

**Metro Central Region
(Northern Sydney, South East Sydney
and Inner West)**

**Regional Integrated Strategic Plan
2008/09 – 2010/11**

**Endorsed by Northern Sydney and
South East Sydney/Inner West
Senior Officers Groups**

December 2007

The Metro Central Regional Strategic Priorities Statement (May 2007), developed in the context of the NSW State Plan, provides the strategic direction for whole of Government strategies and projects, led by the Communities Division, Department of Community Services, over the next four years. Endorsed by the Senior Officers Groups in the region, the Statement provides regionally specific priorities and outcomes that focus decision making on issues that have been identified with partner agencies as being important in this region.

The Metro Central Region Strategic Plan 2008/09 – 2010/11 articulates the key regional outcomes and actions to be addressed in 2007/08 and the following three years.

Section 1: Metro Central Region

1.1 Regional/Area Profile

The Communities Division Metro Central Region encompasses the eastern or coastal region of metropolitan Sydney, from the Hawkesbury River in the north, the Royal National Park in the south, and extends to the Ryde, Strathfield and Canterbury local Government areas in the West. Within the Metro Central region there are three distinct regional areas: Northern Sydney, South East Sydney and the Inner West. These areas incorporate the following local Government Areas (LGAs).

- **Northern Sydney** (11 LGAs)
Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, Manly, Mosman, North Sydney, Pittwater, Ryde, Warringah and Willoughby
- **South East Sydney** (9 LGAs)
Botany Bay, City of Sydney (excluding the suburb of Glebe), Hurstville, Kogarah, Randwick, Rockdale, Sutherland, Waverley, and Woollahra
- **Inner West** (7 LGAs)
Ashfield, Burwood, Canada Bay, Canterbury, Leichhardt, Marrickville, Strathfield and the suburb of Glebe

Figure 1. Map of Metro Central Region

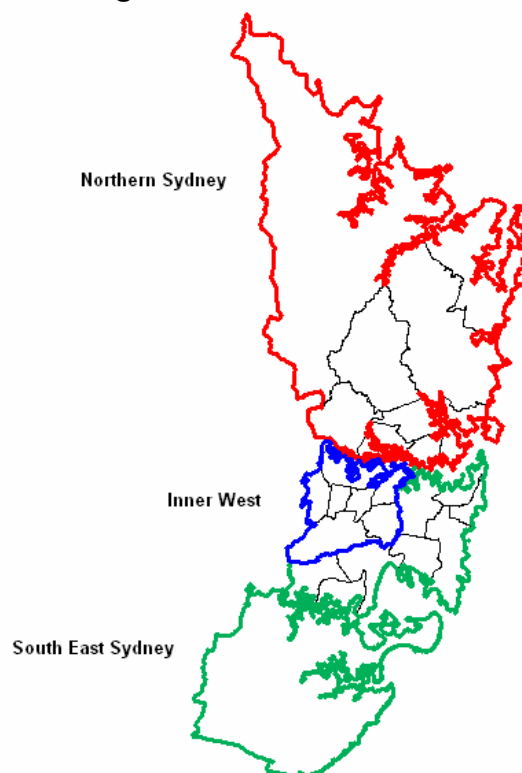


Table 1. Metro Central Region Summary Data

	Northern Sydney		South East Sydney		Inner West		NSW	
	#	%	#	%	#	%	#	%
Population¹								
Total Population	762,008		848,178		418,873		6,549,177	
• 0-8 years	83,560	10.9	81,620	9.4	44,139	10.3	773,009	11.4
• 9-18 years	94,699	12.4	88,895	10.2	44,198	10.3	909,319	13.4
• 19-24 years	58,109	7.6	86,459	10.0	38,251	8.9	555,897	8.2
• 25-64 years	424,351	55.7	486,569	57.4	241,855	57.7	3,472,770	53.0
• 65+ years	109,648	14.4	112,798	13.3	53,403	12.7	905,775	13.8
Indigenous population¹								
Total Population	1,156		16,598		2,765		138,504	
• 0-8 years	297	25.7	1,083	6.5	486	17.4	31,331	22.6
• 9-18 years	326	28.2	1,249	7.5	536	19.2	34,280	24.7
• 19-24 years	192	16.6	711	4.3	325	11.6	13,351	9.6
Culturally and Linguistically Diverse (CALD) population²								
Total Population	155,377	20.4	226,670	26.7	184,716	44.1	1,314,556	20.1
Births³								
• Total	10,066		10,412		6,478		76,225	

NOTE: The Suburb of Glebe is included in South East Sydney data as part of the City of Sydney Census 2006 data.

¹ Australian Bureau of Statistics: Census of Population and Housing 2006

² Australian Bureau of Statistics: Census of Population and Housing, 2006 (Language spoken at home)

³ Australian Bureau of Statistics: Birth Registrations Collection 2005

1.2 Metro Central Operating Principles

When planning for service delivery in the Metro Central Region, Communities Division and its partner agencies are conscious of how the issues outlined in the regional profile impact on service delivery. When developing plans and service delivery options, the following issues need to be considered:

- Locally relevant implementation strategies. The Metro Central region covers a diverse population of Sydney, a complex network of Government Department structures and a broad service network. There are three distinct planning areas. The Regional Priorities for Metro Central reflect population priorities across Northern Sydney, South East Sydney and the Inner West at a strategic level. Each area will develop locally relevant implementation strategies for each of the Communities Division whole-of-government Strategies based on local area data, agency knowledge, State-wide frameworks and other relevant documentation.
- The reduction of inequalities.
- A focus on Aboriginal, CALD and disadvantaged communities. Each area will identify priority locations or populations that will be a focus of area activity.
- Culturally competent responses to Aboriginal people.
- Culturally competent responses to people from culturally and linguistically diverse backgrounds.
- Strengths based approach.
- Evidence based approach.

1.3 Context of Strategic Planning

The Strategic Plan has been developed in the context of a number of key State and regional plans and policies. These include the NSW State Plan (2006), the Metro Central Regional Strategic Priorities Statement (2007), the Families NSW Planning Guidelines and Outcomes Framework (draft October 2007), and policies for other whole of Government initiatives led by the Communities Division, Department of Community Services (DoCS).

1.3.1 NSW State Plan

The *State Plan, A New Direction for NSW* was delivered in November 2006 by the NSW Government. The State Plan is the foundation document for the NSW Government's commitment to delivering better services. The Plan sets out clear targets for improved outcomes and service delivery and identifies priorities for Government action to achieve community goals.

The Communities Division, DoCS, has identified the following NSW State Plan priorities for action through regional strategic plans.

Rights, respect and responsibility	Priorities
Keeping people safe	R1. Reduced rates of crime R2. Reducing re-offending
Building Harmonious communities	R3. Reduced levels of antisocial behaviour R4. Increased participation and integration in community activities
Delivering Better services	Priorities
Healthy communities	S3. Improved health through reduced obesity, smoking, illicit drug use and risk drinking
Students fulfil their potential	S4. Increasing levels of attainment for all students S5. More students complete Year 12 or recognised vocational training
Fairness and opportunity	Priorities
Strengthening Aboriginal communities	F1. Improved health, education and social outcomes for Aboriginal people
Early intervention to tackle disadvantage	F4. Embedding the principle of prevention and early intervention into Government service delivery in NSW F6. Increased proportion of children with skills for life and learning at school entry F7. Reduced rates of child abuse and neglect

1.3.2 Metro Central Regional Strategic Priorities Statement

Metro Central Regional priorities were identified in the Regional Strategic Priorities Statement May 2007, in consultation with key State Government partner agencies drawing on existing local plans, state-wide policies and plans, regional data analysis and local knowledge. Priorities are presented for each of Communities Division's target population groups.

Population	Priority Statement
Children	<ul style="list-style-type: none"> • Promote prenatal health and early childhood outcomes for children • Children are socially, emotionally and developmentally well prepared to achieve at school • Support for Indigenous families in pregnancy and the postnatal period
Young People	<ul style="list-style-type: none"> • Strengthen capacity of young people to engage with and participate in their community
Families	<ul style="list-style-type: none"> • Promote the resilience of and capacity building in families experiencing vulnerabilities • Build capacity, including connectedness, resourcefulness and knowledge, of young parents

Population	Priority Statement
Women experiencing violence	<ul style="list-style-type: none"> • Promote safe and respectful relationship skills between young people • Reduce the impact of domestic and family violence
Communities	<ul style="list-style-type: none"> • Strengthen communities and build community harmony at a local level, with a focus on areas of cumulative disadvantage

1.3.3 Families NSW

Families NSW is a whole-of-government universal prevention and early intervention strategy that promotes and enhances the well being of children aged 0 to 8 years. Families NSW funds and manages a range of local prevention and early intervention projects across NSW.

The Families NSW strategy is underpinned by a strong body of evidence on the importance of the first three years of life on children’s brain development and other factors which have a lasting impact on their health, social and educational outcomes. Research evidence on similar strategies demonstrates its effectiveness in reducing crime, drug and alcohol misuse and dependence on social services. It also demonstrates cost savings benefits.

o Families NSW Priorities

The draft Planning Guidelines state “In addition to the work already being undertaken, the four priority areas for Families NSW are:

- Enhancing antenatal and postnatal care to aboriginal mothers, teenage mothers and mothers in lower socioeconomic areas;
- Parenting information;
- State wide rollout of parenting programs; and
- Effective transition to school particularly for children from vulnerable families.”

o Families NSW Principles

The draft Planning Guidelines state “The principles to be applied in Families NSW planning extend the initial principles ... and are as follows:

- Outcomes focused (Families First Outcomes Framework and Results Based Accountability Framework)
- Broad interagency partnership and commitment
- Build on the universal platform ... to strengthen service delivery to population groups who need additional support
- Headline Indicator data considered when planning area priorities and developing outcomes.

o Families NSW Headline Indicators:

- Birth Weight – Indicator: proportion of babies born with a low birth weight (less than 2500 grams)

- Prematurity – Indicator: proportion of children born prematurely (less than 37 weeks)
- Breastfeeding – Indicator: babies exclusively breastfed at discharge from hospital, and fully breastfed at 4 and 5 months
- Immunisation – Indicator: age appropriate immunisation at 12 months, 24 months and 6 years
- Child Injuries – Indicator: hospital separation rates for child injuries 0-5 years
- Educational Achievement – Indicator: basic skills test scores
- Maternal Health and Wellbeing – Indicator: rate of risk factors (smoking) during pregnancy

1.3.4 Aboriginal Child, Youth and Family Strategy

The Aboriginal Child, Youth and Family Strategy (ACYFS) is a whole-of-government strategy to improve the health and well being of Aboriginal children and young people aged between 0 – 18 years. ACYFS recognises that Aboriginal families operate and function differently to non-Aboriginal families and that these differences need to be acknowledged and strategies need to be developed to ensure Aboriginal children, young people and families are accessing the support they need.

The aim has been to work in a way that empowers communities to manage their issues, to be the leaders in finding solutions and work with government to develop appropriate responses.

o ACYFS Priorities

- Work within a community development approach that values community capacity building and participation
- Reshape mainstream and community services to be responsive to communities
- Promote culturally appropriate research and data that reflects Aboriginal health and well-being issues and underpins service improvements

1.3.5 Better Futures Strategy

The Better Futures Regional Strategy seeks to achieve better outcomes for young people aged 9–18 years, using a partnership approach involving all tiers of government, the community sector, young people and their families.

Better Futures seeks to provide early support to young people, in particular aiming to:

- Strengthen the connections between communities and families
- Support the healthy development of young people and their participation in families
- Keep young people at school and improve their educational attainment.

Action in these areas enhances the development of resilience in young people and helps them negotiate key transition points in their lives, such as moving between schools or into the workforce.

1.3.6 Youth Action Plan

The NSW Youth Action Plan has been developed to inform young people, their families and communities about the results which the NSW Government seeks to achieve for young people and the key actions it will implement over the next four years to achieve these results.

The Plan is for all young people in NSW, and it recognises that young people are a diverse group whose needs differ according to their background, age and interests.

o Youth Action Plan Priorities

- Belonging to family and community
- Learning and earning
- Feeling good and staying healthy
- Engaging in culture, sport and recreation
- Feeling and being safe

1.3.7 Strategy to Reduce Violence Against Women

The Strategy to Reduce Violence Against Women (VAW) is a state-wide, whole of government approach to reducing violence against women. The Strategy aims to prevent and respond to violence against women through raising awareness of, and understanding about, violence against women; developing and promoting effective prevention strategies; improving women's access to services; improving interagency co-ordination and improving the criminal justice response to violence.

o VAW Priorities

- Promote integrated responses to domestic violence
- Working with Aboriginal communities to prevent family violence
- Prevention of sexual assault
- Development of awareness campaigns targeting young people and men

1.4 Partner Agencies

The Communities Division works with key partner agencies in managing the whole of government initiatives to promote improved outcomes for children, young people, families, women experiencing violence and communities. Two regional Senior Officers Groups hold regional responsibility for the implementation of whole of government strategies in the Metro Central region, supported by governance structures which include partner agencies, non-government organisations and local Government (Appendix 1).

1.5 Development of Strategic Plan

Research and Review:

The following sources of information were gathered to inform the development of this Strategic Plan:

- NSW State Plan 2006
- Metro Central Regional Strategic Priorities Statement 2007
- Families NSW Planning Guidelines (draft Oct 2007) and Families NSW Headline Indicators 2007
- Regional and local data (ABS Census of Population and Housing, 2006)
- Summary of previous area consultation reports
- Child and Family Interagency Reports
- Summary of Local Government Social Plans for populations: Child and Family; Young People
- Result of previous Strategic Plans: Northern Sydney 2003 – 2006 Plan; South East Sydney 2003 – 2006 Strategic Directions; and Inner West 2004 – 2007 Area Plan
- Achievement of current projects

Consultation

Consultation for the children and families population groups was coordinated through the network of services in each planning area using the child and family interagency structures supported by Families NSW.

Consultation for the youth population was undertaken through facilitated workshops gathering information from youth service providers (local Council and youth services).

Consultation for strategic planning for the Indigenous community was undertaken in Northern Sydney on 9 March 2006 and 26 April 2007; and South East Sydney on 3 April 2007. Planning in the Inner West was undertaken in 2005, focusing on the service models implemented through Families NSW and the ACYFS. The Aboriginal and Torres Strait Islander Children and Families in the Inner West Report and Aboriginal Youth needs Research Project report were reviewed.

In October 2007, the region convened two separate workshops – for Northern Sydney and South East Sydney/Inner West respectively – to translate the Regional Strategic Priorities Statement into a three year strategic plan integrating the whole of government initiatives managed across the region. Participants in each workshop included members of the Senior Officers Group, their delegated agency representatives, and representation from local Government, non-government organisations, and ACYFS Executive Groups.

A Glossary of terms used in this document is provided at Appendix 2.

Section 2: Northern Sydney Strategies

Northern Sydney planning principles:

During planning workshops, the following themes or principles were identified which guide the development of services and action planning:

- implement actions to target families who have the least advantages, increasing equity across Northern Sydney
- implement actions to target 'hot spots' of disadvantage in Northern Sydney, including Ryde, Hornsby and Dee Why (Warringah), through collaborative, partnership approaches
- vulnerable and disadvantaged families include CALD and Aboriginal families, isolated parents, parents of children with disabilities, families where there is postnatal depression, older mothers, newly arrived migrants, single parents, families with drug and alcohol issues and mental health issues
- implement actions to improve the identification of disadvantaged families who tend to not be engaged with the service system so that they can be connected into health services irrespective of the initial entry point to the service system
- implement actions to build greater integration across the service system in Northern Sydney, improved referral pathways, improved transition from Projects to broader community services and to reduce the barriers between agencies
- implement flexible models of service delivery
- develop the skills of service providers (staff), particularly in working with young people
- build capacity in the service network to implement sustainable approaches to prevention and early intervention

Key Regional Outcomes and Strategies

The Northern Sydney planning workshop identified key regional outcomes to be addressed over the three years 2008/09 – 2010/11. Strategic planning also provides direction for the implementation of actions in 2007/08.

The following tables outline the regional strategic priorities with key outcomes for 2008/09 – 2010/11 and strategies for area implementation in 2007/08. Strategies were not developed for regional outcomes other than those key regional outcomes identified in the planning workshop. These key outcomes and strategies are highlighted in the tables.

Further finalisation of these strategies may be undertaken prior to delivery of the Strategic Plan 2008/09 – 2010/11 to the NSW Human Services and Justice Chief Executive Officers and subsequent development of Annual Action Plans.

Population Group: CHILDREN

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
1 Promote prenatal health and early childhood outcomes for children	1.1 Families are connected to, and use, pre and post natal health support services	F6	NSCCH Private Hospitals GPs DADHC DoCS NGO Services Local Councils	<ul style="list-style-type: none"> Implement Universal Health Home Visiting 	Universal Health Home Visiting	Universal	Northern Sydney
				<ul style="list-style-type: none"> Implement Integrated Perinatal and Infant Care ('Safe Start') 	Integrated Perinatal and Infant Care (Safe Start)	Universal CALD Aboriginal	
				<ul style="list-style-type: none"> Develop improved linkages between private hospitals and child and family health services to promote continuity of care 		Universal	
				<ul style="list-style-type: none"> Develop protocols for referral and communication between health services and other related agencies during the antenatal and postnatal period 		Universal	
				<ul style="list-style-type: none"> Continue to build linkages between general practitioners and the broader service network 		Universal	
	1.2 Mothers are supported to continue breastfeeding		NSCCH GPs DoCS NGO services	<ul style="list-style-type: none"> 	Universal Health Home Visiting Family Worker model Supported Playgroup model	Universal Aboriginal	Northern Sydney
	1.3 Families have the capacity and knowledge to parent effectively		NGO services NSCCH DADHC	<ul style="list-style-type: none"> 	Parenting Information and Support Supported Playgroup model Family Worker model	Universal Aboriginal CALD	Northern Sydney

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
			DoCS DET DoHousing Local Councils				
	1.4 Children and families requiring additional support are identified early	F6	NSCCH	<ul style="list-style-type: none"> Implement Supported Playgroup Services, including those targeted to Aboriginal families, with further development of transitioning pathways 	Supported Playgroup model	Universal Aboriginal CALD Isolated families Families with PND (mild – moderate) Families with children with disability	Northern Sydney
DADHC							
DoCS			<ul style="list-style-type: none"> Develop and implement approaches to assist families who need extra support with their parenting, engaging them with appropriate services 	Family Worker model			
DET							
DoHousing NGO services General Practitioners							
Local Councils	<ul style="list-style-type: none"> Implement parenting information and support to target families 	Parenting Information and Support Statewide Triple P Program					
Prior to School services							
	<ul style="list-style-type: none"> Continue to build linkages between universal services where families are connected to assist in appropriate referral (including general practitioners, early child care, Centrelink) 						
	<ul style="list-style-type: none"> Build capacity of the service network to assist in the early identification and referral of children with emerging early learning difficulties 						

Population Group: CHILDREN

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
2 Support for Indigenous families in pregnancy and the postnatal period	2.1 Indigenous families trust and access services during the antenatal and postnatal period		NSCCH Private Hospitals GPs NGO Services (Indigenous and non-Indigenous)	<ul style="list-style-type: none"> Implement Universal Health Home Visiting 	Universal Health Home Visiting Aboriginal Maternal and Infant Health	Aboriginal	Northern Sydney
	2.2 Indigenous women are positively connected to the service system	F1	NSCCH DoCS DADHC DoHousing GPs NGO Services (Indigenous and non-Indigenous) Local Councils Prior to School services	<ul style="list-style-type: none"> Implement Universal Health Home Visiting Implement Integrated Perinatal and Infant Care ("Safe Start") Develop and implement approaches to assist families who need extra support with their parenting, engaging them with appropriate services Continue focusing efforts on building relationships with Aboriginal communities as a foundation for better engagement of Aboriginal families with the service system Establish Aboriginal Supported Playgroups in target locations 	Universal Health Home Visiting Integrated Perinatal and Infant Care ("Safe Start") Family Worker model (incl Aboriginal Early Years) Community Strengthening and Resourcing Supported Playgroup model	Aboriginal	Northern Sydney Northern Sydney Northern Sydney Hornsby Warringah Lane Cove Manly

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
	2.3 The risks associated with substance use during pregnancy and early childhood are reduced in Aboriginal communities		NSCCH GPs NGO services (Aboriginal and non-Aboriginal)	<ul style="list-style-type: none"> Implement family worker model, with a focus on working with Aboriginal families 	Family Worker model	Aboriginal	

Population Group: CHILDREN

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
3 Children are socially, emotionally and development ally well prepared to achieve at school	3.1 Children have equitable access to prior to school learning opportunities		DET DoCS Prior to School services NGO services DADHC Local Councils	•	Supported Playgroup model Community Strengthening and Resourcing Perry Preschool Model	Universal Aboriginal CALD Young parents	Northern Sydney
	3.2 Families/carers have the resources to support the early development of their children	F6	NGO services DET Prior to School services DoHousing DoCS DADHC Health	<ul style="list-style-type: none"> Implement community strengthening and resourcing models to extend universal strategies to disadvantaged families 	Community Strengthening and Resourcing Models (Community Hub, SaCC)	Universal Aboriginal CALD Isolated families Families with PND New / mobile families Families with child with a disability Working parents	Ryde Warringah (Dee Why) Hornsby
				<ul style="list-style-type: none"> Develop an early literacy approach 	Early Literacy	Universal	Northern Sydney
				<ul style="list-style-type: none"> Implement transition to school strategies, exploring options to better engage local schools (public and private) and prior to school services in working together to transition children 	Transition to School	Universal	

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
				<ul style="list-style-type: none"> Implement supported playgroups to build on family resources and networks in parenting their children 	Supported Playgroup model	Universal	Northern Sydney
				<ul style="list-style-type: none"> Develop approach to increase parental capacity to support the early development of their children through information on how they can support early development 	Early Childhood models Parenting Information and Support	Universal CALD Isolated and transient families Families with disabilities	
				<ul style="list-style-type: none"> Increase participation of newly arrived migrant families in universal projects 	Parenting Information and Support Supported Playgroup model	Newly arrived migrants Emerging communities	Ryde Warringah Hornsby
				<ul style="list-style-type: none"> Develop approaches to build active engagement between parents and their children (play, talking, singing, reading) 	Parenting Information and Support (Communication Strategy for Parents and Carers)	Universal	Northern Sydney
				<ul style="list-style-type: none"> Develop approaches for engaging alternative carers 	Supported Playgroup model	CALD Working families	Northern Sydney
	3.3 Children from areas of cumulative disadvantage are successful in school		DET DoCS DADHC Health DoHousing Prior to School services	<ul style="list-style-type: none"> 	Early Literacy Community Strengthening and Resourcing Models	CALD Emerging Communities Young Parents Single Parents	Ryde Warringah

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
			NGO services				
	3.4 Indigenous children are successful in school		DET DoCS DADHC Health DoHousing Prior to School services NGO services (Aboriginal and non-Aboriginal)	•	Early Literacy Family Worker model Supported Playgroup model Community Strengthening and Resourcing Models Perry Preschool model	Aboriginal	Hornsby Warringah Manly Ryde
	3.5 Families are positively connected to the education system		DET DoCS DADHC Health DoHousing Prior to School services NGO services	•	Transition to School Community Strengthening and Resourcing Model	Universal	Universal

Population Group: YOUNG PEOPLE

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
4 Strengthen capacity of young people to engage with and participate in their community	4.1 Young people participate in positive community activities		DET DJJ Local Councils NGO services	<ul style="list-style-type: none"> Explore models to support the effective transition from school into further education, training and employment 	Transition Community Strengthening and Resourcing (Youth)	Young people who are leaving school early	Hornsby Ryde
	4.2 Young people and their families are positively connected	S4 R3	Local Councils NGO services NSCCH DoCS DJJ DET	<ul style="list-style-type: none"> Build capacity in the service network to implement parenting programs for parents with children 8 – 14 years to build positive family relationships and support transition into adolescence 	Parenting Information and Support Community Strengthening and Resourcing (Youth)	Families with children 8 – 14 years	Hornsby Ryde Warringah
	4.3 Communities recognise the positive contribution young people make in the community		Local Councils NGO services All Government agencies	<ul style="list-style-type: none"> 	Community Strengthening and Resourcing (Youth)		Universal
	4.4 Young people 8 – 14 years old are supported through key transition periods	S4 R3	DET Local Councils NGO services DJJ NSW Police DoCS NSCCH	<ul style="list-style-type: none"> Implement evidence based transition to high school approaches, exploring options to better engage local primary and high schools (public and private) and youth services in working together to transition children 	Transition to High School	Age 8-14 years	Hornsby Ryde Warringah

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
	4.5 The service system is responsive to the needs of young people aged 8 – 13 years		Local Councils DET NSW Police Health DoCS DoHousing NGO services	<ul style="list-style-type: none"> Develop the skills of the service network working with young people, focusing on the adolescent period 	Development of the service network		Northern Sydney

Population Group: FAMILIES

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Location
5 Promote the resilience of and capacity building in families experiencing vulnerabilities	5.1 Families experiencing vulnerabilities understand risk factors to healthy family functioning		DoCS Health DET NGO services DoHousing DADHC		Parenting Information and Support	CALD Aboriginal Single Parents Young Parents Families with mental health issues Families with PND Families with disabilities Families with alcohol or other drug issues	Ryde Hornsby Warringah
	5.2 Families experiencing vulnerabilities have knowledge of, trust in and access the support system	F6	NGO services DoHousing DoCS DADHC NSW Police	<ul style="list-style-type: none"> Develop and implement community strengthening and resourcing models, such as Community Hubs/SaCCs, to priority locations in Northern Sydney Implement family worker models to engage families who do not attend mainstream services Increase understanding of the relationship between the DoCS Early Intervention Program <i>Brighter Futures</i> and the service system 	Community Strengthening and Resourcing (incl Community Hub/SaCC) Supported Playgroup model Family Worker model	CALD Emerging communities Aboriginal Single Parents Families with mental health issues Families with PND (mild – moderate) Families with disabilities Families with alcohol or other	Ryde Hornsby Warringah Ryde Warringah Pittwater Manly Hornsby Northern Sydney

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Location
						drug issues	
	5.3 Families experiencing vulnerabilities are positively connected within their community		DoCS Health DADHC DET DoHousing NGO services Local Councils NSW Police		Supported Playgroup model Family Worker model	CALD Aboriginal Single Parents Young Parents Families with mental health issues Families with PND (mild – moderate) Families with disabilities Families with alcohol or other drug issues	Ryde Hornsby Warringah

Population Group: FAMILIES

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
6 Build capacity, including connectedness, resourcefulness and knowledge of young parents	6.1 Young parents participate in pre and post natal health activities		SESAHS SSWAHS DADHC NGO services	<ul style="list-style-type: none"> Implement Universal Health Home Visiting 	Universal Health Home Visiting	Young parents	Northern Sydney
	6.2 Young parents have positive parenting skills		SESAHS SSWAHS NGO services DoCS DADHC Local Councils NGO services	<ul style="list-style-type: none"> 	Family Worker model	Young parents	
				<ul style="list-style-type: none"> 	Parenting Information and Support Supported Playgroup model	Young parents	
	6.3 Young parents have positive connections with family and friends		Health DoCS NGO services Local Councils	<ul style="list-style-type: none"> 	Community Strengthening and Resourcing (Youth) Supported Playgroup model	Young parents	
	6.4 Young parents have access to continued education and vocation opportunities		DET NGO services	<ul style="list-style-type: none"> 		Young parents	

Population Group: **WOMEN EXPERIENCING VIOLENCE**

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
7 Promote safe and respectful relationship skills between young people	7.1 Young people understand and have the capacity to engage in safe, healthy relationships		DET NSW Police Health NGO services Local Councils DJJ	•	<i>To be developed at a later date</i>		
	7.2 Young women experiencing violence are connected to support within their community		NGO services NSW Police Health DJJ DoHousing Local Councils	•	<i>To be developed at a later date</i>		

Population Group: **WOMEN EXPERIENCING VIOLENCE**

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
8 Reduce the impact of domestic and family violence	8.1 Women experiencing violence have the capacity to protect themselves and their families		NSW Police NGO services Health DoHousing Attorney General's (AG) Premiers and Cabinet (DPC)	•	<i>To be developed at a later date</i>		
	8.2 Women experiencing violence have trust in and are connected to the service system		NSW Police NGO services Health DoHousing AG DPC	•	<i>To be developed at a later date</i>		
	8.3 Families that have experienced violence are connected to a support system		NGO services Health DoHousing NSW Police AG DPC	•	<i>To be developed at a later date</i>		
	8.4 The community does not tolerate violence against women		Government agencies NGO services	•	<i>To be developed at a later date</i>		

Population Group: **COMMUNITIES**

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
9 Strengthen communities and build community harmony at a local level, with a focus on areas of cumulative disadvantage	9.1 People are connected with others within and across their area or community		DoHousing NSW Police DoCS Health DET DADHC NGO services Local Councils	•	Community Strengthening and Resourcing (Community connection/facilitation)	Emerging Communities CALD Aboriginal	Warringah Hornsby Ryde
	9.2 People from areas of cumulative disadvantage have equitable access to participate in community life	F6	DoHousing DoCS Health DADHC DET NSW Police NGO services Local Councils	• Develop and implement community strengthening and resourcing models, such as Community Hubs, to priority locations in Northern Sydney	Community Strengthening and Resourcing (incl Community Hub)	CALD Emerging communities Aboriginal Single Parents Families with mental health issues Families with disabilities Families with alcohol or other drug issues	Ryde Hornsby Warringah
				• Continue focusing efforts on building relationships with Aboriginal communities as a foundation for better engagement of Aboriginal families with the service system	Community Strengthening and Resourcing	Aboriginal	Northern Sydney

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
				<ul style="list-style-type: none"> Continue focusing efforts on new and emerging communities who do not engage well with the service system 	Parenting Information and Support Community Strengthening and Resourcing	Emerging Communities CALD Aboriginal	Ryde Hornsby Warringah
	9.3 People are positively engaged and participate in community life		DoHousing DoCS Health DADHC DET NSW Police NGO services Local Councils D Sport & Rec	<ul style="list-style-type: none"> 	Community Strengthening and Resourcing	Aboriginal CALD	Northern Sydney
	9.4 People feel safe and feel positively about their community		NSW Police DJJ DoCS Health NGO services Local councils	<ul style="list-style-type: none"> 	Community Strengthening and Resourcing		
	9.5 Communities are respectful and inclusive of diversity	R4	All Government agencies NGO services Local Councils	<ul style="list-style-type: none"> Provision of cultural competence training for staff working across the service network, relating to working with culturally and linguistically diverse communities and Aboriginal communities 	Development of the Service Network		Northern Sydney

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
	9.6 Service Network capacity is developed and skilled (additional)	F4	All Government agencies NGO services Local Councils	<ul style="list-style-type: none"> Build capacity of Child and Family Interagencies to support multi-agency coordination and collaboration <ul style="list-style-type: none"> Ryde / Hunters Hill Lower North Shore Northern Beaches Hornsby / Ku-ring-gai 	Child and Family Interagencies		Northern Sydney
				<ul style="list-style-type: none"> Implement strategies to effectively plan, evaluate and communicate all activities 	Planning Evaluation Development of the Service Network (incl Newsletters)		Northern Sydney
				<ul style="list-style-type: none"> Develop the skills of the service network working with young people, focusing on the adolescent period 	Development of the service network	Staff working with children 8 – 14 years	Northern Sydney

Section 3: South East Sydney / Inner West Strategies

South East Sydney / Inner West principles:

During planning workshops, the following themes or principles were identified which guide the development of services and action planning:

- implement actions targeted towards disadvantaged and vulnerable families, including universal strategies which need to be tailored to meet the needs of specific groups
- vulnerable and disadvantaged families include families from Aboriginal communities; culturally and linguistically diverse communities; those with mental health issues; those affected by alcohol and other drug issues; and parents of children with disabilities
- implement actions to target areas of disadvantage in South East Sydney and the Inner West, including Canterbury, Marrickville South, Glebe, Botany, Eastlakes, Daceyville, Maroubra, St George, Cronulla, Kurnell and Menai
- implement actions to improve prevention and early intervention strategies with groups that tend to not be engaged with the service system, for example, through soft entry points into the service system
- implement actions to build the capacity of parents in parenting their children and young people, particularly targeting hard-to-reach families and families with adolescents
- implement actions to build collaboration and co-location of activities and services, providing a range of service types that facilitate clients' transitions
- implement flexible models of service delivery
- develop skills of staff across the service network in working with different cultural groups
- build capacity in the service network to implement sustainable approaches to prevention and early intervention.

Key Regional Outcomes and Strategies

The South East Sydney / Inner West planning workshop identified key regional outcomes to be addressed over the three years 2008/09 – 2010/11. Strategic planning also provides direction for the implementation of actions in 2007/08.

The following tables outline the regional strategic priorities with key outcomes and strategies for area implementation in 2007/08 and 2008/09 – 2010/11. Strategies were not developed for regional outcomes other than those key regional outcomes identified in the planning workshop. These key outcomes and strategies are highlighted in the tables.

Further finalisation of these strategies may be undertaken prior to delivery of the Strategic Plan 2008/09 – 2010/11 to the NSW Human Services and Justice Chief Executive Officers.

Population Group: CHILDREN

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
1 Promote prenatal health and early childhood outcomes for children	1.1 Families are connected to, and use, pre and post natal health support services		SESIAHS SSWAHS Private Hospitals GPs DADHC DoCS NGO Services Local Councils Prior to School services	<ul style="list-style-type: none"> Implement Families NSW Supporting Families Early Package. Primary Health Care Raise awareness in families from culturally and linguistically diverse communities and those newly arrived of prenatal care systems in Australia 	Families NSW Supporting Families Early Package, Primary Health Care and Universal Health Home Visiting Safe Start CALD Liaison model (midwifery and child and family health)	Universal CALD Aboriginal	South East Sydney Inner West
	1.2 Mothers are supported to continue breastfeeding		SESIAHS SSWAHS GPs DoCS NGO services	<ul style="list-style-type: none"> Develop and implement breastfeeding action plan, as outlined by NSW Health Breastfeeding policy directive (PD2006-012) 	Families NSW Supporting Families Early Package, Primary Health Care and Universal Health Home Visiting Family Worker model Breastfeeding Promotion, protection and support Early Home Visiting Supportive Network models	Universal Aboriginal CALD	South East Sydney Inner West
	1.3 Families have the capacity and knowledge to parent effectively	F6	NGO services SESIAHS SSWAHS DADHC DoCS	<ul style="list-style-type: none"> Build links between families and communities through collaborative, coordinated approaches 	Community Strengthening and resourcing	Universal Aboriginal CALD	Botany Eastlakes Daceyville Maroubra Malabar Hurstville Kogarah Rockdale Cronulla

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
			DET DoHousing Local Councils				Kurnell Menai Lakemba Wiley Park Punchbowl Belmore Campsie Marrickville Glebe
				<ul style="list-style-type: none"> Implement Families NSW Supporting Families Early Package 	Families NSW Supporting Families Early Package, Primary Health Care and Universal Health Home Visiting	Universal Aboriginal CALD	South East Sydney Inner West
				<ul style="list-style-type: none"> Implement early literacy approaches, embedding the principles of early literacy (reading, talking, singing) in the work of all partner agencies and projects being implemented 	Early Literacy	Universal	South East Sydney Inner West
				<ul style="list-style-type: none"> Implement Supported Playgroup services, building on mobile, outreach approaches 	Supported Playgroup model	Universal Aboriginal CALD Young Parents Single Parents Families with children with a disability	Botany Eastlakes Daceyville Maroubra Malabar Hurstville Kogarah Rockdale Cronulla Kurnell Menai Lakemba Wiley Park Punchbowl Belmore Campsie Marrickville Glebe

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
				<ul style="list-style-type: none"> Implement parenting information and support models, building the capacity of the service network 	Parenting Information and Support Statewide Triple P Program	Universal Aboriginal CALD Young Parents Single Parents Families with children with a disability	South East Sydney Inner West
	1.4 Children and families requiring additional support are identified early	F6	SESIAHS SSWAHS NGO services	<ul style="list-style-type: none"> Develop and implement approaches to build linkages between child and family health services and the larger service system 	Families NSW Supporting Families Early Package, Primary Health Care and Universal Health Home Visiting	Universal Aboriginal CALD	South East Sydney Inner West
			SESIAHS SSWAHS DADHC DoCS DET DoHousing NGO services Local Councils Prior to School services	<ul style="list-style-type: none"> Develop and implement approaches to assist families who need extra support with their parenting, engaging them with appropriate services 	Family Worker model Families NSW Supporting Families Early Package, Primary Health Care and Universal Health Home Visiting	Universal CALD Aboriginal Young Parents Families with mental health issues Families with alcohol and other drug issues	Botany Eastlakes Daceyville Maroubra Malabar Hurstville Kogarah Rockdale Cronulla Kurnell Menai Lakemba Wiley Park Punchbowl Belmore Campsie Marrickville Glebe

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
				<ul style="list-style-type: none"> Implement Supported Playgroup services, including those targeted to Aboriginal families and families experiencing vulnerabilities 	Supported Playgroup model Families NSW Supporting Families Early Package, Primary Health Care and Universal Health Home Visiting	Universal Aboriginal CALD Families with mental health issues Families with alcohol and other drug issues	South East Sydney Inner West

Population Group: CHILDREN

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
2 Support for Indigenous families in pregnancy and the postnatal period	2.1 Indigenous families trust and access services during the antenatal and postnatal period	F1	SESIAHS SSWAHS Private Hospitals GPs NGO Services (Indigenous and non-Indigenous)	<ul style="list-style-type: none"> Implement Families NSW Supporting Families Early Package. Primary Health Care 	Families NSW Supporting Families Early Package, Primary Health Care and Universal Health Home Visiting	Aboriginal	South East Sydney Inner West
				<ul style="list-style-type: none"> Implement approaches to assist Aboriginal families who need additional support, working in partnership with health services 	Family Worker model		South East Sydney Inner West
			SESIAHS SSWAHS	<ul style="list-style-type: none"> Implement or expand the Aboriginal Maternal and Infant Health program 	Aboriginal Maternal and Infant Health Antenatal and Postnatal programs		South East Sydney Inner West
			SSWAHS	<ul style="list-style-type: none"> Implement or extend the sustained health home visiting program for young Aboriginal mothers 	Sustained Health Home Visiting Bringing Services Together program Midwifery Models of Care		Inner West
				<ul style="list-style-type: none"> Implement Bringing Services together 	Aboriginal Sustained Home Visiting for teenage mothers		Inner West
	2.2 Indigenous women are positively connected to the service system	F1	NGO Services (Aboriginal and non-Aboriginal) SESIAHS	<ul style="list-style-type: none"> Develop and implement approaches to assist families who need extra support with their parenting, engaging them with appropriate services 	Family Worker model Bringing Services Together program Midwifery Models of Care	Aboriginal	Sutherland Marrickville Glebe Canterbury

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
			SSWAHS DoCS DADHC DoHousing GPs Local Councils	<ul style="list-style-type: none"> Implement Supported Playgroup services, including those targeted to Aboriginal families 	Supported Playgroup model		
	2.3 The risks associated with substance use during pregnancy and early childhood are reduced in Aboriginal communities		SESAHS SSWAHS GPs NGO services (Indigenous and non-Indigenous)	<ul style="list-style-type: none"> Implement family worker model, with a focus on working with Aboriginal families, working in partnership with health services 	Family Worker model	Aboriginal	South East Sydney - Sutherland focus Inner West - Marrickville and Glebe focus

Population Group: CHILDREN

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
3 Children are socially, emotionally and development ally well prepared to achieve at school	3.1 Children have equitable access to prior to school learning opportunities	F6	SESAHS SSWAHS	<ul style="list-style-type: none"> Implement NSW STEPS Vision Screening for children aged 4 years 	NSW STEPS	Universal	South East Sydney Inner West
			DET NGO services Local Councils DADHC DoCS Prior to School Services	<ul style="list-style-type: none"> Embed early literacy approaches in supported playgroup services 	Supported Playgroup model Early Literacy	Universal Aboriginal CALD Families experiencing vulnerabilities Young parents Grandparents as carers	South East Sydney Inner West
			<ul style="list-style-type: none"> Implement community strengthening and resourcing models to extend universal strategies to families who do not access prior to school services 	Community Strengthening and Resourcing models	Aboriginal CALD Families experiencing vulnerabilities Young Parents	Botany Eastlakes Daceyville Maroubra Malabar Hurstville Kogarah Rockdale Cronulla Kurnell Menai Lakemba Wiley Park Punchbowl Belmore Campsie Marrickville Glebe	

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
	3.2 Families/carers have the resources to support the early development of their children	F6	SSWAHS SESAHS	<ul style="list-style-type: none"> Implement Families NSW Supporting Families Early Package. Primary Health Care 	Families NSW Supporting Families Early Package. Primary Health Care	Universal Aboriginal CALD	South East Sydney Inner West
			DET DoCS Prior to School services DADHC Health NGO services DoHousing	<ul style="list-style-type: none"> Implement early literacy approaches, embedding the principles of early literacy in the work of all partner agencies and projects being implemented 	Early Literacy	Universal Aboriginal CALD Families experiencing vulnerabilities Young parents	South East Sydney Inner West
				<ul style="list-style-type: none"> Implement evidence based transition to school model 	Transition to School	Universal	South East Sydney
				<ul style="list-style-type: none"> Implement parenting information and support models, building awareness of the importance of playing, talking reading, singing to children and extending programs to support grandparents as carers 	Parenting Information and Support Statewide Triple P Program	Universal Aboriginal CALD Young Parents Single Parents Families experiencing vulnerabilities Families with children with a disability	South East Sydney Inner West
				<ul style="list-style-type: none"> Implement approaches that engage families who are not engaged in the service system, building collaborative, coordinated 	Community Strengthening and Resourcing models Family Worker model (incl Aboriginal Early Years)	Aboriginal CALD Families experiencing	Botany Eastlakes Daceyville Maroubra Malabar

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
				approaches to service provision	Supported Playgroup model	vulnerabilities Young Parents	Hurstville Kogarah Rockdale Cronulla Kurnell Menai Lakemba Wiley Park Punchbowl Belmore Campsie Marrickville Glebe
	3.3 Children from areas of cumulative disadvantage are successful in school		DET DoCS DADHC Health DoHousing Prior to School services NGO services	•	Early Literacy Community Strengthening and Resourcing Models (SaCC, Community Hub)	Aboriginal CALD Emerging Communities Young Parents Single Parents Families with mental health issues Families with alcohol and other drug issues	
	3.4 Indigenous children are successful in school		DET DoCS DADHC Health DoHousing Prior to School	•	Early Literacy Family Worker model (incl Aboriginal Early Years) Supported Playgroup model Community Strengthening and Resourcing Models (SaCC,	Aboriginal	Randwick City of Sydney Marrickville Glebe

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
			services NGO services (Indigenous and non-Indigenous)		Community Hub) Perry Preschool model		
	3.5 Families are positively connected to the education system		DET DoCS DADHC Health DoHousing Prior to School services NGO services	•	Transition to School Community Strengthening and Resourcing Models (SaCC, Community Hub)	Universal	Universal

Population Group: **YOUNG PEOPLE**

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
4 Strengthen capacity of young people to engage with and participate in their community	4.1 Young people participate in positive community activities		Local Councils NGO services D Sport & Rec DJJ NSW Police Health DoCS DET	•	Community Strengthening and Resourcing (Youth)		Universal Sutherland Randwick Canterbury
	4.2 Young people and their families are positively connected		Local Councils NGO services Health DoCS DJJ DET	•	Community Strengthening and Resourcing (Youth) Transition to High School		Universal Sutherland Randwick Canterbury
	4.3 Communities recognise the positive contribution young people make in the community		Local Councils NGO services All Government agencies	•	Community Strengthening and Resourcing (Youth)		South East Sydney Inner West
	4.4 Young people 8 – 13 years old are supported through key transition periods	S4 R3	SESAHS SSWAHS NGO services DET Local Councils	• Build capacity in the service network to implement parenting programs for parents with children 8 – 14 years to build positive family relationships and support transition into adolescence	Parenting Information and Support	Families with children aged 8-14 years	South East Sydney Inner West

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
			DET SESIAHS SSWAHS	<ul style="list-style-type: none"> Implement evidence based approaches to promote the wellbeing of young people in senior primary and junior high school students 	Health promoting and illness prevention programs such as School-link and children of parents with a mental illness (COPMI)	Age 8 – 14 years	South East Sydney Inner West
			DET Local Councils NGO services	<ul style="list-style-type: none"> Implement evidence based transition to high school approaches, exploring options to better engage local primary and high schools (public and private) and youth services in working together to transition children 	Transition to High School	Age 8 – 14 years	South East Sydney Inner West
	4.5 The service system is responsive to the needs of young people aged 8 – 13 years	S4 R3	Local Councils DET NSW Police Health DoCS DoHousing NGO services	<ul style="list-style-type: none"> Build the capacity of the service network to engage children and young people in activities outside of school hours, appropriate to their developmental stage 	Community Strengthening and Resourcing (Youth) Transition to High School	Age 8 – 14 years	Universal Sutherland Randwick Canterbury
				<ul style="list-style-type: none"> Develop the skills of the service network working with children and young people, focusing on the adolescent period 	Development of the service network	Staff working with children 8 – 14 years	South East Sydney Inner West

Population Group: FAMILIES

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
5 Promote the resilience of and capacity building in families experiencing vulnerabilities	5.1 Families experiencing vulnerabilities understand risk factors to healthy family functioning		DoCS Health DET NGO services DoHousing DADHC	•	Parenting Information and Support Family Worker model	CALD Aboriginal Single Parents Young Parents Families with mental health issues Families with alcohol and other drug issues Families with disabilities	Randwick Botany Bay Canterbury Marrickville
	5.2 Families experiencing vulnerabilities have knowledge of, trust in and access the support system	F6	SESAHS SSWAHS	• Implement Families NSW Supporting Families Early Package, Primary Health Care	Families NSW Supporting Families Early Package, Primary Health Care and Universal Health Home Visiting Safe Start	CALD Aboriginal Single Parents Young Parents Families with mental health issues Families with disabilities	South East Sydney Inner West
			SESAHS SSWAHS NGO services DoCS DoHousing	• Develop approaches to build resilience in families experiencing vulnerabilities	Sustained Home Visiting model Family Worker model	Families experiencing vulnerabilities	Botany Eastlakes Daceyville Maroubra Malabar Hurstville Kogarah Rockdale

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
							Cronulla Kurnell Menai Lakemba Wiley Park Punchbowl Belmore Campsie Marrickville Glebe
			SESAHS SSWAHS	<ul style="list-style-type: none"> Implement and extend clinical pathways processes 		CALD Aboriginal Single Parents Young Parents Families with mental health issues Families with alcohol and other drug issues Families with disabilities	South East Sydney Inner West
			NGO services DoCS SESAHS SSWAHS DADHC DET DoHousing Local Councils	<ul style="list-style-type: none"> Implement approaches that engage families experiencing vulnerabilities, building collaborative, coordinated approaches to service provision in priority locations Implement family worker models to engage families who do not attend mainstream services 	Community Strengthening and Resourcing Models Supported Playgroup model Family Worker model Family Worker model	Indigenous CALD Families experiencing vulnerabilities Young Parents	Botany Eastlakes Daceyville Maroubra Malabar Hurstville Kogarah Rockdale Cronulla Kurnell Menai

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
							Lakemba Wiley Park Punchbowl Belmore Campsie Marrickville Glebe
			DADHC NGO services SESIAHS SSWAHS	<ul style="list-style-type: none"> Implement and extend disabilities pathways referral processes 		Families with disabilities	South East Sydney Inner West
	5.3 Families experiencing vulnerabilities are positively connected within their community		DoCS Health DADHC DET DoHousing NGO services Local Councils NSW Police	<ul style="list-style-type: none"> Implement Families NSW Supporting Families Early Package. Primary Health Care 	Families NSW Supporting Families Early Package, Primary Health Care and Universal Health Home Visiting	CALD Aboriginal Single Parents Young Parents Families with mental health issues Families with disabilities	Randwick Botany Bay Canterbury Marrickville
				<ul style="list-style-type: none"> 	Supported Playgroup model Family Worker model		

Population Group: **FAMILIES**

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
6 Build capacity, including connectedness, resourcefulness and knowledge of young parents	6.1 Young parents participate in pre and post natal health activities	F6	SESAHS SSWAHS DADHC NGO services Local Councils	<ul style="list-style-type: none"> Implement Families NSW Supporting Families Early Package, Primary Health Care Develop services and systems which will improve uptake of antenatal services/education and early referral to health services Implement models of care that support young parents 	Families NSW Supporting Families Early Package, Primary Health Care and Universal Health Home Visiting	Young parents Young fathers	South East Sydney Inner West
	6.2 Young parents have positive parenting skills	F6	SESAHS SSWAHS NGO services DoCS DADHC Local Councils NGO services	<ul style="list-style-type: none"> Implement the family worker model targeting areas of cumulative disadvantage 	Supportive Networks models Community Outreach model Youth Liaison model (midwifery and child and family health)		South East Sydney Inner West
					Family Worker model	Young parents Young fathers	Botany Eastlakes Daceyville Maroubra Malabar Hurstville Kogarah Rockdale Cronulla Kurnell Menai Lakemba Wiley Park Punchbowl Belmore Campsie Marrickville Glebe

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
				<ul style="list-style-type: none"> Implement approaches to supporting young fathers in their parenting role 	Parenting Information and Support Supported Playgroup model	Young fathers	South East Sydney Inner West
	6.3 Young parents have positive connections with family and friends		Health DoCS NGO services Local Councils	<ul style="list-style-type: none"> 	Community Strengthening and Resourcing (Youth) Supported Playgroup model	Young parents	South East Sydney Inner West
	6.4 Young parents have access to continued education and vocation opportunities		DET NGO services	<ul style="list-style-type: none"> 		Young Parents	South East Sydney Inner West

Population Group: **WOMEN EXPERIENCING VIOLENCE**

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
7 Promote safe and respectful relationship skills between young people	7.1 Young people understand and have the capacity to engage in safe, healthy relationships		DET NSW Police Health NGO services Local Councils DJJ	•	<i>To be developed at a later date</i>		
	7.2 Young women experiencing violence are connected to support within their community		NGO services NSW Police Health DJJ DoHousing Local Councils	•	<i>To be developed at a later date</i>		

Population Group: **WOMEN EXPERIENCING VIOLENCE**

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
8 Reduce the impact of domestic and family violence	8.1 Women experiencing violence have the capacity to protect themselves and their families		NSW Police NGO services Health DoHousing Attorney General's (AG) Premiers and Cabinet (DPC)	•	<i>To be developed at a later date</i>		
	8.2 Women experiencing violence have trust in and are connected to the service system		NSW Police NGO services Health DoHousing AG DPC	•	<i>To be developed at a later date</i>		
	8.3 Families that have experienced violence are connected to a support system		NGO services Health DoHousing NSW Police AG DPC	•	<i>To be developed at a later date</i>		
	8.4 The community does not tolerate violence against women		Government agencies NGO services	•	<i>To be developed at a later date</i>		

Population Group: **COMMUNITIES**

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
9 Strengthen communities and build community harmony at a local level, with a focus on areas of cumulative disadvantage	9.1 People are connected with others within and across their area or community		DoHousing NSW Police DoCS Health DET DADHC NGO services Local Councils	•	Community Strengthening and Resourcing (Community connection/facilitation)	Emerging Communities CALD Aboriginal	Botany Bay Randwick Canterbury Marrickville
	9.2 People from areas of cumulative disadvantage have equitable access to participate in community life	F6	DoHousing DoCS Health DADHC DET NSW Police NGO services Local Councils	• Implement community strengthening and resourcing approaches that engage families from areas of cumulative disadvantage, building collaborative, coordinated approaches to service provision	Community Strengthening and Resourcing	Emerging Communities CALD Aboriginal	Botany Eastlakes Daceyville Maroubra Malabar Hurstville Kogarah Rockdale Cronulla Kurnell Menai Lakemba Wiley Park Punchbowl Belmore Campsie Marrickville Sth Glebe
				• Continue focusing efforts on building relationships with Aboriginal communities as a foundation for	Community Strengthening and Resourcing		South East Sydney Inner West

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
				better engagement of Aboriginal families with the service system			
	9.3 People are positively engaged and participate in community life		DoHousing DoCS Health DADHC DET NSW Police NGO services Local Councils D Sport & Rec	•	Community Strengthening and Resourcing	Aboriginal CALD	Universal
	9.4 People feel safe and feel positively about their community		NSW Police DJJ DoCS Health NGO services Local councils	•	Community Strengthening and Resourcing		City of Sydney Canterbury
	9.5 Communities are respectful and inclusive of diversity	R4	All regional State and local Government agencies NGO services	• Provision of cultural competence training for staff working across the service network, relating to working with culturally and linguistically diverse communities and Aboriginal communities	Development of the Service Network		South East Sydney Inner West
	9.6 Service Network capacity is developed and skilled (additional)	F4	All Government agencies	• Promote collaboration and build capacity through Child and Family Interagencies to support multi-agency coordination and	Child and Family Interagencies		South East Sydney Inner West

Regional Priority	Key Regional Outcome	NSW State Plan Priority	Partner Agencies	Action	Regional Models	Target Populations	Target Locations
			NGO services Local Councils	collaboration – Sutherland – St George – Inner / Eastern suburbs – Marrickville / Leichhardt / Glebe – Canterbury – Burwood / Ashfield / Strathfield / Canada Bay			
				<ul style="list-style-type: none"> Implement strategies to effectively plan, evaluate and communicate all activities 	Planning Evaluation Development of the Service Network (incl Newsletters)		South East Sydney Inner West
				<ul style="list-style-type: none"> Develop the skills of the service network working with young people, focusing on the adolescent period 	Development of the Service Network	Staff working with children 8 – 14 years	South East Sydney Inner West
				<ul style="list-style-type: none"> Develop the skills of the service network working with families with alcohol and other drug use and/or mental health issues 	Development of the Service Network		South East Sydney Inner West

Appendix 1. Governance Structure in the Metro Central Region

1. Senior Officers Groups

Northern Sydney

- Northern Sydney Central Coast Health
- Department of Aboriginal Affairs
- Department of Ageing, Disability and Home Care
- Department of Community Services
- Department of Education and Training
- Department of Housing
- Department of Juvenile Justice

South East Sydney / Inner West

- South Eastern Sydney Illawarra Area Health Service
- Sydney South West Area Health Service
- Department of Aboriginal Affairs
- Department of Ageing, Disability and Home Care
- Department of Community Services
- Department of Education and Training
- Department of Housing
- Department of Juvenile Justice
- NSW Police

2. Families NSW Project Management Groups

Northern Sydney

- Northern Sydney Central Coast Health
- Department of Ageing, Disability and Home Care
- Department of Community Services
- Department of Education and Training
- Department of Housing
- Child and Family Interagencies (NGO & local Government representation)
- Early Childhood Intervention Coordination Program
- Regional Organisation of Councils
- Brighter Futures agency (The Benevolent Society)
- Migrant Link
- Northside Community Forum

South East Sydney

- South Eastern Sydney Illawarra Area Health Service
- Department of Ageing, Disability and Home Care
- Department of Community Services
- Department of Education and Training
- Department of Housing
- Child and Family Interagencies (NGO & local Government representation)
- Regional Organisation of Councils
- Brighter Futures Agency (Sydney Day Nursery)

Inner West

- Sydney South West Area Health Service
- Department of Ageing, Disability and Home Care
- Department of Community Services
- Department of Education and Training
- Department of Housing
- Child and Family Interagencies (NGO & local Government representation)
- Regional Organisation of Councils
- Brighter Futures Agency (Sydney Day Nursery)
- Family Support Services

3. Aboriginal Child Youth and Family Strategy Executive Groups

Northern Sydney

- Northern Sydney Central Coast Health
- Department of Ageing, Disability and Home Care
- Department of Community Services
- Department of Education and Training
- Department of Housing
- AECG
- Northside Community Forum
- Catholic Education
- Local Council
- Non-Government agencies

South East Sydney

- South Eastern Sydney Illawarra Area Health Service
- Department of Ageing, Disability and Home Care
- Department of Community Services
- Department of Education and Training
- Department of Housing
- Department of Juvenile Justice
- Indigenous Coordination Centre

Inner West

- Sydney South West Area Health Service
- Department of Ageing, Disability and Home Care
- Department of Community Services
- Department of Education and Training
- Department of Housing
- Department of Juvenile Justice
- Local Council
- Aboriginal Non-Government agency

4. Better Futures Executive Group

South East Sydney

- South East Sydney Illawarra Area Health Service
- Department of Community Services
- Department of Education and Training
- Non-Government Youth Services
- Local Council
- Out of School Hours Services

5. Strategy to Reduce Violence Against Women Regional Reference Groups

Northern Sydney

- To be documented

South East Sydney

- To be documented

Central Sydney

- To be documented

Appendix 2. Glossary of Terms

ACYFS	The whole of government prevention and early intervention strategy, Aboriginal Child, Youth and Family Strategy, targeting Aboriginal children and young people aged 0 – 18 years, their families and communities.
Areas of Cumulative Disadvantage	The arrangement of a number of population level indicators in one location, including but not limited to SEIFA Index, income level, family type, language other than English spoken at home, Indigenous population, resettlement, crime rate, and so on.
BF	The whole of government prevention and early intervention strategy, Better Futures, targeting young people aged 9 – 18 years.
CALD	Culturally and linguistically diverse communities
Communities Division (CD)	Communities Division is a Division of the Department of Community Services (DoCS) established to coordinate whole-of-Government strategies and programs focussing on children, young people, families, women experiencing violence and communities.
DADHC	The NSW Department of Ageing, Disability and Home Care
DET	The NSW Department of Education and Training
DoCS	The NSW Department of Community Services
FNSW	The whole of government prevention and early intervention strategy, Families NSW, targeting children aged 0 – 8 years.
Family	Unless otherwise stated, any reference to family encompasses a broad definition of the family unit including parents, children’s carers or guardians, siblings, grandparents and other extended family considered part of the family unit.
Key Regional Outcome	Key Regional Outcomes are community strengthening results that, through the whole of government Strategies, Communities Division and partner agencies strive to achieve to address the Regional Priorities identified with partner agencies.
LGA	Local Government Area
NSCCH	Northern Sydney Central Coast Health
NSW State Plan Priority	These are priorities identified for Government action under the NSW State Plan. For further information see www.nsw.gov.au/StatePlan/index.aspx
Partner agencies	Agencies or organisations that are members of the governance structure for one or more of Communities Division’s whole-of-Government strategies or programs.

Regional Priority	Regional Priorities are key areas of focus for whole of government Strategies led by the Communities. Priorities have been identified with State Government partner agencies based on key statewide policies and plans, existing local priorities, data analysis and local knowledge.
Results Based Accountability	Based on the Results Based Accountability (RBA) Framework developed by Mark Friedman. RBA is a disciplined business-like thinking process that starts with the ends we want to achieve (results) and works backward to the means to get there. For more information see http://www.raguide.org/RA/index.htm
SESIAHS	South Eastern Sydney and Illawarra Area Health Service
SSWAHS	Sydney South West Area Health Service
Strengths-based	Planning approach that focuses on building upon existing strengths or resources, rather than on deficits or problems.
Target population groups	These are the demographic groups that are the focus of Communities Division's work.
Vulnerabilities	Families experiencing risk factors which evidence has indicated are predictors of poorer outcomes for children. These may include, but are not limited to, family type, age of mother, income level, mental health, alcohol and other drug use, language other than English spoken at home.
