

United Way Sydney

Where there's a will there's a United Way

An overview of our Community
Impact Strategy





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Forward



For me, starting at United Way was like coming home. It's a privilege to be part of a local and global movement of individuals who also share the same values and commitment to building a better world. I joined United Way after working for many years at the coal face of addressing human need in a number of communities across Australia. I have had the privilege of working alongside some truly inspiring individuals who have sustained their passion to improve lives for people facing hardship, despite the lack of resources and wickedly complex issues that beset so many communities. That passion has instilled in me a vocational commitment to do all that I can to leave an enduring positive legacy through Social Innovation.

United Way's guiding beliefs centre on the individual and community – we know that the underlying issues to some of our biggest social challenges can only be addressed through collaborative action – engaging local businesses, government, communities, institutions and thought leaders and working together towards a common goal. We call this work Community Impact.

The work of creating Community Impact is critically important because it's the best way to improve people's lives and our local communities. Through my community work experiences around Australia, it's become clear to me that so often the missing ingredient is leadership. United Way is stepping up to the challenge of providing leadership and supporting leaders who want to work collectively to create positive and lasting change.

We can all play a role and I encourage you to think about how we can work together – supporting us in three key ways – by giving, advocating and volunteering.

Doug Taylor
CEO, United Way Australia



Catalytic Philanthropy

Organisations that have the ambition to change the world and the courage to accept responsibility for achieving the results they seek; they engage others in a compelling campaign, empowering stakeholders and creating the conditions for collaboration and innovation; they use all of the tools that are available to create change, including unconventional ones from outside the nonprofit sector; and they create actionable knowledge to improve their own effectiveness and to influence the behavior of others.

Introduction to United Way

Who we are

United Way is a global network that works to bring about positive change, all around the world. Harnessing the 'caring power' of our communities, we tackle the root causes of our most pressing social problems.

Annually we raise \$5billion to support local communities in 46 countries, with over \$A6 million raised in Australia.

Through the hard work of over 3000 volunteers who help support 300 grassroots community organisations in Australia, we're focused on making a real difference to three broad areas in our communities: education, health and income – the building blocks for a good quality life. We're not just looking for temporary solutions. We're looking for permanent change.

United Way galvanises people and organisations who bring the passion, expertise and resources needed to get things done. We invite you to be part of the change. You can give, you can advocate and you can volunteer.

A photograph of Nelson Mandela, an elderly man with glasses, wearing a dark blue sweater over a light blue collared shirt and blue jeans. He is smiling and looking towards a woman whose back is to the camera on the right. The background is slightly blurred, showing an indoor setting.

“

When people of goodwill get together and transcend their differences for the common good, peaceful and just solutions can be found even for those problems which seem most intractable.

Nelson Mandela

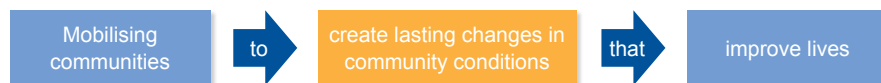
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Community Impact Strategy

What we do

Our global mission is Community Impact:

From schools and businesses, to everyday dealings with our neighbours – we're all part of a community and we naturally form a significant network. And our goal is to make the most of this system. To make sure that every member of a community has the support they need to get the most out of life.



United Way's Community Impact strategy is all about collaboration – building coalitions around common social goals. We are uniquely positioned to make a difference, bringing assets in three critical areas:

1. We have national and local networks with demonstrated success in mobilising communities to change lives.
2. We have access to a diverse range of national, state and local partners with knowledge, expertise, resources and tools for change.
3. We nurture our public engagement capacity, connecting with individuals, communities, organisations and institutions to make things happen. United Way Australia has an established network of volunteers and the support of community and business leaders – all who are rolling up their sleeves for change.



For a business, financial returns are a perfectly legitimate measure of performance.

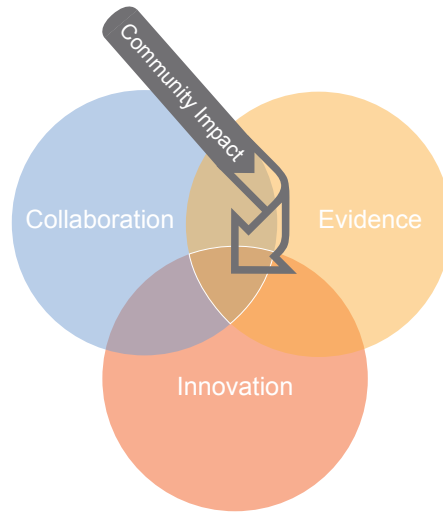
For a social sector organisation, however, performance must be assessed relative to mission, not financial returns. In the social sector, the critical question is not ‘How much money do we make per dollar invested capital’ but ‘How effectively do we deliver on our mission and make a distinctive impact, relative to our resources.’

It really doesn’t matter whether you can quantify your results. What matters is that you rigorously assemble evidence – quantitative or qualitative – to track your progress.



How we work

We use three core principles to form the foundations for our strategy – and use these to impact communities:



A matter of facts.

By using objective, independent research, we can provide real evidence for the major social issues in the community – and act on them. And with the right practices and clear targets to measure our projects, we’re better able to figure out what’s effective and what isn’t. We even make our strategies available for others to use – because if it works, it’s worth sharing.

A collaborative effort.

Working together forms a big part of what we do. By forming long term coalitions across corporate, government and community sectors, we can commit to solving social issues over a long-term period.

A new approach.

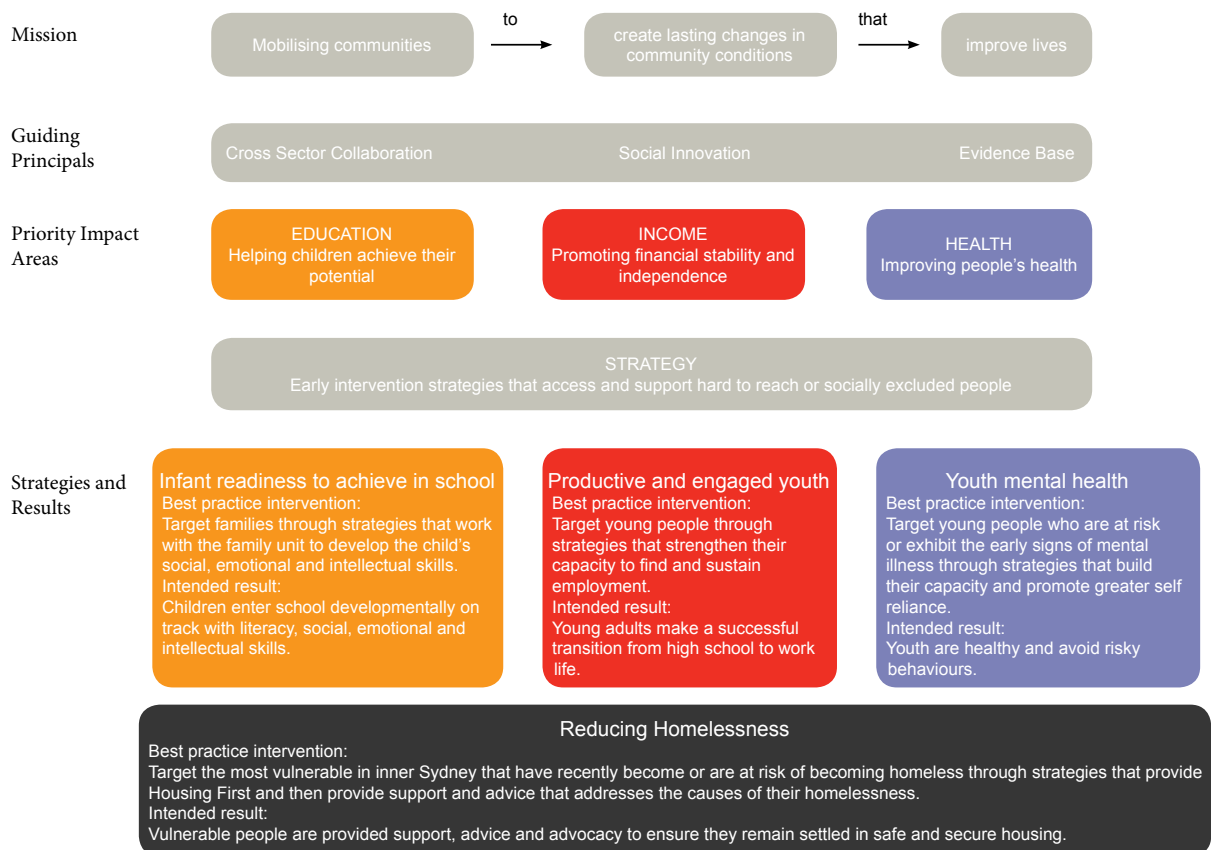
It’s not enough to research why social issues occur. Or how we can work together to fix them. It’s also about how we can stop them for good. We’re constantly committed to finding new ways to fix old problems and to continually measuring and improving our work in real terms – improvement in education, income, health and homelessness.

Help in the right places

Targeting areas in Greater Sydney

Sydney is a wonderful city. But not everyone gets the chance to enjoy everything that it offers. We commissioned a research report in partnership with the Centre for Social Impact, entitled 'Common Cause', and found that the quality of life for a large number of Sydneysiders was in direct correlation with where they lived. And we noticed recurrent trends where people in certain communities faced increased disadvantage – be it educational, financial, or health-based among others – and often in more ways than one.

The strategy map below shows how we are tackling these issues on the ground in Greater Sydney with our focus on Education, Income, Health and Homelessness.



“ CSI has worked with United Way over the last 3 years to identify key social issues and the most effective strategies to address these issues. We believe that it’s critical for organisations committed to Social Change to develop an evidence base that substantiates their impact. United Way provides great leadership in the community sector for those wanting to have confidence in the difference they are making in the community.

Peter Shergold,
Centre for Social Impact



We don’t just stop at implementing these strategies, but hold ourselves accountable through our commitment to measure ongoing.

To do this we use Logical Framework – a systematic collection of information about our programs to meet a number of needs:

- Determine the effectiveness and impact of our programs both intangible and tangible outcomes.
- Increase our accountability and support to our community and corporate partners.
- Achieve aligned corporate social responsibility goals.
- Address social need in new and innovative ways.
- Ensure the right allocation of resources to different programs and initiatives.

Enriching communities



Nothing is more powerful
and liberating than
knowledge.

William H Gray II

At the coalface
in disadvantaged
communities in Sydney,
families and individuals
face very real problems
and we need partners
who can work with us
to create change.

United Way understand
how to work with us and
provide much needs
resources to help us
improve people's lives.

Frances Jamieson,
Department of Housing



Life lessons

Helping children reach their potential

The Issue

1 in 5 children from low socio-economic backgrounds start school unprepared with the basics to succeed. (AEDI Index 2009). Research shows that the experiences of children's early years can have strong effects on their future, with implications for their health, development and ability to earn.

The quality of an individual's education has a profound and lasting impact on the person's ability to succeed in the world.

United Way provides leadership in early childhood learning, quality child care and school readiness. We help deliver programs that embed greater social cohesion in disadvantaged communities by engaging mothers who are socially isolated and where positive parenting skills may be lacking.

Evidence

We know all too well that our early childhood plays a huge role in a child's development. And for the 0-5 age group, being ready for school and education is vital to setting this growth in motion. Our consultation work in local communities combined with research from the Centre for Social Impact studies has informed us that the social housing estates in the Western and Southern Sydney regions are in extreme need of human services.

Collaboration

Addressing early learning issues is just one way we're collaborating with a number of local organisations, government and community groups in the Claymore community. This work has been drawn from a Literacy Action Plan to identify key community needs across all age groups – including the 0-5 age group and what's required to prepare them for school.

Innovation

By constantly striving to provide innovative, tailor-made programs that improve community conditions, the Education Coalition can work towards bringing about long-term change. For these purposes, we are funding the work by Good Beginnings, our community partner. Good Beginnings present customised programs that have been crafted around specific community needs, with a particular focus on hard-to-reach families where environments might be negative for children. Together with our local partners we've created a number of targeted early-intervention strategies that build both trust with families and set children up for the future.

If you're interested in participating through funding, pro-bono assistance or volunteering, please email us at nsw@unitedway.com.au

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True individual freedom cannot exist without economic security and independence.

Franklin D Roosevelt

It is often said that it takes a village to raise a child. Getting a village engaged doesn't happen by itself which is why we are so excited to be 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 for our young people.

Eric Jamieson



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Helping today, for tomorrow

Creating financial stability and independence for young people

The Issue

Almost 1/3 of unemployed people are aged between 15 and 24 and of all school leavers aged 15-19 in Sydney, over 34% are not fully engaged in either education or employment. The wealth gap is greater in NSW than any other state and is increasing between high and low income households.

Australia has the fourth highest rate of family joblessness according to the Organisation for Economic Co-operation and Development. In some communities this has become intergenerational. The key intervention to break this cycle is in the transition from school to work. United Way and its partners are focused on helping young people from our most disadvantaged communities find pathways to learning and earning.

Evidence

Schools are often a central part of the community. And partnerships that enhance the relationships between schools, families and the local business community can really help disengaged young people to flourish. In some of our most disadvantaged communities schools are often the only link that can be created with young people.

Collaboration

By forming partnerships with schools in areas of most need, United Way has shown its commitment to addressing this issue head on. Key players in this coalition will be schools, our corporate partners, industry partnerships and our community partner The Beacon Foundation. The Beacon Foundation provides best practice programs that engage local business to provide more opportunities for volunteer work, site tours and student mentoring – giving students an insight into and inspiration for life after school. We've formed long term partnerships with these schools and in 2011 we are funding The Beacon Foundation's programs working across 4 schools in the Southern, South Western and Western Sydney areas, giving some added guidance to a number of students.

In 2009 the unemployment rate for all 15-19 year olds not in full-time education and looking for full-time work was over 34%. The unemployment rate for school students who are part of the Beacon programs and who left school at year 10 to look for full time work, is under half this at 12%.

Innovation

In government and business there is an increasing focus on the importance of creating employment pathways for young people. Much of this focus is on building the capacity of young people but what are often missing are the valuable connections that can be made with the local and metropolitan business community. Schools more often than not struggle to make these connections themselves which is why we have formed long term partnerships and engaged The Beacon Foundation. It's signature program, 'No-Dole', encourages Year 9 and 10 students to choose a path of further training, education or employment – and not to fall back on welfare. With various programs including mock interviews, mentoring, career workshops and presentation skills, Beacon provides an innovative way for young people to stay involved with the business community as they finish their education and progress into further education or employment.

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He who has health,
has hope.
He who has hope,
has everything.

Arabian proverb

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 & Senior Counsellor,
Weave



A health remedy that works

Improving young people's wellbeing

The Issue

Did you know that 1 in 4 young people have a mental health disorder and suicide is the leading cause of death for young people aged 15 to 24 in Australia? Tough times are a normal part of life, but many young people do not have the knowledge, skills and support to get through them. Instead these tough times can leave them feeling overwhelmed, alone and powerless to change their lives.

In Sydney alone, 85% of residents live with the impact of mental illness, either their own or that of a family member or friend. And people with mental illness are at particularly high risk of facing social exclusion and housing problems.

United Way works to improve access to quality health care and improve the overall health and welfare of individuals.

Evidence

Evidence suggests that adopting an integrated, 'whole person' approach can largely improve "people's overall sense of mental wellbeing and capacity to function socially" (MHCC Social Inclusion 2007). Of the people who experience a mental illness, 75% experience a disorder before they are 25. This suggests that intervening in the teenage years is the most effective way to create positive and lasting change.

Collaboration

In partnership with Weave (formerly known as South Sydney Youth Services) who provide quality mental health services for vulnerable and socially excluded young people in creative ways, we conducted a Mental Health Forum with practitioners in Redfern. We established support for sharing models of Good Practice in inner Sydney that has improved the networking capacity of practitioners and that is contributing to positive outcomes for our community partners, Inspire Foundation and Sydney high schools.

Innovation

Building on the work with Weave, we formed a Health Coalition with them and The Inspire Foundation. The Inspire Foundation, established in 1996 in direct response to Australia's then escalating rates of youth suicide, provides a range of services to socially-excluded young people, families and communities of the South Sydney area. They combine technology with the direct involvement of young people through their innovative and practical online programs – making a big difference in a young person's life. The Health Coalition is focusing on Inspire's collaborative partnership with Weave in the creation of 'Speak Out', a digital story-telling program which develops stories that positively inform and support young people with managing mental illness and sexual health awareness nationally. In order to reach young people at risk and align with the increasing ways that young people connect today, the program uses innovative communication channels to tailor to their needs.

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As a business leader I know that many corporations are committed to genuinely being responsible citizens through their Community Involvement Strategies. United Way provides great support to these organisations as well as those that want to develop more strategic partnerships aligned to their core business and focused on maximising Community Impact. As the Chair of United Way Australia I invite you to consider the opportunity to work with United Way to join us as we mobilise the caring power of our Australian community to improve lives.

Brian Long, Board Chairman,
United Way Australia



No place like home

Addressing homelessness with housing first

The Issue

In the 2006 ABS Census it was revealed that there are approximately 3,715 people sleeping rough in NSW; 388 (10.4%) of all rough sleepers in NSW were counted in the City of Sydney's local government area during the 2006 Census. The City of Sydney's February 2011 Street Count counted approximately 363 people sleeping rough within the city's local government area; 126 of those rough sleepers (35%) were located in Woolloomooloo.

Evidence

Evidence from all over the world suggests that the more traditional models used to address homelessness can be enhanced by complementary strategies more focused on providing immediate long term housing. We have adopted the highly successful 'Housing First' model from the United States which facilitates moving homeless people off the streets and directly into their own apartments with door to door health support. This bypasses current government waitlists for housing to end cycles of individual homelessness that are dependent on hospital services and the justice system. The Housing First model ensures they can enjoy an independent lifestyle as quickly as possible.

Collaboration

United Way is part of a dedicated and voluntary coalition called 90 Homes for 90 Lives: The Woolloomooloo Project. This project is committed to providing immediate housing for the 90 rough sleepers in Woolloomooloo. The Homeless Coalition comprises of senior leaders from UBS, City of Sydney, Freehills, Neami and Mercy Foundation.

Innovation

In 2011 we have made significant progress in lobbying activities with State and National government and have been working innovatively with the Centre for Social Impact to produce an economic model which demonstrates significant cost savings to government based on reduced costs of temporary refugees, justice and jail costs and dependency on hospitals. With the expert contribution of the coalition, this approach will successfully ensure the most vulnerable in inner Sydney are sustained in supported housing and more able to get on their feet again.

If you're interested in participating through funding, pro-bono assistance or volunteering, please email us at nsw@unitedway.com.au

Keeping the change

The benefits of working with United Way

We know just how much can be achieved by working together. And thankfully, so do more people than ever before. We bring organisations together to tackle the root causes of key social problems in the community as they happen, improving the quality of life for a number of people. We hold ourselves accountable for short term and long term results.

We have a global network which provides the foundation for increased community impact in all communities. It consists of interdependent capabilities distributed at the global, regional, national and local levels, strengthened by centres of excellence.

Joining with us doesn't just make an impact socially – it can really benefit your business too. By taking part in our Corporate Partnership Program, you can invest strategically in the community. You'll be surprised at how your company can benefit – and you'll be making a huge difference. We'll even keep you up-to-date with how your contribution is improving lives – giving a whole new meaning to good business.

Where there's a will, there's a way

How to get your business involved.

United Way provides a flexible approach to corporate partners that want to get involved. We ask people to support us in three key ways; give, advocate and volunteer.

Give – donate to the cause

Whether you are group fundraising or making an individual donation, you'll get more out of your donation by investing it into our Community Impact strategies – Education, Income, Health and Homelessness. That way, you'll be sure that your money is going towards the communities that need it most. Whether making a one off or ongoing donation, individuals can access our web-based workplace giving tool, United eWay, which allows you to set up your donations and make any changes you might need to, when you need to.

Donations are tax deductible and organisations can choose to match staff pledges, making giving go much further.

Advocate – champion the cause

Choosing to stand as a community champion allows proactive and passionate people to educate, motivate and mobilise colleagues and peers to make a lasting difference. We support champions and advocates in spreading the word and welcome you to follow us and share your opinions with others through:

Facebook – United Way Australia

Twitter – [unitedwayaus](#)

Blog – www.unitedway.org.au/oneday/blog

Volunteer – roll up your sleeves and lend your expertise

If you'd prefer to get out and volunteer in person, our volunteering program has been developed to engage staff on a number of levels in sustainable community involvement programs so that they can make a marked change to the community. You'll not only leave a lasting legacy – you'll see it come to life.

To provide you with more understanding around what give, advocate and volunteer community impact activities look like, here are some case studies.



Change in action

Examples of giving, advocating and volunteering

Give

We all like to think that One Day the children we see around us will grow up to become someone...at the least we hope that One Day they will be happy, healthy individuals leading meaningful lives full of opportunities. But the truth is that for many Australia's children, there is One Day that has more impact on the rest of their lives than any other. One Day which decides what they will be One Day...their first day of school. What children bring with them on that day – the ability to count to ten, being able to read a few words, knowing ABCs, the confidence to mix well with others. These few things can mean the difference between success and failure at school, at life.

To raise awareness and funds to support Australia's education community impact issues, we are running a national workplace giving campaign called 'One Day'. The education strategy focuses on helping children achieve their potential by enhancing school readiness (socially, emotionally and intellectually) through working with and supporting the family unit.

We are launching the campaign with our corporate partners whose

social objectives align with the theme of education and/or helping young people, using an event as the platform and building communications around it – all of which inspire, educate and enable people to donate to help.

We have noticed an average increase of 11% in donors within just 2 weeks of launching the campaign with a much bigger opportunity using post campaign communications to corporate employees.

To watch our One Day campaign video visit www.unitedway.org.au/oneday

Advocate

United Way coalition objectives are to support the local Community Impact strategy and focus areas (Education, Income, Health and Homelessness) by providing advice, to maximise the impact of the strategy by considering the needs of the local community and to identify opportunities to contribute financial and pro-bono resources.

The composition of United Way coalitions are intentionally cross sectoral partnerships and wherever possible will include representatives from United Way, a lead community

partner, corporate partners and representatives from the local community including not for profit organisations, business, government and other relevant stakeholders.

An example of this is United Way's involvement with the homelessness coalition called 90 Homes for 90 Lives: The Woolloomooloo Project – a voluntary collaborative of organisations including the City of Sydney, UBS, United Way, Freehills Foundation, the Mercy Foundation and Way2Home (Neami) who are dedicated to reducing the overall number of rough sleepers in the Woolloomooloo precinct.

In demonstrating principles of social innovation and collaboration, United Way's Homelessness Coalition arranged for a visit by Dr Sam Tsemberis of Pathways in the United States to provide a series of workshops and briefing sessions to senior government ministers based on the highly successful Housing First program he developed 20 years ago. This approach, applied in conjunction with leading assertive outreach services provided by Way2Home, will house and provide an immediate yet sustainable solution to the pressing needs of over 100 long term rough sleepers in Woolloomooloo.

Volunteer

Through the coalitions we have developed, we are able to provide highly engaging and more targeted volunteering opportunities for employees.

Lunch with the Girls

In partnership with The Beacon Foundation, Plumpton High School and corporate volunteers, we delivered a program called 'Lunch with the girls.'

Many young women are at risk of disengaging from school, lack motivation and confidence or do not have a significant female role model in their lives.

Lunch with the Girls is a one day program aimed at 15–16 year old female students and is designed specifically to inspire young women to reach their full potential. United Way works in partnership with The Beacon Foundation to deliver this program and we have received some amazing feedback from the girls and mentors participating:

"I just wanted to say thank you so much for today I really enjoyed and appreciated talking with you. It helped me a lot. I'm grateful for you taking time out of your work to

come and talk with us and well me of course. It really helped me see things more clearly. I have much more confidence after speaking with you about my future and it just felt good talking with someone about it. I hope I will go far in my life and I will remember this day for a long time to come." Morgan-Jae – Student

"I just wanted to let you know how much I enjoyed mentoring at yesterday's Lunch with the Girls. I find it so uplifting to have the opportunity to meet such amazing young women and give them the opportunity to stop and think about their future." Dr Liz O'Brien, Principal Project Officer, Department of Employment, Economic Development and Innovation – Mentor

Weave Arts Centre Corporate Connect®

Working in collaboration with Weave, who provide quality mental health services for vulnerable and socially excluded young people in creative ways, we created an opportunity for 6 corporate volunteers from Amgen Australia to take part in a backyard blitz day at the Weave Art Centre in North Eveleigh to help with the development of the newly established Community Arts Centre

and associated programs – which provides a creative way of engaging vulnerable young people and allowing them to express themselves.

McRreadie Early Childhood Literacy Playgroup Corporate Connect®

By partnering with Good Beginnings, we were able to facilitate an event where 18 corporate volunteers from ING Foundation participated in a volunteer day at McRreadie Early Childhood Literacy Playgroup in Claymore. The volunteers worked on improving the condition of the playgroup facilities to make the space more engaging for the children through simple but creative outdoor activities.

And these volunteering activities don't just provide positive outcomes for the recipients – they allow volunteers to benefit in many enriching ways; learning or developing skills, building on existing relationships and meeting new people, experiencing satisfaction and value in making a real difference and developing self esteem and confidence.

Sydney

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GIVE. ADVOCATE. VOLUNTEER.
LIVE UNITED®

**United
Way**

