

# SYDNEY COMMUNITY LEADERSHIP STRATEGIES

Centre for Popular Education,  
University of Technology, Sydney



## Overview

With a grant of \$213,594 from the Commonwealth Department of Family & Community Services we will be co-ordinating from mid 2003 to the end of 2004 a range of strategies to strengthen the capacity of grassroots volunteers and workers to exercise leadership for community building. These strategies will be located in the Sydney metropolitan region with a particular focus, in this period, on Blacktown and Campbelltown. We start with an assumption that capacity building for community leadership will only be effective if sustained over an extensive period of time. We are, therefore, locating this particular project within a wider action research agenda that will span at least five years. We will be seeking funding and sponsorship both for the Centre for Popular Education, UTS and partner organisations to sustain community leadership development in Sydney beyond 2004.

There are twelve broad components to the community leadership strategy. They are listed in diagrammatic fashion on the title page.

When the original funding application to the Commonwealth Department of Family & Community Services was made over two years ago, it was proposed to make a workshop series the centrepiece of the community leadership development strategy. With several years research and co-ordination experience behind us we now propose to make the workshop series (or course) just one component of a more comprehensive community leadership development plan.

We will be supporting local organizations to plan, obtain funding for, and implement their own community leadership development strategies. We will create opportunities to embed community leadership development in the core operations of local sites of community activity. For example, imagine if schools and local festivals were to embed leadership development for community building in their core missions. We will devise and deliver professional development strategies for community

workers in order to strengthen their capacity to design and deliver their own community leadership programs.

Ensure that community leadership strategies build on existing assets, strengths and opportunities and respond to issues and challenges in the region.

Activities and tasks	Timelines	Performance indicators	Type of evidence
<p>Undertake research in Western Sydney, with a particular focus on Blacktown and Campbelltown, about:</p> <ul style="list-style-type: none"> <li>• Existing assets, strengths and opportunities to foster community leadership</li> <li>• Issues and challenges for designing and delivering community leadership development programs.</li> </ul>	<p>March 2003 – Sept. 2003</p>	<p>Copies of previous evaluative studies of community development projects in Western Sydney are located and collected.</p> <p>Historical studies of community development in Western Sydney are located and referenced.</p> <p>Sample of long-serving community development workers in Western Sydney give accounts about history of community leadership.</p> <p>Sample of grassroots leaders report on opportunities, issues and challenges for further leadership development.</p> <p>Analysis and arguments are presented about:</p> <ul style="list-style-type: none"> <li>• who can exercise community leadership?</li> <li>• what forms and traditions might inform community leadership?</li> <li>• what are various issues that people in Blacktown and Campbelltown want to exercise leadership about?</li> </ul> <p>Analysis and arguments are presented about <i>The Potential of Popular Education and Community Leadership in Local Festivals in Western Sydney</i>.</p> <p>Analysis and arguments are presented about - <i>Popular Education and Community Leadership for Drug and Relationship Issues in Blacktown and Campbelltown</i>.</p> <p>Lessons from previous community leadership programs in Western Sydney are highlighted.</p>	<p>Interviews</p> <p>Literature search</p> <p>Discussion papers</p> <p>Workshop consultations</p> <p>Prepare paper highlighting lessons from evaluation of the Macarthur Community Leadership program and the Riverwood Community</p>

		<p>Existing community – school collaborations and community – adult education provider collaborations in Blacktown and Campbelltown are mapped.</p> <p>Leadership needs and challenges for Mt Druitt Community Solutions Taskforce are identified, analysed and documented.</p> <p>An on-line clearinghouse of print-based and audio-visual resources about community leadership is established and continually developed.</p>	<p>Leadership program – both in Western Sydney.</p>
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## Engage and mobilise a variety of stakeholder groups to actively contribute to planning and delivery of community leadership development activities.

### *Rationale and background:*

Two assumptions underpin this engagement and mobilisation activity.

- (a) Leadership is more readily exercised in communities of interest and for particular social issues than in large, geographic communities. Therefore, we propose to draw on communities of interest and chosen social issues as the starting point for the leadership development activities. The intention is to encourage exercising of leadership that is defined as much by community of interest and issues as by place.
- (b) It is tempting to simply run a course in leadership skills for a single cohort. Our experience is that it is easy to generate passion and energy for

community leadership in such courses. It is much harder to translate that energy into leadership projects that bring about actual change. Therefore, there will only be one-off workshops initially and considerable emphasis will be placed on projects.

In these workshops participants may be supported to:

- Map assets and strengths
- Consider proposals for community leadership initiatives
- Devise their own proposals for community leadership initiatives
- Suggest people who might participate in future leadership development activities
- Nominate people for leadership courses and regional alliance building activities
- Highlight ways their community of interest can support community leadership initiatives.

Activities and tasks	Timelines	Performance indicators	Type of evidence
Plan and convene one-off community leadership workshops for a range of interest groups and issues.	July – Nov. 2003	<p>Convene workshops for at least two interest groups in both Campbelltown and Blacktown respectively.</p> <p>Convene workshops dedicated to examining at least two distinct issues and challenges for community leadership in both Campbelltown and Blacktown respectively. Issues might relate to crime, housing, drugs and</p>	<p>Attendance records</p> <p>Involvement of various stakeholders</p>

		<p>relationships etc.</p> <p>At least 15 people attend each workshop.</p> <p>A cross-section from the following interest groups participate in the workshops:</p> <ul style="list-style-type: none"><li>• Aboriginal people and organizations</li><li>• Arts and cultural leaders</li><li>• Sports leaders</li><li>• Public housing tenants</li><li>• Ethnic groups</li><li>• Long-term unemployed</li><li>• early school leavers</li><li>• Educators</li><li>• Community service workers</li></ul>	<p>groups in future leadership development activities</p>
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**Build critical mass that, in turn, will contribute to the profile, quality and longevity of community leadership development in Sydney.**

Activities and tasks	Timelines	Performance indicators	Type of evidence
<p>Build partnerships with organizations that will take on responsibility for developing and delivering community leadership development strategies</p> <p>Strengthen existing partnerships in Western Sydney</p> <p>Negotiate new partnerships in Western Sydney</p> <p>Strengthen and negotiate new partnerships for community leadership development in other parts of Sydney</p>	<p>March 2003 –Nov. 2004</p>	<p>Blacktown City Council will contract the Centre for Popular Education, UTS for \$70,000 to plan and co-ordinate community leadership development for the Mt Druitt Community Solutions Taskforce from late 2003 to the end of 2004.</p> <p>Blacktown Alcohol and Drugs Family Service will commission the Centre for Popular Education, UTS for \$20,000 to undertake research, planning and evaluation for Bridges. Bridges is a community leadership project for drug and relationship issues funded to the tune of approximately \$200,000 by the Commonwealth Department of Family &amp; Community Services and the NSW government through the Mt Druitt Community Solutions Taskforce. This is the second phase of the Bridges project to be implemented from mid 2003 to the end of 2004.</p> <p>The Centre for Social Leadership at the Benevolent Society commissioned the Centre for Popular Education, UTS to undertake action research for a major community leadership program in the Macarthur region (SW Sydney). The fieldwork was undertaken over 2002 and various publications will be completed in 2003.</p> <p>Riverwood Community Centre commissioned the Centre for Popular Education, UTS to evaluate a small community leadership program they delivered in 2002. The evaluation report is due in June 2003.</p> <p>Examine ways the <i>Training for Transformation</i> course of the Animation Project of St Vincent de Paul and Edmund Rice Centre might strengthen capacities of grassroots activists to exercise leadership. We will negotiate</p>	<p>Formal contractual partnerships</p> <p>Community leadership strategies being developed and implemented by other organizations from 2004 to 2009.</p> <p>Attestations</p> <p>Increase in the number and amount of sponsors for community leadership development</p>

		<p>ways to co-ordinate our efforts.</p> <p>Support parts of University of Western Sydney to be more involved in community leadership development either through research, planning and delivery.</p> <p>Support and persuade other state government departments – eg. Dept. of Housing, Dept. of Women, area health services – to sponsor and co-ordinate community leadership development activities in Western Sydney.</p> <p>Marrickville Council has commissioned the Centre for Popular Education, UTS for approximately \$40,000 to co-ordinate a community leadership strategy. The first phase of this strategy extends over 18 months and commenced in October 2002.</p> <p>Support and encourage efforts of the Sydney Leadership Program (Benevolent Society) alumni and current participants to engage in community leadership development activities in Western Sydney.</p>	<p>in Western Sydney from 2004 to 2009.</p>
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## Get community leadership development embedded in the core curriculum and missions of schools and adult education providers

### *Rationale and background*

Strengthening solidarity, pride and belonging is important to promote wellbeing and development in poor and disadvantaged communities. But many communities are characterised by fragmentation, divisions and lack of pride and belonging. Schools are well placed to build networks of solidarity between groups and families of different factions, all concerned with the future of their children. TAFE and Community Colleges have extensive infrastructure and capacity to customise programs. This positions them well to support a variety of local community strengthening initiatives.

Activities and tasks	Timelines	Performance indicators	Type of evidence
<p>Plan and manage an 18-month project with two schools and associated community groups for community leadership development.</p> <p>Plan and partly implement strategies for TAFE, Blacktown Community College and Macarthur Community College to more substantially support community leadership development.</p>	<p>Initial planning June 2003 to Sept. 2003</p> <p>Initial schools recruited in Oct. 2003</p> <p>Other schools take on community leadership development 2004 to 2009</p>	<p>Drawing on additional funding from Brencorp Foundation, and possible collaboration with BADFS Bridges project, prepare an invitation for one or two schools and associated community groups to apply to engage in an 18-month initiative.</p> <p>Local community leaders are supported to develop curriculum ideas, resources and activities that are included in local school curricula.</p> <p>School staff and students contribute directly to local community leadership initiatives over a sustained period of time.</p> <p>School students and staff report greater pride and recognition of the assets and strengths in their local communities.</p> <p>Local adult education providers allocate teaching hours to support community groups engaged in community leadership initiatives.</p> <p>Local adult education providers develop a ten-year vision for the way they will contribute to community leadership development.</p>	<p>Do schools understand and support proposals?</p> <p>Are adult education agencies mobilised?</p> <p>Is BADFS on board?</p> <p>Is DET interested?</p> <p>Has more funding been secured?</p>

**Encourage and enable grassroots leaders in Western Sydney to have a stronger and more prominent ‘public voice.’**

Activities and tasks	Timelines	Performance indicators	Type of evidence
<p>Support grassroots leaders to research and tell stories about people who exercise leadership in their communities.</p> <p>Engage ‘Ratbags from Airs’ to promote their public voice project undertaken in 2002 and published in 2003.</p>	<p>Aug. 2003 – Nov. 2004</p>	<p>At least three groups of grassroots leaders research and produce a high-quality publication of their ‘stories – be it a print, audio-visual or performance publication.</p> <p>The publications are seen to privilege the resident voice and foster more local solutions to local problems.</p> <p>The publications reach an extensive audience and win acclaim.</p> <p>The potential value of community cultural development practices for community leadership wins wider recognition and support.</p>	<p>Completed publications</p> <p>Distribution and sales</p> <p>Attestations</p> <p>New funding for CCD initiatives</p>



## **Funding**

Brencorp Foundation has awarded a grant of \$28,000 to the Centre for Popular Education, UTS to devise and trial a community cultural development strategy for community leadership development in Western Sydney.

**Plan and convene workshops for interest groups and chosen leadership issues**

Drug and relationship issues

Aboriginal

Schoolies

Festival organisers

Social and sporting club managers

As of May 2003, the following partnerships and sponsorships have been secured. All these projects are seen as adding to a critical mass that, in turn, will contribute to the quality and longevity of community leadership development in Sydney.

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Blacktown Alcohol and Drugs Family Service will commission the Centre for Popular Education, UTS for \$20,000 to undertake research, planning and evaluation for Bridges. Bridges is a community leadership project for drug and relationship issues funded to the tune of approximately \$200,000 by the Commonwealth Department of Family & Community Services and the NSW government through the Mt Druitt Community Solutions Taskforce. This is the second phase of the Bridges project to be implemented from mid 2003 to the end of 2004.

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Riverwood Community Centre commissioned the Centre for Popular Education, UTS to evaluate a small community leadership program they delivered in 2002. The evaluation report is due in June 2003.

UWS

Tentative

Arabic

Training for transformation

Dept. of Women

**Research about context**

Engagement workshops

Seek sponsorship to sustain initiatives

Partnership building

Evaluation of community leadership practices

Community-school-adult education collaborations for community leadership

Professional development for community leadership development co-ordinators

Public voice projects

Regional leadership alliance building

Living Street projects

Community leadership courses

Festivals for community leadership