

REDWatch Submission on RWA Draft Human Services Plan (DHSP)

REDWatch wishes to make some brief comments on the DHSP. It is not our intention to go into all the areas covered the DHSP. In general terms we are supportive of the comments made in the papers by the RLC and Elizabeth Rice.

Integration and improved Government Programmes for Redfern Waterloo

REDWatch welcomes the emphasis in the DHSP of the need for significantly improving state government service delivery in Redfern Waterloo.

REDWatch also welcomes the proposed mechanisms for the integration of government services delivered in the area and the taking of responsibility by lead government departments.

Many of the measures are long overdue and can only be improved by being delivered in an integrated manner.

REDWatch however has some concerns about these aspects of the DHSP.

1. It must be recognised that any early intervention program in a closed community requires additional funds early in its implementation and that savings are only possible in the long term. Dealing with those for whom there has not been early intervention must continue while early intervention strategies are implemented.
2. It must also be recognised that Redfern Waterloo is not a closed community. Government policy changes are likely to increase turnover in public housing tenants bringing more high needs people into the area. Redfern Waterloo is also a hub for Aboriginal people through out the city and the state. Redfern Waterloo's city fringe location also sees homeless and troubled people living on and moving through its streets. All these factors indicate that a successful regional early intervention program may not see all the expected savings due to the area's connectivity to the wider community. This should be recognised at the outset.
3. Adequate resources have to be committed by government departments to deliver on what has been agreed in the plan in a timely manner. Redfern Waterloo can not afford to have yet another announcement which is not implemented. As there is no state budget allocation, all funds will have to come from existing department allocations and this will require those departments finding the resources required from within their existing activities. If this is to work the RWA and the ISOG will have to make sure that commitments from departments are adequate to really implement these programs in a manner that will make a lasting impact and to ensure that the commitments are delivered by the departments.
4. Given the existing commitments of government departments and the size of the task for early intervention in Redfern Waterloo, it may be necessary for the government to provide additional funds so that a department like DOCS,

for example, is not forced to choose between its statutory at risk notification obligations and these new localised early intervention programs.

5. Integration of government activities will probably not happen unless it is serviced and driven by the RWA or someone with this role servicing ISOG and human services CEOs group.
6. As far as it is possible the activities of government departments under the HSP should be transparent and open to NGO and community scrutiny.

Redfern Waterloo can not afford another policy announcement about the great things government will do and not see the results on the ground. The RWA already has to deal with the cynicism born of earlier undelivered government announcements.

Equality in Service Access – The Employment Example

One area which is important to be emphasised in the DHSP is the importance of equal access to services for all sectors of the community and the equal supply of services to all sectors of the community.

At the moment there is significant concern among non-Aboriginal public tenants that employment programmes are being focused totally on the Aboriginal population. While Aboriginal unemployment is a major issue in its own right and needs special programmes targeted to provide employment assistance, the unemployment problem in Redfern Waterloo is the major issue for a much wider group in the community. While the Aboriginal focus may have arisen from Aboriginal services being included in stage one of the DHSP it is important that the RWA put in place arrangements to address the wider employment issues affecting the community and put in place employment and enterprise options for all the Redfern Waterloo community.

Delay in addressing such issues runs the risk of fuelling resentment in those who can not access a particular service and creating a “them and us” mentality. In the case of the Aboriginal employment example above it also runs the risk of providing fuel to any underlying racial tensions.

Integration of NGOs. One Stop Shops and Learning for the Past

REDWatch is concerned about the basis for the reorganisation of Youth services and the proposed precincts and “One Stop Shops”. While we agree that there is a need for much better integration and co-operation between services, we believe the way in which this is undertaken should be worked through with the services and service users rather than being imposed upon them. So far we have not seen a theoretical basis for the DHSP proposal and we recommend that the DHSP should be changed so as not to prescribe any particular improved integration option. The particular form of improved integration should be worked out in the context of developing services response to the needs of particular target groups.

It is vital that the RWA learn from the RWPP’s earlier experience in making changes to the service landscape in Redfern Waterloo especially the Street Team experience. It does not matter how great government think their plan is – if it is not implemented in conjunction with existing local services and have community participation and support, it is likely to meet with opposition and fail. This is especially so if initially it requires the co-operation of local services. The RWA should be careful not to repeat this mistake with their push to implement a particular view of youth service integration. Similarly, the RWA should recognise that they can also disrupt successful existing programs by trying to appropriate or “improve” them, as the RWPP did with Kid Speak. The DHSP proposals concerning the government taking over the

successful Black Out Violence programme is in danger of repeating earlier mistakes. It is important to acknowledge and support successful local programs rather than try and appropriate them.

The RWA must also proceed with care in implementing common back office services and common referral procedures. Each of these have opportunities as well as risks and they must be approached in a manner that allows both the risks and opportunities to be explored by those involved and to deal with in a co-operative framework. Aboriginal concerns about sharing of information between agencies must also be addressed.

It will take time for the RWA to earn the trust of the service providers and the broader community. This will not happen if the RWA seeks to ram through changes against the experience of the local services. It is crucial that new RWA employees are aware of what has been done by their predecessors and that they do not go over the same ground unnecessarily. That the existing RWA staff did not know of a day workshop conducted six months ago by RWPP / RWA staff on "One Stop Shops" in the preparation phase for the DHSP is a major cause for concern. This workshop of local service providers should have informed the RWA's DHSP response.

The Redfern Public School Announcement

Some people find it bewildering that the government now talks about programs to use schools as community centres after the same government closed down the local Redfern School which historically provided an important community focus and programs within the Redfern Waterloo community rather than outside it. Many people still believe that had the Redfern School not been closed that the civil unrest in February 2004 would not have happened.

Announcing the school sale in the middle of the DHSP consultation raised a number of important issues:

1. The key elements contained in the school sale announcement were not covered in the DHSP and aspects of the announcement were in direct conflict with what was proposed, especially the introduction of new services. To us this indicates that the human services functions of the RWA and its development corporation aspects have not been incorporated within a broad strategic plan for the area. It is vital that the development functions of the RWA and the Human Service functions operate within a long term strategic and integrated framework.
2. The sale of the school does not appear to have been based on any demographic analysis of the future school needs of the area with an increased population and the increase in children under the age of two already becoming apparent in the area.
3. The sale of the school permanently disposes of scarce inner city publicly owned land prior to a long term plan for the area being established. Should the government need land to deliver services in the area in the future it will need to purchase land at a significantly increased cost.
4. The manner of the school sale had implications for both existing human service providers based there and for the future of human services to be delivered in the area and should have been the subject of community consultation and consideration under the DHSP.

Housing

One significant omission from the DHSP in terms of early intervention is the importance of appropriate housing. It is very difficult to provide the early intervention services if the “client” does not have appropriate ongoing housing.

This is another area where the human services side of the RWA needs to be better integrated with the development / build environment aspects of the Redfern Waterloo Plan. Unless the Redfern Waterloo Plan provides for the range of housing options necessary to meet the housing needs of those in the community it will be difficult to see how early intervention will be successfully applied to those who do not have appropriate housing.

Process for Change

Process does matter. While the RWA DHSP sets out priorities, the RWA has to recognise that how it goes about achieving these priorities will have an equally crucial impact on the outcome.

REDWatch has previously provided some suggestions on for [Community Participation Principles](#) and also [Unhealthy and Healthy Community Indicators](#) which we have attached. As pointed out in Elizabeth Rice’s submission other elements of the [The REDWatch Planning Framework for the Redfern-Waterloo Plan](#) are also applicable to the DHSP as well as the broader Redfern Waterloo Plan. For ease of reference these are attached and we commend them to you for the DHSP.

Community participation

There were two community meetings at the beginning of the preparation of the DHSP. The community was shut out of most of the rest of the discussion including the meeting about One Stop Shops. The community meetings made some strong statements on community participation in human service delivery. While the facilitator’s report was not circulated to participants we have reproduced the relevant section from the second e-news about this meeting as it provides some indication of the concerns of those at the consultation:

In summary, the workshop participants expressed a desire for:

- *greater community involvement in planning and decision-making about local services*
- *increased accountability and reporting to the community from all human services, government and non-government*
- *equity of access to services*
- *improved coordination among the local services*
- *politicians and senior managers with responsibility for services experiencing local issues by coming to Redfern-Waterloo*
- *community meetings to be widely promoted (through letter drops and word-of-mouth) and held in accessible venues (such as schools).*

These identified community concerns do not appear to be reflected in the DHSP. Many of the active community members are / have been involved in local community directed services and see community involvement as being essential in getting services that meet the community needs.

The final point from the e-news referenced above has been addressed in part by the RWA "information" meetings about the DHSP, but the participants in the earlier community meetings had a much more participatory model in mind than just being told about what the government thought and being encouraged to go away and put in a written submission.

The Prospectus and RWA Trust Proposal

REDWatch is concerned about the DHSP proposals for a Trust administered by the RWA and believes that the details of this proposal should be explored further before being adopted. In particular the RWA should take advice from the ICAC regarding corruption proofing any trust that is established.

REDWatch is concerned that the establishment of a Trust may:

1. put the government in direct competition with existing local services for private funding support. There are already substantial private donations to NGOs in the area and government competition for donations to these services may lessen NGO's private income and make them more dependent on government funding and hence government direction. Some will see this as the intent in the RWA proposal.
2. lead to private funding replacing government funding over time and resulting in no net increase in resources being brought into the area. The proposals in the DHSP already contain proposals for private funding of areas like basic numeracy & literacy which most consider core government responsibilities.
3. distort the project priorities offered in the prospectus from what the community most needs (and what the government is not supplying) to that which the private sector is prepared to fund (ie things that look good in a shareholders annual report rather than possibly less 'sexy' more important community needs).
4. lead to concerns that developers looking for approval for developments in the RWA administered area, or in the wider state controlled by the same minister, may invest in the fund with a view to gaining approval for their developments.
5. prevent good local NGO or community proposals from being included in the prospectus in favour of projects favoured by the RWA and government priorities.

By definition any trust needs to be completely independent and disassociated from the RWA, otherwise it gives rise to a conflict of interest with the RWA being the body approving developments while at the same time receiving donations from potential developers. On the other hand the independent trustees also reduce the opportunity for community input and potentially distances the trust from the community's view of what is needed within their community. Trustees would need to be acceptable to both the community and the RWA and this could be difficult to achieve.

Given all these issues we believe that it is unwise for this proposal to be pushed through in this part of the DHSP and that more community consultation and anti corruption advice is required before it is pursued.

Conclusion and Suggestion on Future HSP Consultations

As mentioned at the beginning of this submission this is not an extensive response to the DHSP however given the shortness of the time frame and our limited resources as a community group we can only highlight our major concerns.

We are strongly of the view that all future consultations on the HSP and other parts of the Redfern Waterloo Plan should include:

1. Two months for community consideration – many community organisation only meet once a month and there is insufficient time to prepare reactions and then for submissions to be discussed adequately by the larger group
2. That the consultation should include not only information sessions but also facilitated workshops which bring together people with a common concern and experience in a sector / cluster / range of services to discuss the proposals and their reactions to it
3. Where groups have been involved in meetings preparing the plan (as was the case with cluster groups this time) these groups should be reconvened and given the opportunity to discuss in depth their reaction to the proposals and to bring their combined experience to bear on the proposal with a view to addressing any areas of concern.

We look forward to more participatory processes in the development of future RWA and human service proposals as the RWA develops a corporate memory by learning from this “consultation”.

We hope that these brief suggestions will be seriously considered by the RWA and the MACHS.

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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 4th Sunday of the month at the Factory Community Centre.

More information about REDWatch and the issues of concern to us can be found at:
www.redwatch.org.au

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

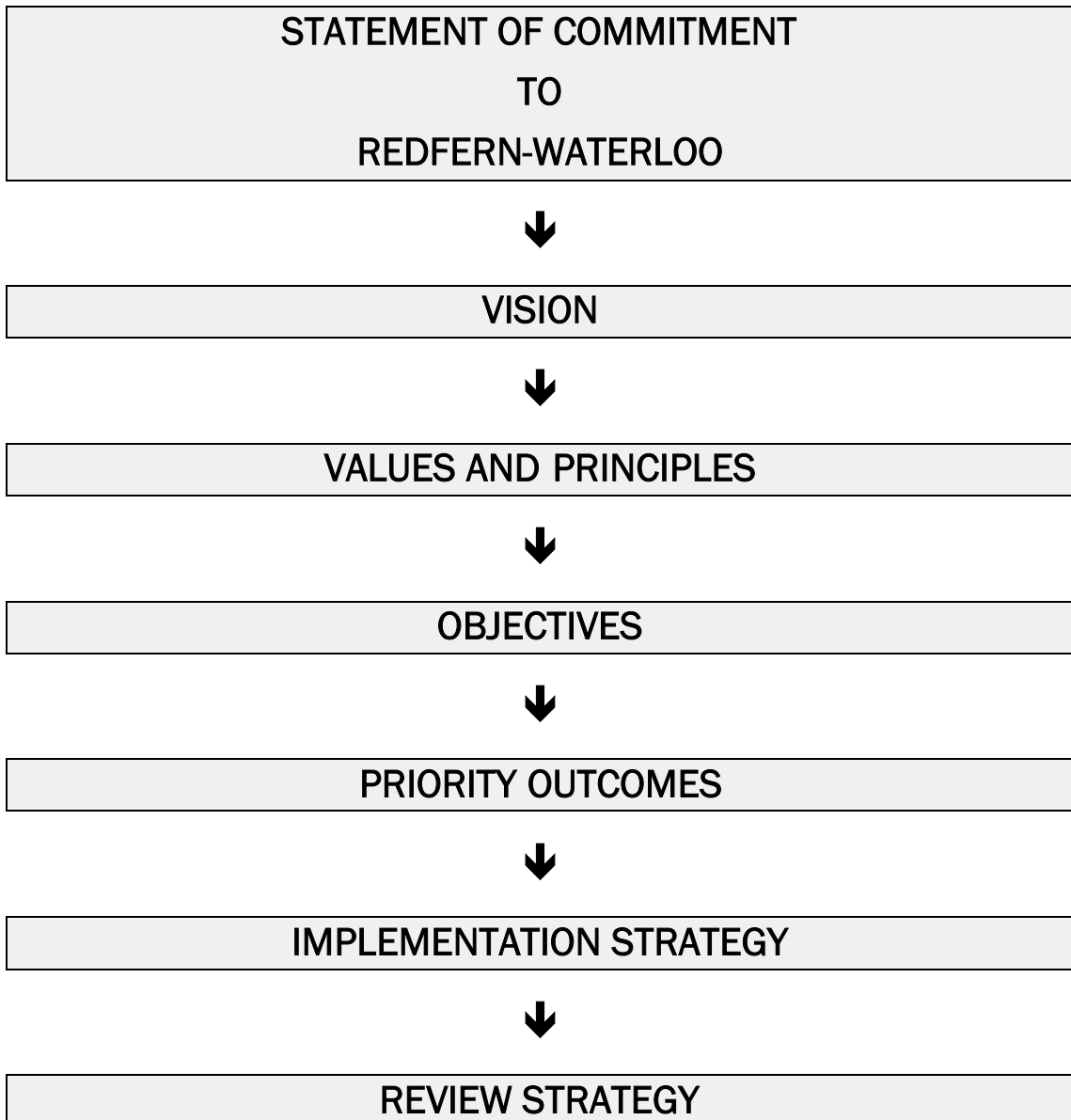
- The community and the Government need to make regular checks on:
 - How well each of the stages already implemented is working
 - How well these stages are working together - as an integrated Redfern-Waterloo Plan - to create the future the community wants.

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.*