessica also wishes to travel the world, having heard numerous travelling adventures from her mentors in the program.

Both Mum and Dad attended various events throughout the year and commented that the events were extremely well organised and highly informative, and that they loved having the opportunity to be involved.

Jessica is now a confident and capable year 11 student and says she owes a lot to the program:

*'I can honestly say that the Transition to Work Program has changed a part of me. You must be thinking, "How could one project change the way someone thinks or acts?" Taking part in the events gave me a newly found confidence to speak to businesspeople. Being a Beacon Student Ambassador has definitely given me the confidence to speak with adults and given me skills that will assist me in the future.'*

The program is a learning and development journey for the students, the outcome of which has been some confident young adults:

*'I must admit, when I first began integrating with them they seemed scary and intimidating but as the program went on, I soon discovered they are just normal people.'* In addition to its educational value, the program has been deemed a lot of fun by the students: *'My personal favourite was definitely "Lunch with the Girls." A day away from the boys just to spend with your girlfriends – what girl wouldn't love that? We spoke to various women about their experiences and how they got to where they are today. We played a few games, enjoyed a yummy lunch and then had a one-on-one interview where we wrote down our different goals and aspirations. "Lunch with the Girls" was such a great day – one I would highly recommend it!'*

According to her teacher, Jessica now feels she can conquer the world.

\*Jessica's name has been changed to protect her privacy.

## Improving our practice

### What did we do differently this year?

#### 1. Program

This was the second year of the Transition to Work program in New South Wales and the first year in Melbourne. The Beacon program was the same as 2011 with the addition of a new school in NSW, Eagle Vale High School.

The Income Coalition was the main new activity and was the platform for conversations about where the strategy should go in the future. The group grappled with striking a balance between an appropriate level of discussion and decisive action, and once the group agreed on goals and outcomes the momentum improved.

In addition to the achievements of the Income Coalition, the volunteer program experience from 2011 was considered to make significant improvements to the volunteer management process. Phone-briefing and debriefing sessions were introduced. The briefing sessions were useful for United Way to prepare volunteers with the event logistics, set their expectations and ensure they were confident and comfortable with their roles. Debriefing sessions allowed volunteers to share their experiences and provide feedback on the event. All session outcomes indicated that:

- 100% of volunteers felt confident in their roles as volunteers
- 100% of volunteers saw value in the program and wanted to continue to participate
- 100% of volunteers had recommended or will recommend the program to their colleagues.

#### 2. Partners

The Income Coalition brought a wide group of partners together this year and began the discussion of what additional support was required within the communities to achieve the goal of beyond the Beacon program to a stronger focus on the schools themselves and the needs of their students. The group began the development of an impact map to guide, measure and evaluate the strategic initiatives for the next five years and ensure that we have the engagement of key players in the strategy, as well as to develop wider engagement with schools across Australia.

A wider group of corporate partners also participated in the volunteering component, with an increase in the number of repeat individuals as well as a greater awareness throughout our corporate partner employees about the program. As a result of the increased awareness and eagerness to participate, a better positioning was achieved for the program within corporate partners, along with long-term commitment from their volunteers. The success of this was evident when their senior management and leaders signed up for the Professionals Reaching Out program, a longer-term volunteer program.

## What did we learn this year and will do differently next year?

### 1. Program

All the schools worked to improve their transition to work program and integrate it into their school curriculum, calendar and life. In 2013, United Way will continue to work with each school to refine the program based on student feedback and needs, with the aim of developing sustainability of the program.

Student feedback, gained through end-of-year focus groups conducted with some schools, indicated that there was a desire for continuity and deeper relationships between students and volunteers, more targeted workshop style (high-impact) events, and opportunities to participate in events after year 10. They also wanted a greater number of their peers to participate in the experience. This feedback has been shared with schools, and in NSW, United Way has provided funding for one additional high-impact event for each school. A discussion with schools has been initiated about how to include students outside of year 10 in the school to work transition program.

The overwhelming response from both volunteers and students in 2012 was their desire for more continuity and for increased opportunities to build deeper relationships with each other. As a result, an extension of the volunteering program was developed and proposed to United Way's corporate partners. This program is called 'Professionals Reaching Out' and provides the opportunity for volunteers to participate in a year-long structure program, which encourages deeper relationship building with the students and higher information exchange. The concept was discussed in the year-end focus group with students, who saw the value in a familiar face and opportunities for continuity.

### 2. Partners

We learnt the Income Coalition needed to meet more regularly than quarterly to keep up the momentum. Whilst the explorative process was important in 2012, there was a desire within the group 'to get on and do something'. The agreement on the working group activities for 2013 will provide a framework for practical action which the Income Coalition will work to plan.

The ongoing development of the role of the Coalition will be a key change next year. The objectives for 2013 are to optimise what is happening across the schools, to establish a more cohesive approach and to make sure that the existing initiatives are indeed helping to address the underlying problems. The working group focus areas are:-

- Establish best approaches to improve literacy levels
- Embed Beacon high impact programs and extend self esteem initiatives
- Investigate better ways to connect work, training and education
- Improve business knowledge and business acumen of teachers

*"The Income Coalition is a fantastic forum to share different perspectives into ways we can improve on what is currently happening – from the Principals and representatives of the Department of Education being able to give us insight into their current challenges, to the not-for-profits who have worked in this area for decades, to the corporate members who continually ask the question 'why can't we do that' and bring some planning and co-ordination to the initiative."*

**Anne Myers**  
COO, ING DIRECT  
and Chair of the  
Income Coalition.



## Background

Mental wellbeing is associated with better self esteem & confidence along with greater resilience to change and stress. Among youth it contributes to higher rates of school completion, better transition to employment and positive ongoing family and social functioning. Over 75 percent of mental health conditions commence before the age of 25 years. If they persist, mental health problems and substance abuse disorders lead to constraints, distress and disability, which can last decades. Research indicates that some mental health problems can be prevented through appropriate early intervention, and the impact of existing mental illness can be mitigated through the early provision of appropriate services.

# Health

**Our Vision: That all young Australians have access to appropriate and timely mental health services in order to lead healthy and risk-averse lives.**

**Our Goal: By 2018, all young people in our target communities are able to access appropriate mental health services.**

**Issue: In 2010, of the 1 in 4 young Australians aged 16–24 years who had a mental health disorder, only a quarter accessed mental health services<sup>6</sup>**

In 2012, United Way continued to work with specialist youth mental health organisations, the Inspire Foundation, Weave Youth and Family Community Centre in NSW, and Ozcare's Goodna Integrated Family Support (GIFS) program in QLD. These partnerships all supported early intervention initiatives targeted at socially excluded young people at risk or exhibiting the early signs of mental illness.

With United Way's support, the Inspire Foundation, in consultation with local schools, developed and delivered two webinars focused on improving mental health outcomes for young people. These webinars were delivered to over 170 teachers, counsellors, educators and community workers across New South Wales and Victoria. Weave continued to run the art outreach program for young people in the Redfern Waterloo area, and the Goodna Family Integrated Support Services employed an art therapist to work with young people and their families to identify issues and improve communication.

In addition to supporting local programs in communities, United Way instigated a Health Coalition in the Redfern Waterloo area. This followed on from a United Way-commissioned report in 2011 that drew attention to issues related to the provision of services to young people experiencing mental difficulties.

This report, based on interviews with service providers in the Redfern Waterloo area, highlighted an emphasis on medical models of care that did not cater to young people's needs or wants, and a poor relationship between local NGOs and government, including little funding or support. There was not much focus on mental health promotion, help-seeking and service awareness, with some services inhibiting access and early intervention due to travel and session fees.

The local service providers expressed a need to invest in more services in the Redfern Waterloo area and a desire for cross-sector collaboration. This motivated United Way to form a Health Coalition with the aim of improving mental health and wellbeing outcomes for young people in the area.

*“United Way has helped Weave youth services to establish an Arts Centre in Redfern that is transforming the lives of young people with mental health problems. We, along with the Inspire Foundation have also collaborated with United Way to help young people get the message about good mental health and have trained peer educators who are speaking to groups of vulnerable young people in the local community”.*

**Shane Brown  
Director and Senior  
Counsellor  
Weave**

## COMMUNITY IMPACT. HEALTH

## Collaborators for change

Funding and support from United Way have enabled the Inspire Foundation to develop two quality professional development resources for teachers as part of their Reach Out Teachers Network. These resources will become the bedrock of a larger national program for the Inspire Foundation called Wellbeing@School due to be launched in Perth in 2013. In Queensland, we funded Our Space, which included the employment of a qualified art therapist to provide art therapy to carefully selected families to identify issues relating to child development and interactions between family members.

In New South Wales, we supported Weave's youth mental health project, which engages socially excluded youth in art workshops, production and exhibitions in the Redfern Waterloo area providing young people the opportunity to learn skills and socialise. Also in New South Wales, United Way created a Health Coalition focused on young people's wellbeing in the Redfern Waterloo area. This forum brought together Weave, The Fact Tree, National Centre for Indigenous Excellence, the Inner West Sydney Medicare Local, New South Wales Health Department, Headspace, Youth Block, the Mental Health Coordinating Council and United Way corporate partner, Amgen.

### Connecting

The CEO from the Inspire Foundation participated in the United Way-facilitated Income Coalition (see page 18) for six months of 2012, providing valuable input in the area of mental health and wellbeing for young people. Inspire's Education Manager participated in United Way's Search for Solutions, a cross-sector consultation workshop in Outer South East Melbourne.

Through contacts with United Way's corporate networks, Weave has been able to develop their own relationships with corporate organisations interested in working to further the strategic vision of Weave. In addition, United Way was able to facilitate a relationship between staff at Weave and QBE. This relationship led to Weave's Kool Kids Club securing a grant for their Kool Purple Kookahs program, which teaches young people healthy eating habits through cooking native food using local produce.

### Investing

In 2012, United Way Australia invested over \$56,000 in the Inspire Foundation professional development program, \$40,000 in Weave, \$15,000 towards the backbone support of the Health Coalition, and \$8,000 in the Goodna Integrated Family Support program.

### Mobilising

United Way Australia presented an evening of art therapy for 14 staff from Fuji Xerox Australia – an event designed to educate the staff, within a fun environment, about art therapy in the Goodna community. Staff heard case studies and took part in activities run by a qualified art therapist and a social worker. This helped the staff to understand how we are working within the community to support the most vulnerable children through their education and personal challenges. The 'Our Space' grant also enabled the art therapist and social worker to visit the Goodna State School and present an information session to teachers and staff. This session provided the staff with information about art therapy and the knowledge required to identify children at the school who might benefit from art therapy sessions.



## Strengthening

United Way invited Weave and Inspire Foundation's staff to access our Partners for Impact program (see next page for case study). During 2012, United Way spent time with both organisations strengthening their program design, monitoring and evaluation processes. A full-day workshop was held with Weave early in the year with their program staff to develop an impact map with appropriate and achievable inputs, outputs and outcomes.

The Our Space grant provided a social worker from Ozcare in Goodna with one-on-one training with a qualified art therapist. This social worker is currently completing her own training in art therapy and these supervised sessions are a requirement for completion of the course. This means that, beyond the completion of the grant, the social worker will be able to provide art therapy to children and families in Goodna on a daily basis.

## Partners for Impact

### Inspire Foundation and ING DIRECT

Nathalie Swainston, Senior Manager, Brand & Marketing for the Inspire Foundation, was partnered with Carlie Lau, Head of Marketing and Customer Management, and John Arnott, Director of Products at ING DIRECT. Their objective was to further develop the strategy for the ReachOut.com brand, ensuring that ReachOut.com was investing its resources into targeting the 60% of young women, and 80% of young men with a diagnosable mental illness who were not accessing mental health services. The work that resulted from this partnership included a brief for a large-scale social marketing campaign that ReachOut.com will roll out in mid-2013.

Nathalie says she appreciated being able to call on industry peers with expertise to bounce around complex concepts and decisions, in the absence of more senior marketing professionals within Inspire. John says he has learnt a lot about the Inspire Foundation, which has contributed to his professional goals of 'learning from others in a way that I cannot from within the organisation.' Carlie has enjoyed applying her skills to a different business and understanding Inspire Foundation's challenges and strategy.

### Inspire Foundation and Genworth

Maxine Bartlett, HR Manager with Inspire Foundation, was partnered with Jo Ann Rabitz, Chief Human Resources Officer, Genworth. Their focus was improved employee communication through building stronger relationships between new leaders and their teams. Maxine and Jo Ann rolled out a 'new manager integration' process for three managers who are new to their Inspire teams, using a process that is successfully used at Genworth. A first session ran successfully in early December and two more are planned. This approach will build communication between teams and their leaders, and the skills transfer from Jo Ann's team to Maxine will provide a process for Inspire to use on an ongoing basis.

### Weave and AMP

Siobhan Bryson, the Operations Manager with Weave, was partnered with Belinda Meyers, the Director of Business Operations for AMP's Strategic Marketing and Sales Division. As part of their work together, Belinda organised for 25 of the Weave staff to participate in an ideas lab at AMP where the Weave team generated hundreds of ideas, and Lee-anne Walker, Vicki Willard and Kate McDonald from AMP contributed to the success of the day. Since then, the Weave management team has distilled the top priorities into a one-pager that all staff can feel ownership of. Siobhan says: 'Belinda has been amazing in so many ways, making connections for us.' Belinda was keen to contribute to the development of others as well as learn and challenge herself to think outside her 'big business comfort zone'. Belinda says she really welcomed: "Siobhan's ability to listen to another view point and ponder it and not shut it down".

*'Jo Ann has generously shared her team as appropriate and I have learnt a great deal about Genworth and its HR practices. I have increased my effectiveness as a HR generalist. Discussions with Jo Ann have reinforced my existing knowledge and skills and provided possible solutions for any gaps. Being able to access the specialist skills in the Genworth HR team has saved me an enormous amount of time researching and developing strategies and activities from scratch.'*

**Maxine Bartlett**  
**HR Manager**  
**The Inspire Foundation**

## Schools Across NSW, VIC

- 300** Teachers consulted to **develop the webinar topics**
- 2** High quality **professional courses developed**
- 71** Educators received materials Participated in **"My Wellbeing My Classroom"** 1 hours webinar
- 100** Educators received materials Participated in **'Building Resiliency'**

## Outcomes

The following results have increased significantly (between 27% & 57%) based on the pre post evaluation

- 98% reported a high knowledge & understanding of wellbeing and positive psychology
  - 91% reported a high understanding of practical strategies to promote wellbeing and positive psychology in school.
  - 85% reported a high knowledge of mental health services
  - 91% reported a high level of confidence to promote wellbeing and positive psychology in school settings.
  - 82% reported that they intended\* to implement wellbeing and/or positive psychology activities in their school within 1 month
  - 97% reported either high or very high knowledge and understanding of resilience
  - 100% of participants reported a high understanding of practical strategies to promote resilience in school
  - 95% of participants reported either high or very high knowledge of mental health services
  - 89% reported a high level of confidence to promote resilience in school settings
  - 45% reported to that they intended\* to implement resilience activities in their school within 1 month
- \*a follow up survey is being undertaken in April 2013 to find out if they had implemented activities in the classroom.

## Redfern Waterloo

- 30** Young people accessed the **art space**
- 13** Young people referred to **caseworkers counsellor / external service**
- 2x6** Week workshops (**painting and drawing**)
- 28** Young people attended **2** structured art workshops
- 15** Young people participated in a **Juvenile Justice & Probation & Parole art classes**
- 200** Young clients of **Missenden & Concord Mental Health Hospital** attended **art outreach classes**.
- 16** Young people participated in **art exhibition**, attended by over 500 local residents of Redfern Waterloo.
- 5** Lectures presented on the challenges facing young people with mental **Health issues & services** provided by **Weave** to over 425 people

## Outcomes

- 100%** young people reported a significant increase in confidence
- 84%** young people reported a significant improvement in interpersonal skills
- 71%** young people reported great improvements in their feelings of self worth
- Increased awareness in the wider community about mental health issues and programs available for young people-demonstrated by conversations and written feedback from attendees of the exhibition
- Local organisations more aware of the services provided by Weave

## GOODNA

- 14 Sessions** held with **9** Children from **3** Families
- 7 Health Sessions** held with **3** Families
- 1** GIFS social worker received **67** hours of **supervised training in art therapy**

## Outcomes

The art therapy program helped the children to identify and understand ways to cope with challenges in their lives and provided the parents with a greater understanding of the issues and the skills they need to communicate effectively with their children.

OzCare collected statements from the families involved in the program. Feedback was all positive. Some statements included:

-"I like coming here (to therapy) I feel relaxed and it makes me feel better ... it is like others are not so angry with me";

-"for the first time this year has [my son] had full attendance. They [the school] have not called me once";

-"I knew there had to be something wrong with his development (fine motor skills and speech delay) ... now he will be properly assessed and the school will be able to support him I am sure".

Another significant outcome, is that the social worker is due to complete her final training requirements very early in 2013 – a very important outcome for the Goodna community in the long-term.

**254 young people supported to access mental health services**

## CASE STUDY

### WEAVE

Linda is a young woman with a diagnosis of depression. She first participated in the Art Group at Concord Centre for Mental Health during a group collage project, the artwork of which was subsequently exhibited at Mori Gallery, Sydney, in January 2013.

The Art Group provides an outlet for patients to feel comfortable, to express themselves and to be respected by peers, in an atmosphere of dignity and trust.

Several other pieces Linda was involved with were also selected for the exhibition, which showcases works by mental health patients. Linda, along with several other patients, was able to visit the gallery to see her work on show.

Linda later took charge of another project entailing the creation of a handmade piñata. She was involved with completing the initial stages of the piñata not only during the art group sessions, but also at other times of the week, such was her enthusiasm and sense of ownership of the project.

Linda was discharged from hospital soon after this. The sense of empowerment and the opportunity to express oneself creatively and safely is fostered in the art groups, with individual interests and interpretations being encouraged. Different members of the group can interact, thus reducing isolation and boredom, which is often an issue for people in the ward.

Linda returned to the unit some time later, and has been attending a range of workshops including sculpture, interpretative masks, painting and pastel work. Workshops are conducted in a supportive way that allows self-expression, with participants receiving encouragement and direction, within a therapeutic and creative environment. Linda has responded well to the praise through the art groups and offers discussion and reflection with other participants.

## Improving our practice

### What did we do differently this year?

#### 1. Program

In 2011, United Way supported Weave and the Inspire Foundation to undertake a joint project – the Mad Pride Youth Action project in Redfern Waterloo– in addition to supporting the establishment of the art outreach project through Weave. In 2012, United Way continued to support Weave’s art outreach work, a new educational initiative by the Inspire Foundation and a new initiative, ‘Our Space’ art therapy project in Goodna in Qld.

The Weave arts project suffered a number of setbacks in 2012. The arts centre that was opened in 2011 in Redfern was forced to move in June 2012 as a result of private development. Despite the best efforts of the Weave management, they were unable to secure another location for the arts project. As a result, the actual number of young people using the arts centre in 2012 was considerably lower than the target. Weave did, however, adapt by taking the program out to mental health units at Missenden and Concord hospitals, to The Settlement, Juvenile Justice, Green Square School and the new Weave Waterloo office.

Through consultation with over 300 teachers across 15 schools, the Inspire Foundation was able to identify what teachers regarded as necessary information and skills to increase the mental health and wellbeing of their students. Two distinct themes emerged: The first was about building resiliency in young people to enable them to adapt and cope with pressures and stress in their lives. The second was to support teachers themselves to provide an environment conducive to good mental health and wellbeing.

Learning from consultations undertaken in Goodna in 2011, United Way funded the Our Space art therapy program to provide immediate support to families affected by the 2011 floods. This program also enabled a local social worker to gain the professional qualification required to use art therapy on a daily basis to identify issues and support the emotional and education development of children and their families.

#### 2. Partnerships

The partnerships with Weave and the Inspire Foundation continued to deepen in 2012 as senior members from both organisations participated in the Partners for Impact project and coalition work. Both of these initiatives have provided United Way and the organisations an opportunity to better understand each other’s ways of working, aspirations and challenges.

The first year of the Health Coalition’s existence involved a series of workshops to develop a shared understanding of the mental health issues facing young people in the Redfern Waterloo area, agreeing as to the specific areas on which to focus (mental health, wellbeing and literacy for years 7-8), and undertaking research to establish a baseline upon which to build a common goal.

Throughout 2012, we established relationships with the local schools in Goodna and further developed an existing relationship with Goodna Integrated Family Services.

*‘It was great to have United Way staff who sit outside our direct program help us look in on what we were doing and how we structure our project. Lots of sticky notes, diagrams, and a visual plan helped us to clearly map where we were headed with our arts program.’*

**Shane Brown**  
**Director and Senior**  
**Counsellor**  
**Weave**

## What did we learn this year and will do differently next year?

### 1. Program

In 2012, the Inspire Foundation and Income Coalition both identified the need to support resiliency amongst young people. In 2013, personal resiliency will be taken up in our Income Coalition work, with the support of the Inspire Foundation.

As part of the Health Coalition work, through an introduction by Amgen, pro bono research undertaken by Stethoscope in the schools in the Redfern Waterloo area found an incredibly low level of awareness amongst year 7s and year 8s as to what 'good mental health and wellbeing' is. Many believed autism and Asperger's to be mental illness and were more easily able to identify what they believed mental health wasn't; i.e., not mad or crazy. Interestingly, the year 8s have a significantly higher level of understanding than the year 7s. These initial focus groups were being followed in late December with a survey. The findings will inform the design of a collaborative project by the Health Coalition in 2013.

Some of the significant learnings (or confirmation of existing best practice) during the Health Coalition process includes: the role of the backbone is critical (when the project co-ordinator left in November, the project all but stopped), the importance of having representatives from government, community and the business sector – this is critical (having the MD from Amgen enter the project brought about a significant step change in the process). Relationships can be time intensive, but are fundamental to the success of the coalition and members need to understand their role in the coalition (in line with the Collective Impact model).

United Way will seek to find backbone support funding for the project in 2013 to cover the roles of mobiliser, secretary, project manager and data collector.

### 2. Partnerships

The partners involved in the Health Coalition changed throughout 2012. As the Coalition evolved, gaps were identified and new members sought, and some members left. This pattern will no doubt continue into 2013, especially following the March planning meeting when the questions will be asked, 'What impact do we want to create in 2013/2014 and do we have the right people around the table to make the impact?'

Critical to the Coalition is to have representatives from government, community and the business sector involved. Up until June 2012, the 'usual suspects' of government and non-government agencies were present and caught in their paradigms. When the Medical Director of Amgen joined the coalition, the energy and focus changed quickly. He brought a fresh perspective, asked obvious and hard questions, and got the group focused on identifying the problem clearly rather than coming up with solutions. We learnt the role of 'caring outsider', i.e. it was Amgen, a 'caring outsider' who was able to be a catalyst in getting the group to where it is now in terms of thinking, as well as in terms of sourcing an excellent external facilitator and research resources.

*'The Health Coalition has the potential to make a real difference to the lives of young people living in Redfern Waterloo area. In 2013 we will take it to the next level and utilise our research to develop robust strategies, that will make a meaningful impact in these communities.'*

**Mark Tennyson**  
Executive Medical  
Director  
Amgen Australia



## Background

Since the mid 1960s, Woolloomooloo has had a high concentration of rough sleepers. In 2011, a street count was undertaken by the City of Sydney and 90-95 people were found sleeping rough in that area. Many of these individuals have slept rough for 10 years or more and experience mental health challenges, especially drug and alcohol issues and/or have experienced family breakdown and violence. For decades, successive government funding and policy has been focused on managing homelessness, not solving it, resulting in a system that perpetuates a revolving door between the street and crisis housing. In 2011, over 50 organisations or groups were found to funding services or directly providing services to people sleeping rough in Woolloomooloo, through food, clothing, sleeping swags, health programs and so on. That was almost 1 organisation to 2 rough sleepers.

# Homelessness

**Our vision is that all men, women and children have a place to call home.**

**Our goal: By 2013, 90 homes are found for 90 lives in Woolloomooloo.**

**Issue: In 2011, 90-95 rough sleepers were counted as sleeping 'rough'**

In 2012, United Way continued to work as part of 90 Homes for 90 Lives.

The 90 Homes for 90 Lives (90/90) is an initiative of City of Sydney and several corporate, philanthropic and community partners who have joined their efforts to reduce homelessness in the inner city of Sydney. 90/90 involves the following partners, UBS, The Freehills Foundation, Colliers International, The City of Sydney, Way2Home, Neami and Bridge Housing.

90/90 wanted to adapt the audacious goals of the Federal and State Government Homelessness Action Plans to make an impact at a local level. In 2011, approximately 23 percent (n = 95) of all rough sleepers in the City of Sydney's Local Government Area were located in Woolloomooloo. The average length of homelessness within that population was 10 years. Housing ninety rough sleepers in Woolloomooloo would also mean a reduction in the overall population of rough sleepers across the inner city.

90/90 decided from the outset that permanent exits from homelessness would be our focus. Given the paucity of available and affordable housing in Sydney, in particular in the inner city, coupled with the large waiting lists for public housing and the low rental vacancy rates, the partnership knew we were going to have to 'think outside the box'.

In 2011, through the research and advocacy of the 90/90 group, \$2.79m was funded through the Federal Government's National Partnership on Homelessness and administered by New South Wales State Government through the Department of Family and Community Services for a 3 year project called Platform 70, a 'housing first' approach to housing 70 rough sleepers from Woolloomooloo. The government contract was allocated to specialist housing provider Bridge Housing. Referrals into the program and psycho-social support is provided by Way2Home and the Aboriginal Assertive Outreach Service operated by, NEAMI.

## COMMUNITY IMPACT. HOMELESSNESS

## Collaborators for change

In 2012, United Way continued to play an active role in 90 Homes for 90 Lives, including supporting Bridge Housing and Neami to implement the Platform 70 project. Over the past 18 months this project has successfully delivered housing to over 55 rough sleepers from Woolloomooloo. Bridge Housing and Neami have worked together to identify and liaise with the rough sleepers, helping them to navigate the complex New South Wales Housing system. Assistance is provided with completing housing forms, attending medical assessments, obtaining the required identification and working to resolve any ‘black marks’ put against the person in the system (e.g., arrears or a complaint from a previous tenancy). Bridge Housing also identifies and sources housing and arranges leases with real estate agents. Neami provides ‘start-up’ kits (partly funded by UBS and Freehills) containing the necessary items to make a home. In addition – and critically important – Neami and Bridge have worked seamlessly to ensure the care, support and advocacy of the men and women during the housing process and, importantly, post-housing.

### Connecting

The Coalition has played an active role in reaching out to the executives of large real estate franchises, property experts and developers to lobby for access to residential properties held in their portfolios.

In addition, the coalition has worked with the group to explore public/private opportunities for renovating an existing building or establishing a ‘new build’ and are negotiating with government and private partners with regard to available land and in-kind support.

United Way Australia connected the City of Sydney to the Sandpit, the evolution of Emerging Leaders for Social Change. The Sandpit took up the challenge of ‘solving homelessness in Sydney by 2015’ and engaged over 50 social-change enthusiasts through a series of ‘insight nights’ involving homelessness experts, and ‘consumers’ nights’ and design sessions in late 2012.

### Investing

In 2012, United Way Australia invested over 200 hours in the 90 Homes for 90 Lives project, or the equivalent of over \$20,000. In addition, United Way Australia provided an annual grant of \$15,000 to HopeStreet to auspice ‘Show Us Your Woolloomooloo’ photography and community-engagement project in collaboration with Fuji Film and City of Sydney.

### Mobilising

United Way Australia engaged a six-month intern to connect with an economist from Westpac and the City of Sydney Homelessness Team to develop a financial model that provides a guestimate on the cost of housing and supporting all remaining rough sleepers in the inner city. It is envisaged the project findings will be used to lobby the State Government and inform 90 Homes for 90 Lives. United Way organised 64 corporate volunteers from Gadens, ACN Pacific, UBS and AMP to support four community barbecues in Woolloomooloo to build relationships between the rough-sleeping population and local residents.



## COMMUNITY IMPACT. HOMELESSNESS

Through the support of United Way Australia's corporate partner ING DIRECT, Ann Myers, Chief Operating Officer, undertook a review of 90/90's work to date. This review enabled the group to focus on what has worked over the past 18 months, including a series of published articles on the 'collective impact' of the coalition.

## Strengthening

In 2012, United Way Australia provided backbone support to 90/90 including secretariat support at the meetings but importantly support outside meetings through mobilising the partners, building support and dealing with occasional tensions within the group.

In addition Sylvia Grant, NSW State Manager, Neami was partnered with Bill Napier, Partner and Chair of the Sydney Community Committee at Herbert Smith Freehills as part of United Way's Partners for Impact program. Bill has helped Sylvia to explore the future NEAMI strategy in light of changes to NSW government funding and the National Disability Insurance Scheme. Together they have looked at how Neami could run a social service without an expectation of 100percent government funding for instance corporate or philanthropy funding or a social bond pilot. The process has been extremely helpful in providing Sylvia and Neami with a philanthropic and an investor perspective.

## Outcomes

- 59 rough sleepers in the area have been placed into supportive housing by Bridge Housing through the Platform 70 program
- Rough sleepers reduced from 90-95 in 2011 to an average of 40-45 people at the end of 2012.
- Reduction in community tensions
- Increased collaboration between services
- Reduction in the costs to government and community programs of servicing ongoing crises.

*"The collective impact of the 90/90 coalition far outweighs our individual efforts. Doug Taylor and United Way contribute significant thought leadership, best practice and commitment to the longstanding issue of reducing homelessness in inner Sydney."*

**Philip Coleman**  
Vice Chairman, UBS  
and 90/90 Chair

## CASE STUDY

When Robert lost his job, it wasn't long before everything else began to go as well. His finances fell apart, along with his marriage, and before long, he was living on the streets, making use of the food vans and other homelessness services in the city. Unfortunately, Robert's story is all too familiar.

Robert had been homeless for over 15 years when he was housed through Platform 70. Much of that time had been spent on the streets of Woolloomooloo, scattered with small periods of living with his wife.

Some time before being housed through Platform 70, Robert was given the opportunity to be housed through another program, which he agreed to. Unfortunately, Robert had some issues with his neighbours, and received a number of noise and nuisance complaints at his property. Despite everyone's best efforts the tenancy came to an end when Robert was incarcerated.

Once released, Robert returned to the streets and was supported by Neami Way2Home and housed through the Platform 70 program. Fifteen months later, Robert is still housed.

What made Platform 70 different? Robert says that despite the best efforts of the support agency in his first tenancy, support was time limited. They didn't have the resources needed to support him to sustain his tenancy. He also says that when he first returned to the streets after incarceration, he doubted his ability to not make the same mistakes again, he felt he wasn't ready. At this point Robert was at rock bottom, but with Neami's constant reassurance and encouragement, he felt ready to take on the challenge again, and had the determination to succeed.

Robert now has the security of permanent housing, and can focus on other areas of his life. He has begun to rebuild his relationship with his wife after so many years of instability, and is finally getting to know his son.

## What did we learn ?

- It takes time to get collaborative projects off the ground, but then outcomes can snowball.
- Corporate partnerships can help the social sector reframe an issue as a business proposition
- The importance of outcome data that can provide feedback regularly

This was the third year of the 90 Homes for 90 Lives and saw the outcomes snowball, particularly in the support of Bridge Housing's work on Platform 70. In the previous years, a considerable amount of energy went into research, planning and advocating for funding. In 2012, Bridge Housing and the Way2Home team at Neami worked hard with the rough sleepers in Woolloomooloo to identify rental properties, secure leases and support the transition into homes.

The partnerships continued to play a critical role in 2012. Freehills and UBS provided support to Bridge Housing in acquiring private rentals in a competitive rental market with low vacancy rates and perceptions about the client group. Staff from UBS and Freehills worked together to develop a 'business flyer' to interest landlords, making the case that Platform 70 leases represented good business. Bridge Housing went from a very low conversion rate between properties applied for and leases granted at commencement (approximately 11 percent) to a success rate of around 44 percent as of October 2012.

More generally, we learnt the power of collective impact across the collaboration, that is

- more can be achieved working as a collaborative unit with a common goal than can be achieved by a funding or operating services or programs in isolation
- audacious targets drive action in pursuit of outcomes against those targets
- a strong evidence base set 90/90 up for success: from the outset, 90/90 used local data and local and international evidence of best practice as the foundation for our planning and setting of targets
- strategic relationships are critical: 90/90 targets strategic relationships with other partners in the corporate, philanthropic, government and social sectors according to the needs identified within our plan
- effective advocacy is necessary: 90/90 played a strong role in advocating evidence-based practice to leaders in government and the social and private sectors, drew attention to the issue of homelessness in Woolloomooloo and helped to attract resources to achieve outcomes
- skills and experience are needed more than money: partners bring a range of different skills, experience and resources from within their organisations to generate outcomes according to what is needed. The contribution of funds has been minimal and has not been a major factor behind the outcomes the project has delivered
- positive action leads to action by others: at least two separate but connected movements have arisen in the last 6 months, driven by protagonists from the corporate and philanthropic sectors

The above findings have been taken up with great interest by the homelessness sector and beyond. In 2013, many more 'collective impact' collaborations will start to develop across the sector, engaging government, businesses and the not-for-profit sector.

For 90/90, Bridge Housing and Neami will continue to work towards housing at least the remaining 15 people through Platform 70 by end of 2013 and the 90/90 group is reconfirming their role going forward.

# United Way Annual Grants 2012

## NEW SOUTH WALES

| Areas        | Partners                                   | Program  | Summary   |
|--------------|--|--|---|
| Homelessness | Hope Street                                | Show us Your Woolloomooloo                               | Will give voice to positive aspirations and potential of the Woolloomooloo community, which is typically viewed as disadvantaged. It will target participation by local homeless and public housing residents as well as private residents and local business, with the aim of building bridges and creating social cohesion.   |
| Education    | Pathways Early Childhood Intervention Inc. | Parents as Case Co-ordinators (PaCC)                     | Develops internal support networks for families so they become less reliant on formal service providers for support. Centred on children ages 0-6 who have additional needs, from families that may have multiple children with disabilities, language barriers, financial vulnerability and who face social isolation.   |
| Education    | The Infants' Home                          | The Infants Home Health & Wellbeing Hub                  | Combined facility to provide integrated GP services and access for socially isolated mothers by providing free transport.   |
| Health       | Bridges                                    | The Bridges Network Approach                             | Provides treatment, early intervention and prevention services, counselling, group work and case management services for children, youth, individuals, couples and families aimed at addressing risk and protective factors to prevent and reduce harm associated with substance abuse and mental health issues by improving community systems. It will increase knowledge and skills via leadership programs using digital media, advocacy, public speaking and youth support. |
| Education    | Learning Links                             | Ready or Not- a School Preparation and Readiness Program | School readiness program identifying children at risk intellectually or social, to develop social skills and confidence. Also helps to prepare parents who may be of culturally and linguistically diverse backgrounds, suffering from financial difficulties and supporting a child with learning disabilities.  |
| Income       | BreakThru                                  | Heading Forward  | Identifies high-risk youth and develops employability skills and work experience via early intervention and connection to paths of work or study, combined with mental health support.  |
| Health       | YWCA NSW                                   | Youth Health Forums                                      | Program aims to provide young people with skills and knowledge needed to make informed life decisions, maximise their potential, become a contributing member of the community and limit the risk of disengagement from school. This will in turn improve the mental health status of the young people.   |

## VICTORIA

| Areas        | Partners                                      | Program  | Summary   |
|--------------|---|--|---|
| Health       | Ardoch Youth Foundation                       | Elwood College Breakfast Club program                | A nutritious breakfast program for disadvantaged students to engage them in their education, feel good about coming to school, and connect with other students and role models. |
| Education    | Irabina Childhood Autism Services             | Family Support Services                              | Funding for a Family Support Program consisting of Parent Counseling and a Parent Support Group.  |
| Health       | Open Family Australia                         | Teens2Teens  | A food preparation program for high school students with a mild intellectual disability where the food produced is then distributed to young people at risk.                    |
| Health       | Doxa Youth Foundation                         | City Camp 'Pool your knowledge' project              | Funding for 900 city camp participants (rural and regional school children) to access city sights and activities over 30 weeks.   |
| Education    | Royal Children's Hospital Education Institute | Parent Information Sessions                          | An education information and support program for Parents of children in the hospital.   |
| Health       | Royal Children's Hospital Education Institute | Engaging young students through digital-storytelling | A program to help the students in the hospital to document the move of the hospital to a new site   |
| Homelessness | Housing for the Aged                          | Reducing homelessness amongst frail aged Victorians  | Funding to assist older Victorians that are homeless, or at risk of homelessness, establish a home.   |

# Conclusion

In 2012, we consolidated our Community Impact Strategy and are pleased to be able to report on the breadth of progress made since our strategy launched in 2010. Critical to this achievement has been ensuring that our partners were adequately supported and that we delivered on our mission to mobilise the caring power of communities.

Overall, through connecting, investing, mobilising and strengthening, we supported 21 community organisations and enabled 28 projects. We undertook extensive strategy development, including numerous community consultations in Melbourne and the launch of the health and income Coalitions in Sydney. We also saw greater strategic alignment across our program work in Sydney, Melbourne and Brisbane.

Thanks to the support of the Centre for Social Impact, we also invested significantly in our impact measurement techniques, simplifying and streamlining our grant applications and report templates. In addition, we spent time providing training and support to our partners on the use of these templates. Whilst this still needs work, and some partners still struggled to complete the 'Outcomes' section of the impact maps, we made significant progress in terms of being able to record outcomes and illustrate impact, as this report shows.

We mobilised 672 corporate volunteers from 15 corporations to participate in our Community Impact work. This has included engagement in chairing and leading our strategic collective impact work through the Coalitions, to mentoring students from 6 high schools in Sydney & Melbourne, to providing strategic mentoring to community staff through our Partners for Impact program.

In preparation for 2013, significant time and resources have been committed to designing and developing our new early-years literacy initiative. This contributed to the formation of new partnerships with Rotary, Paint the Town REaD and the Centre for Community Child Health.

In 2013 our main focus will be on launching Read Learn Succeed, including our 'school readiness' and 'transition to work' initiatives. More specifically;

- In Brisbane we will launch our early-years literacy program in Acacia Ridge with community and corporate partners, and support local Year 10 students in Nyanda State High School to successfully transition to learn or earn.
- In Melbourne we will continue to work with Good Beginnings in Doveton and launch our early-years literacy program in Doveton and Eumemmerring. We will also continue to support the year 10 students at Narre Warren South K-12 College to successfully transition to learn or earn.
- In Sydney we will continue to work with Good Beginnings in Claymore and launch our early-years literacy program in Penrith. We will also continue to work with the Beacon Foundation to support year 10 students in South Sydney High School, Plumpton High School, James Meehan High School and Eagle Vale High School to successfully transition to further learning or earning. In addition, the Income Coalition will evolve and make a significant contribution to the future strategy of our transition to work program.

We will also continue to support the work of the Health Coalition and the go Homes for go Lives initiative.

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Designers : Marion Gilbert and Lanita Apriani  
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Project Coordinator: Lanita Apriani  
Photos : Wahab Lukman

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Weave

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Genworth  
ING DIRECT  
Vanguard Australia

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# United Way in Australia



[www.unitedwayballarat.com.au](http://www.unitedwayballarat.com.au)  
PO Box 50, Ballarat 3353  
P (03) 5331 5555  
F (03) 5331 8618  
E [info@unitedwayballarat.com.au](mailto:info@unitedwayballarat.com.au)

---



[www.unitedwayglenelg.com.au](http://www.unitedwayglenelg.com.au)  
PO Box 1032  
Portland Vic, 3305  
P 0410 513 305  
E [mail@unitedwayglenelg.com.au](mailto:mail@unitedwayglenelg.com.au)

---



[www.unitedway.com.au](http://www.unitedway.com.au)  
Level 7, 225 Bourke St  
Melbourne VIC 3000  
P (03) 9650 5900  
E [penny.vds@unitedway.com.au](mailto:penny.vds@unitedway.com.au)

---



[www.unitedway.com.au](http://www.unitedway.com.au)  
PO Box 3668  
South Brisbane, QLD, 4101  
P (07) 3407 2144  
E [qld@unitedway.com.au](mailto:qld@unitedway.com.au)

---



[www.unitedwaysa.org](http://www.unitedwaysa.org)  
Suite 4 & 5, Raleigh Chambers  
Unit 1/247 Milne Road  
MODBURY SA 5093  
P (08) 7002 0140  
E [admin@unitedwaysa.org](mailto:admin@unitedwaysa.org)

---



[www.unitedway.com.au](http://www.unitedway.com.au)  
Level 8, 333 George Street  
Sydney NSW 2000  
P (02) 9321 0300  
F (02) 9321 0333  
E [nsw@unitedway.com.au](mailto:nsw@unitedway.com.au)

---



[www.unitedwaywa.com.au](http://www.unitedwaywa.com.au)  
PO Box 326  
Osborne WA 6917  
P (08) 9440 4800  
F (08) 9440 4833  
E [united@unitedwaywa.com.au](mailto:united@unitedwaywa.com.au)

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