

**HOW TO PLAN FOR REDFERN-WATERLOO**

- REDWatch believes that an integrated planning framework is needed for the Redfern-Waterloo Plan (RWP) as:
  - the RWP has a 10 year time frame
  - it will be introduced in stages
  - without a clear idea of what the RWP hopes to achieve overall – and how - it will be difficult to make sure that all its stages work together to create the future the community wants.
  
- To create this future, we need a broad range of interdependent issues addressed over the 10 years, not just the parts that relate to government land or government priorities.
  
- To help develop an integrated planning framework that can achieve this, REDWatch has prepared:
  - a set of questions and answers about the RWP and the kind of integrated planning framework we think it needs
  - draft principles on community participation for all aspects of the RWP, **including the development of an integrated planning framework**
  - a draft integrated planning framework (we called it “The Plan in Outline”).
  
- REDWatch is forwarding this material to the RWA as an example of the type of approach they could take in preparing the Redfern Waterloo Plan.
  
- REDWatch does not claim either that this is the only possible format for an integrated planning framework, or that the content within it represents all views in Redfern and Waterloo.
  
- REDWatch does, however, urge the Minister and the RWA to tell the people of Redfern and Waterloo - as a matter of urgency:
  - how they propose to develop an integrated planning framework for Redfern-Waterloo
  - how the community will be able to participate in its development, and
  - when they expect to start the framework and have it completed.

Geoffrey Turnbull

On behalf of REDWatch, May 31<sup>st</sup> 2005.

REDWatch, c/- PO Box 1567, Strawberry Hills NSW 2012

Ph Wk: (02) 9318 0824 email: [turnbullfamily@stassen.com.au](mailto:turnbullfamily@stassen.com.au)

*REDWatch is a residents and friends group covering Redfern Eveleigh Darlington and Waterloo (the same area covered by the Redfern Waterloo Authority). REDWatch monitors the activities of the RWA and other government bodies and seeks to ensure community involvement in all decisions made about the area.*

*REDWatch meets at 2pm on the 4<sup>th</sup> Sunday of the month at the Redfern Community Centre.*

**This material has been produced by REDWatch in collaboration with planners who have volunteered their time to help REDWatch develop these frameworks. The material in this document may be used with acknowledgement.**

**As well as naming REDWatch, the acknowledgement referring to the Planning Framework and the Questions and Answers should also reference Elizabeth Rice.**

**REDWatch is grateful for the professional assistance and input provided by Elizabeth Rice, Patricia Collins and many other professionals and locals wishing to see good participatory planning processes used in Redfern Waterloo.**

**Our special thanks goes to the members of the REDWatch Redfern Waterloo Plan Working Group for their work in developing this document.**

<p><b>Questions and Answers on:</b> <b><i>An Integrated Planning Framework</i></b> <b><i>for the Redfern-Waterloo Plan</i></b></p>
--

**What is the Redfern-Waterloo Plan?**

The Redfern-Waterloo Plan is the mechanism the NSW Government will use to manage the following issues, and their interaction, in Redfern-Waterloo over the next 10 years:

- human services
- jobs
- infrastructure
- new development/redevelopment.

**Who will make the Redfern-Waterloo Plan?**

The Minister responsible for Redfern-Waterloo (the Hon Frank Sartor, MP) will make the Redfern-Waterloo Plan.

**What gives him the power to make the Redfern-Waterloo Plan?**

In December 2004, the NSW Parliament passed an Act to allow the Redfern-Waterloo Minister to make the Redfern Waterloo Plan.

This Act of Parliament (the Redfern-Waterloo Authority Act 2004) gave the Minister for Redfern-Waterloo sweeping powers in the area.

It also created the Redfern-Waterloo Authority which advises the Minister on matters relating to Redfern-Waterloo, including the Redfern-Waterloo Plan.

**Will the Redfern-Waterloo Plan (RWP) be developed all at once?**

The Minister has said that the Redfern-Waterloo Plan will be developed in stages.

**How will the stages of the Plan fit together to ensure an integrated, comprehensive RWP?**

The Minister hasn't made any statements about this.

**What can we do to make sure the stages fit together?**

Ask the Minister to agree to an integrated planning framework for the Redfern-Waterloo Plan.

**What sort of thing could we suggest to the Minister?**

If you agree with the points made in the answers to the rest of these questions, you could ask him to do what they suggest.

**Why do we need an integrated planning framework?**

The Redfern-Waterloo Plan (RWP) has a 10 year life span. Unless there is something to tie activities together over this period, neither the community nor the Government will have a clear idea of:

- what they want to achieve over 10 years
- how they are going to try to achieve it
- how each stage of the RWP can reinforce, not undermine, these efforts
- whether, at the end of the 10 years, the issues the community wants addressed have been covered by the various stages
- whether - in both the short term and the long-term - the RWP has succeeded.

In short, without an integrated planning framework there will be no mutually agreed reference point for the different stages of the RWP.

### **What do we need in the integrated planning framework?**

The essential components of an integrated planning framework which can underpin the Redfern-Waterloo Plan over its 10 year lifespan are:

▪ Statement of commitment:	What the NSW Government will do - and will not do - in Redfern-Waterloo
▪ Vision:	The sort of place we want Redfern-Waterloo to be
▪ Values and Principles:	How everyone needs to act to make Redfern-Waterloo the sort of place we want it to be
▪ Key objectives:	The overall things we want for Redfern-Waterloo in the long run
▪ Priority outcomes:	The most important short and medium term things we need to achieve if Redfern-Waterloo is going to be the place we want it to be
▪ Implementation strategy:	What everyone needs to <b>do</b> to make Redfern-Waterloo the place we want it to be
▪ Review strategy:	How we will know that things have changed and what everyone needs to do if they haven't

### **How much detail do we need to go into?**

If the integrated planning framework is to guide the Redfern-Waterloo Plan through 10 years of development, implementation and review, each component needs content that is:

- robust enough to remain relevant over that period
- not so detailed that:
  - it will never be completed
  - it will allow no flexibility.

### **What would the integrated planning framework look like?**

The following pages are an example:

- the first page gives the headings for what's in the integrated planning framework
- the remaining pages give examples of how the content could be filled in, through an RWA and community consultation process.

## **Is anything else needed?**

Yes – community participation principles.

REDWatch has prepared a set of draft community participation principles as a companion document to the draft REDWatch integrated planning framework.

## **Why isn't a community participation strategy included in the Integrated planning framework?**

Community participation is threaded through all the activities that the integrated planning framework covers.

However, the framework itself also needs to be developed through a community participation process.

That is why REDWatch has prepared a separate document on community participation principles for Redfern and Waterloo.

These principles should be supplemented by the guidelines the NSW Government has adopted for the NSW planning system.

These guidelines, which won planning awards, are at <http://www.iplan.nsw.gov.au/engagement/index.jsp> and <http://203.147.162.100/pia/engagement/index.htm> - but they may need to be adapted where necessary to the broader needs of the Redfern-Waterloo Plan.

## **Are there other NSW guidelines that can help with the integrated planning framework?**

Yes - the strategic planning components of the Government's Strategic Management Framework at <http://www.premiers.nsw.gov.au/WorkAndBusiness/WorkingForGovernment/StrategicManagementFramework/>

## **Isn't there still a problem – the Redfern-Waterloo Authority is already developing Stage 1 of the Redfern-Waterloo Plan?**

This problem can be overcome – as long as the Redfern-Waterloo Authority agrees that:

- Stage 1 of the Redfern-Waterloo Plan will be interim only until the community and the Government have agreed on an integrated planning framework
- the Redfern-Waterloo Authority, in conjunction with the community, will review the Stage 1 Redfern-Waterloo Plan to ensure it still fits within the guidelines of the agreed framework and adjust it if necessary.

## REDWatch Community Participation Principles

The Legislative Council Social Issues Inquiry into Redfern Waterloo in late 2004 was very critical of the community engagement strategy used by the Government in their work in Redfern Waterloo and it recommended that the NSW Government "develops and implements a comprehensive strategy to ensure there is effective consultation and communication with the Redfern Waterloo communities". The Committee also recommended that the Government take all possible steps to achieve genuine partnership including with the local community.

So far "community consultation" on the future of Redfern, Eveleigh, Darlington and Waterloo has seen a lot of frustration generated and not much real community-owned planning. This needs to change!

To achieve this, REDWatch asks RWA to adopt the following principles:

### Respect us!

- Take us seriously
- Give us opportunities to be involved in making decisions
- Show a spirit of genuine goodwill
- Value the existing, diverse indigenous and immigrant community and heritage including the local and national status of 'The Block' and extensive public housing communities
- Don't play us off against each other
- Respect community knowledge about problems AND solutions eg Pemulwuy - remember we have the most to win and lose
- Listen as well as talk
- Work with us to actually achieve specific things

### Trust us!

- Resource and provide funding for real participation opportunities
- Build on existing information provided from the community
- Work with networks we know and have - involve everyone
- Let our community leaders take lead roles in meetings
- Make meeting outcomes publicly available
- Be open with us and tell us what's happening - no secrets
- Make meetings friendly for us to go to
- Tea, coffee and chocolate biscuits at all meetings - RWA Board Quality!

**Communicate with us!**

- Talk in language we understand use plain English and translate information into community languages
- Use community notice boards
- Keep a webpage that is regularly updated and easy to use
- Keep us notified of opportunities to participate, with enough time for us to turn up
- Send us agendas and pre-meeting info in advance so that we can give a considered response to the issues being discussed

**Respond to us!**

- Regularly provide us with information on how RWA is performing and meeting project timelines
- Reply to inquiries from individuals and groups in a timely manner with real answers
- Appreciate the importance of the RWA Annual Report

**Don't confuse us!**

- Make sure everyone in RWA and Council know their role - and then explain it to us - we do not like the blame game.
- Talk to each other then tell us what's happening - avoid left hand not knowing what the right hand is doing
- Give us a timeline for creating a community-owned plan and explain the steps we need to take to get there

REDWatch looks forward to being part of the community building that the Redfern Waterloo Plan can achieve by genuinely involving our community from the beginning!

In preparing the Community Participation Principles REDWatch's attention was drawn to a list of Unhealthy and Healthy community indicators from Building Healthy Communities. REDWatch felt these indicators were also important in building a health community in Redfern Waterloo. This list has been included on the next page.

## UNHEALTHY      HEALTHY

cynicism	optimism
focus on division	focus on unification
'Not in my backyard'	'We're in this together'
solution wars	solving problems
hold grudges	reconciliation
polarization	consensus building
narrow interests	broad public interests
parochialism	interdependence
confrontation	collaboration
win-lose solutions	win-win solutions
mean-spiritedness	tolerance and respect
questioning motives	trust
frustration	patience
politics of personality	politics of substance
apathetic citizens	empowered citizens
exclusion	diversity
selfishness	citizenship
challenge people	challenge ideas
blockers and blamers	problem solvers
me-first	individual responsibility
attacking dividers	listening healers
zinger one-liners	community discussions
redebate the past	focus on future
hoarding power	sharing power
gridlock	renewal
'Nothing works'	'We can do it'

*Adams, B, (1995), Building  
Healthy Communities,  
Charlottesville, Virginia:  
Pew Partnership, P28-29*



**THE REDWATCH PLANNING FRAMEWORK  
FOR  
THE REDFERN-WATERLOO PLAN**

**The attached pages contain REDWatch's ideas on a planning framework for Redfern-Waterloo.**

**This framework is in four parts:**

- A. "The Plan in Outline", which provides a broad overview of how the Redfern-Waterloo Plan could be developed, implemented and reviewed**
- B. A summary of the steps involved in developing, implementing and reviewing the Redfern-Waterloo Plan**
- C. suggestions for specific ground rules for developing, implementing and reviewing the Redfern-Waterloo Plan**
- D. more detailed explanations of why each of the ground rules is needed.**

## **PART A:**

# **OVERVIEW OF THE REDFERN-WATERLOO “PLAN IN OUTLINE”**

**As the Redfern Waterloo Plan is being developed in stages over 10 years, we need a "Plan in Outline" - a broader framework into which these stages will fit over this length of time. Without this we can end up in a position where the individual stages, when completed, create a different picture from the one we had in mind at the outset.**

**REDWatch believes that the NSW Government needs to take at least the following steps - which together create a “Plan in Outline” - if it is going to be able to make a Redfern-Waterloo Plan that can *create the future the community has in mind*:**

### **1. NEGOTIATE THE GROUND RULES FOR THE REDFERN-WATERLOO PLAN (RWP)**

- The Redfern-Waterloo Plan (RWP) will be a very broad Plan which integrates human services, jobs, infrastructure and new development/redevelopment.
- The usual development rules don't cover this sort of Plan.
- REDWatch thinks the NSW Government should negotiate with the local communities about the best ground rules for making this sort of Plan.
- This needs to be done as soon as possible, so that all stages of the RWP can be developed according to these ground rules.
- For REDWatch's ideas on what these ground rules should deal with, see the following pages which include:
  - ideas for community input into the RWP, including the negotiations on the ground rules
  - the main things the ground rules should cover.

### **2. START DEVELOPING THE STAGES OF THE RWP**

- Ideally, the ground rules would have been completed and had joint community and Government approval before this stage began.
- However, the Government has already begun work on developing Stage 1 of the RWP.
- To overcome this problem, any stages of the RWP that are developed before the community and the Government have agreed on the ground rules should be interim only.
- As soon as the ground rules are agreed, the interim stages of the RWP should be checked against them, changed where necessary, and put back to the community for final approval.
- After that point, the RWP's stages should be developed in the way the agreed ground rules set out.

### **3. IMPLEMENT THE RWP IN STAGES**

- As part of each stage, the community and the Government need to check the way the current stage of the RWP will affect stages already planned or implemented.

### **4. REVIEW THE RWP'S OUTCOMES**

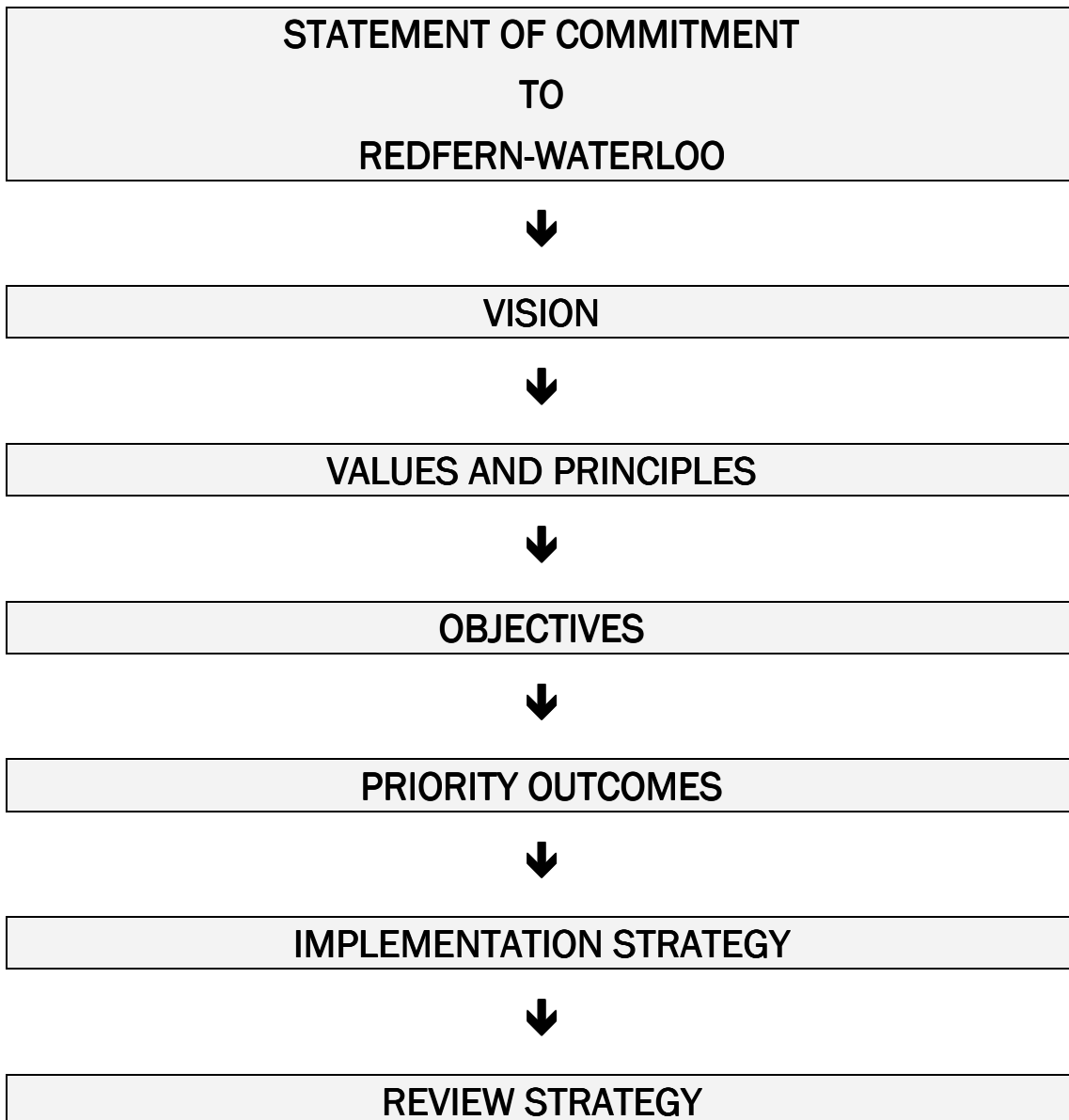
- The community and the Government need to make regular checks on:
  - How well each of the stages already implemented is working
  - How well these stages are working together - as an integrated Redfern-Waterloo Plan - to create the future the community wants.

**If all this is to be achieved, REDWatch believes that the PRIMARY ground rule is:**

- 1. *No stages of the RWP will be implemented at all until the local communities have reached agreement with the NSW Government on “The Plan in Outline”.***

**PART B:  
SUMMARY OF STEPS FOR “THE PLAN IN OUTLINE”**

- **REDWatch believes that “The Plan in Outline” needs to cover at least the following:**



- **The pages that follow give a list of what the ground rules for developing “The Plan in Outline” could be, followed by a more detailed explanation of why each of the ground rules is needed.**

## **PART C: LIST OF GROUND RULES FOR REDFERN-WATERLOO PLAN**

### **“THE PLAN IN OUTLINE”:**

- 1 (I) No stages of the Redfern-Waterloo Plan will be implemented at all until the local communities have reached agreement with the NSW Government on “The Plan In Outline”.**
- 1 (II) “The Plan In Outline” includes all the areas outlined below.**

### **STATEMENT OF COMMITMENT:**

- 2 (I) The NSW Government will develop a Statement of Commitment to Redfern-Waterloo and make it publicly available.**
- 2 (II) When adopted, the Statement of Commitment will guide all stages of the Redfern-Waterloo Plan.**

### **VISION:**

- 3 (I) The NSW Government will reach agreement with the local communities on the Vision for Redfern-Waterloo.**
- 3 (II) When adopted, the agreed Vision will guide all stages of the Redfern-Waterloo Plan.**

### **VALUES AND PRINCIPLES:**

- 4 (I) The NSW Government will reach agreement with the local communities on the Values and Principles for Redfern-Waterloo.**
- 4 (II) When adopted, the agreed Values and Principles will guide all stages of the Redfern-Waterloo Plan.**
- 4 (III) This means that the NSW Government will act in accordance with the Values and Principles agreed to by the local communities when it:**
  - develops the Redfern-Waterloo Plan**
  - implements the Redfern-Waterloo Plan**
  - reviews the Redfern-Waterloo Plan.**
- 4 (IV) This also applies to any person or body acting in partnership with the NSW Government, or acting on its behalf, on any matter relating to the Redfern-Waterloo Plan.**

### **OBJECTIVES:**

- 5 (I) The NSW Government will reach agreement with the local communities on:**
  - the specific Objectives for Redfern-Waterloo**
  - the Guidelines for making trade-offs among these Objectives.**
- 5 (II) When adopted, the agreed Objectives and Guidelines will guide all stages of the Redfern-Waterloo Plan.**

## **PRIORITY OUTCOMES:**

- 6 (i) The NSW Government will reach agreement with the local communities on:**
- **the Priority Outcomes for Redfern-Waterloo**
  - **the key linkages needed to achieve them**
  - **a Strategy for making these linkages, including an advocacy strategy for matters beyond the control of the Redfern-Waterloo Authority or the Redfern-Waterloo Minister.**
- 6 (ii) When adopted, the agreed Priority Outcomes - and the Strategy for achieving them - will guide all stages of the Redfern-Waterloo Plan.**

## **IMPLEMENTATION STRATEGY:**

- 7 (i) The NSW Government will reach agreement with the local communities on the Implementation Strategy for the Redfern-Waterloo Plan.**
- 7 (ii) When adopted, the agreed Implementation Strategy will guide all stages of the Redfern-Waterloo Plan.**
- 7 (iii) This means that no specific stage of the Redfern-Waterloo Plan will be implemented until the local communities have reached agreement with the NSW Government on:**
- **outcomes for that stage of the Plan, including:**
    - **what the outcomes for this stage of the Plan are**
    - **how these outcomes will help achieve the overall objectives and broad outcomes for the Redfern-Waterloo Plan as a whole**
    - **what changes need to be made to other stages of the Plan to support the outcomes for the current stage**
    - **what other things are needed to support them**
    - **who needs to do all these things**
    - **when they need to do them**
    - **who will pay for them**
  - **a strategy for turning the above agreements into action**
  - **a review strategy, consistent with the ground rules for Implementation (see below), that will allow everyone to be able to tell that these outcomes have been achieved.**

## **REVIEW STRATEGY:**

- 8 (i) The NSW Government will reach agreement with the local communities on a Review Strategy for the Plan which includes:**
- **review of the specific stages of the Redfern-Waterloo Plan**
  - **review of the Redfern-Waterloo Plan as a whole**
  - **how these reviews will be linked.**
- 8 (ii) When adopted, the agreed Review Strategy will guide all stages of the Redfern-Waterloo Plan.**
- 8 (iii) This means that no specific stage of the Redfern-Waterloo Plan will be implemented until the local communities have reached agreement with the NSW Government on:**
- **what will indicate success or failure for that stage of the Redfern-Waterloo Plan**
  - **the type of information that will be collected to measure success or failure**
  - **how and when the results will be reported to the local communities**
  - **how the local communities will be involved in working with the NSW Government to decide:**
    - **what the results mean**
    - **what changes need to be made to improve the results.**

## PART D (i): GROUND RULES FOR STATEMENT OF COMMITMENT

### STATEMENT OF COMMITMENT: What the NSW Government will do - and will not do - in Redfern-Waterloo

- The NSW Government needs to put its commitments to Redfern-Waterloo in one place – and stick to them.
- This is needed because over the years it has given different messages at different times about what it will do in Redfern-Waterloo, and this is still happening.
- For example, even the nature of the Redfern-Waterloo Authority (RWA) itself has changed in the last few months, as the human services activities of the Redfern Waterloo Partnership Project have been added to it.
- The Government is also giving mixed messages about how it will act in Redfern-Waterloo.
- For example, the messages expressed in the RWA Act are:
  - strong on government control
  - weak on community participation.
- On the other hand, Minister Sartor and the CEO of the RWA are trying to reassure people that:
  - they will consult widely on what people want for the area
  - they will strike an appropriate balance between the interests of the local communities and those of other people with an interest in the area.
- Despite that, the recent designation of key sites in Redfern-Waterloo as “state significant development” leaves people wondering how much say they will really have.
- The local communities need more certainty than that.
- A Statement of Commitment setting out in one place what the Government will – and will not – do in Redfern-Waterloo would be a good first step in providing more certainty.
- Preparing the Statement is not a complicated task, as there is plenty of existing material that could be used.
- The main work will be in:
  - sorting out some of the contradictions among existing statements
  - making it clear what some of the existing statements mean in practice.

**The ground rules for the STATEMENT OF COMMITMENT could be:**

- 2 (I) *The NSW Government will develop a Statement of Commitment to Redfern-Waterloo and make it publicly available.***
- 2 (II) *When adopted, the Statement of Commitment will guide all stages of the Redfern-Waterloo Plan.***

## PART D (ii): GROUND RULES FOR VISION

### VISION:

#### The sort of place we want Redfern-Waterloo to be

- REDWatch supports a Vision which acknowledges:
  - the Aboriginal heritage of Redfern-Waterloo
  - the diversity of the Redfern-Waterloo communities
  - the local, regional and state-wide roles of the area.
- One version of this Vision is as follows:

#### **THIS VISION ACKNOWLEDGES:**

- **THE PRIOR OCCUPATION OF THE AREA NOW KNOWN AS REDFERN-WATERLOO BY THE GADIGAL PEOPLE OF THE EORA NATION**
- **THE AREA'S CONTINUING SIGNIFICANCE FOR ABORIGINAL PEOPLE LOCALLY, REGIONALLY AND ACROSS AUSTRALIA**

#### **LOCAL VISION:**

##### *Redfern-Waterloo is a place:*

- *Where local residents can continue to live*
- *Where new residents are welcome*
- *Where there is a sense of community*
- *Where jobs and training are available for the local communities*
- *Where people can meet their daily needs easily.*

#### **REGIONAL VISION:**

##### *Redfern-Waterloo is a place:*

- *That provides specialist employment and services for local people and people from regional areas*
- *That is welcoming to Aboriginal people from regional areas.*

#### **STATE WIDE VISION:**

##### *Redfern-Waterloo is a place:*

- *That provides specialist employment and services for local people and people from across NSW*
- *That is welcoming to Aboriginal people from across the state and beyond.*

- The ground rules for the Redfern-Waterloo Plan need to include a process for allowing the local communities to reach agreement on a shared Vision for the area.

#### **The ground rules for the VISION could be:**

- 3 (I) The NSW Government will reach agreement with the local communities on the Vision for Redfern-Waterloo.**
- 3 (II) When adopted, the agreed Vision will guide all stages of the Redfern-Waterloo Plan.**

## PART D (iii): GROUND RULES FOR VALUES AND PRINCIPLES

### VALUES AND PRINCIPLES: How everyone needs to act to make Redfern- Waterloo the sort of place we want it to be

- The local communities need the chance to tell the NSW Government about:
  - the values it thinks are important
  - how it thinks these values can be put into action in the Redfern-Waterloo Plan.
  
- From REDWatch's knowledge of the existing material, **values** supported by the local communities include:
  - human rights
  - social justice/social equity/a "fair go"
  - respect for diversity
  - respect for local knowledge, skills and experience
  - respect for the environment
  - respect for heritage.
  
- The ground rules for the Redfern-Waterloo Plan need to include a process for allowing the local communities to reach agreement on:
  - the **values** they share
  - the **principles** that would allow these values to be put into action in the Redfern-Waterloo Plan.

The ground rules for the VALUES AND PRINCIPLES could be:

- 4 (i) The NSW Government will reach agreement with the local communities on the Values and Principles for Redfern-Waterloo.**
- 4 (ii) When adopted, the agreed Values and Principles will guide all stages of the Redfern-Waterloo Plan.**
- 4 (iii) This means that the NSW Government will act in accordance with the Values and Principles agreed to by the local communities when it:**
  - **develops the Redfern-Waterloo Plan**
  - **implements the Redfern-Waterloo Plan**
  - **reviews the Redfern-Waterloo Plan.**
- 4 (iv) This also applies to any person or body acting in partnership with the NSW Government, or acting on its behalf, on any matter relating to the Redfern-Waterloo Plan.**



## PART D (iv): GROUND RULES FOR OBJECTIVES

### OBJECTIVES:

The overall things we want for Redfern-Waterloo in the long run

- What the NSW Government wants for Redfern-Waterloo is summarised in the RWA Act as:
  - to encourage the development of Redfern-Waterloo into an active, vibrant and sustainable community, and
  - to promote, support and respect the Aboriginal community in Redfern-Waterloo having regard to the importance of the area to the Aboriginal people, and
  - to promote the orderly development of Redfern-Waterloo taking into consideration principles of social, economic, ecological and other sustainable development, and
  - to enable the establishment of public areas in Redfern-Waterloo, and
  - to promote greater social cohesion and community safety in Redfern-Waterloo.
- These general objectives need to be broken down into more specific objectives to be aimed for in all stages of the Redfern-Waterloo Plan (RWP).
- Combined with the Review Strategy outlined later in this document, this will allow everyone to be able to tell:
  - whether the RWP is working **along the way**
  - whether, **at the end of its 10 year life span**, it is **still** working.
- The ground rules for the RWP need to include processes for allowing the local communities to work with the NSW Government on deciding:
  - what these specific objectives should be
  - how trade-offs will be made when not all objectives can be met at the same time.

The ground rules for the OBJECTIVES could be:

- 5 (i) **The NSW Government will reach agreement with the local communities on:**
  - **the specific Objectives for Redfern-Waterloo**
  - **the Guidelines for making trade-offs among these Objectives.**
- 5 (ii) **When adopted, the agreed Objectives and Guidelines will guide all stages of the Redfern-Waterloo Plan.**

## PART D (v): GROUND RULES FOR PRIORITY OUTCOMES

### PRIORITY OUTCOMES:

The most important short and medium term things we need to achieve if Redfern-Waterloo is going to be the place we want it to be

- The local communities of Redfern-Waterloo are experts in this area.
- They know the things that need to change if life is to be better in Redfern-Waterloo, and the things that need to stay the same.
- They also know:
  - which things are the ones that need tackling first
  - what things need to be pulled together to tackle them successfully.
- Initially, the local communities need to work with the NSW Government to develop agreement on:
  - the broad outcomes that can cover all proposed aspects of the Redfern-Waterloo Plan (RWP): human services, jobs, infrastructure and new development/redevelopment
  - how these outcomes are linked to each other
  - how to ensure these outcomes and linkages are used to guide all stages of the RWP.
- As specific stages of the RWP are developed, the outcomes and linkages will become more specific, as will the strategies to address them.

(Outcomes relating to mental health provide a good example of the type of linkages that are needed, as they would need to be included in:

- the Human Services stage of the RWP (preventive, early identification and intervention, and support services; acute assistance; and reintegration back into the community)
- the Jobs stage of the RWP (suitable employment opportunities for people with either ongoing or episodic mental health issues, which incorporate approaches to minimising job loss following an episode, reinforcing self-confidence and recommencing employment)
- the Infrastructure and New Development/Redevelopment stage of the RWP (housing choices ranging through acute care, hostel/supported accommodation and suitable public housing options; transport options that enable people to access hospitals, other health establishments and services, and other services.)

Some of these areas would overlap with the outcomes needed for some of the other issues identified and mapped. At the end of the process we would end up with outcomes that were integrated across all the activities of the RWP.)

**The ground rules for the PRIORITY OUTCOMES could be:**

- 6 (i) The NSW Government will reach agreement with the local communities on:**
  - **the Priority Outcomes for Redfern-Waterloo**
  - **the key linkages needed to achieve them**
  - **a Strategy for making these linkages, including an advocacy strategy for matters beyond the control of the Redfern-Waterloo Authority or the Redfern-Waterloo Minister.**
- 6 (ii) When adopted, the agreed Priority Outcomes - and the Strategy for achieving them - will guide all stages of the Redfern-Waterloo Plan.**

## PART D (vi): GROUND RULES FOR IMPLEMENTATION

# IMPLEMENTATION STRATEGY: What everyone needs to do to make Redfern- Waterloo the place we want it to be

- The NSW Government has said that the Redfern-Waterloo Plan (RWP) will be implemented in stages.
- This means that we need an implementation strategy that deals with both:
  - how the specific stages are implemented
  - how their implementation remains linked to the RWP's overall objectives and priority outcomes
- The implementation strategy also needs to deal with:
  - mapping the linkages between outcomes for specific stages of the RWP (The broad level linkages will already have been developed as part of the work on Priority Outcomes)
  - identifying any changes needed to other stages of the RWP to ensure a linked approach to achieving outcomes
  - identifying any changes needed in areas beyond the control of the Redfern-Waterloo Authority or the Redfern-Waterloo Minister to support the current stage's outcomes.

The ground rules for the IMPLEMENTATION STRATEGY could be:

- 7 (I) The NSW Government will reach agreement with the local communities on the Implementation Strategy for the Redfern-Waterloo Plan.**
- 7 (II) When adopted, the agreed Implementation Strategy will guide all stages of the Redfern-Waterloo Plan.**
- 7 (III) This means that no specific stage of the Redfern-Waterloo Plan will be implemented until the local communities have reached agreement with the NSW Government on:**
  - **outcomes for that stage of the Plan, including:**
    - **what the outcomes for this stage of the Plan are**
    - **how these outcomes will help achieve the overall objectives and broad outcomes for the Redfern-Waterloo Plan as a whole**
    - **what changes need to be made to other stages of the Plan to support the outcomes for the current stage**
    - **what other things are needed to support them**
    - **who needs to do all these things**
    - **when they need to do them**
    - **who will pay for them**
  - **a strategy for turning the above agreements into action**
  - **a review strategy, consistent with the ground rules for Implementation (see below), that will allow everyone to be able to tell that these outcomes have been achieved.**

## PART D (vii): GROUND RULES FOR REVIEW

### REVIEW STRATEGY:

How we will know that things have changed and what everyone needs to do if they haven't

- As the NSW Government has said that the Redfern-Waterloo Plan (RWP) will be implemented in stages, we need a review strategy that deals with:
  - reviewing the specific stages of the RWP
  - reviewing the RWP as a whole.
- For both the specific stages and the RWP as a whole, the review strategy also needs to deal with:
  - monitoring - recording what is actually being achieved
  - evaluation – working out whether the results are:
    - better than expected, and why
    - about what was expected, and why
    - less than expected, and why
  - review – deciding whether any changes are needed and, if so, what they should be.
- The review strategy also needs to specify:
  - the time frames for reviewing both the specific stages and the RWP as a whole
  - the general process for linking the review of the specific stages with the review of the RWP as a whole

The ground rules for the REVIEW STRATEGY could be:

- 8 (i) The NSW Government will reach agreement with the local communities on a Review Strategy for the Plan which includes:**
  - review of the specific stages of the Redfern-Waterloo Plan
  - review of the Redfern-Waterloo Plan as a whole
  - how these reviews will be linked.
- 8 (ii) When adopted, the agreed Review Strategy will guide all stages of the Redfern-Waterloo Plan.**
- 8 (iii) This means that no specific stage of the Redfern-Waterloo Plan will be implemented until the local communities have reached agreement with the NSW Government on:**
  - what will indicate success or failure for that stage of the Redfern-Waterloo Plan
  - the type of information that will be collected to measure success or failure
  - how and when the results will be reported to the local communities
  - how the local communities will be involved in working with the NSW Government to decide:
    - what the results mean
    - what changes need to be made to improve the results.