Ethical Fields

WDA Migration Strategy Review
December 2020
DRAFT

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COMMUNITY WEALTH BUILDING

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COMMUNITY WEALTH BUILDING

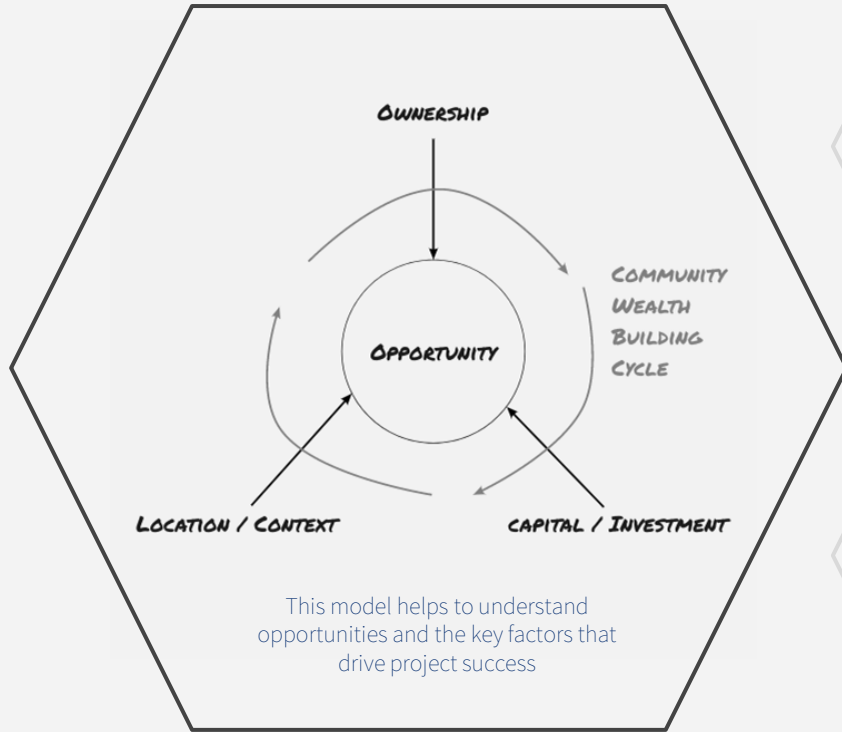**Ethical Fields**

Community Wealth Building is an economic and community development approach that creates long-term community investment in regions by:

- Encouraging communities to discover their unique superpowers;

- Empowering residents to invest in & have ownership of the local economy, infrastructure and enterprises;

- Developing enterprises that are anchored locally and reinvest in the region;

- Creating opportunities for the region to be a magnet for people and investment;

- Building deep commitment to the long-term aspirations of the region.

THREE FACTOR MODEL

Ownership

Community Wealth Building Cycle

Opportunity

Location / Context

Capital / Investment

This model helps to understand opportunities and the key factors that drive project success

CONTEXT

We seek to understand the deeper issues of local context and location that shape the opportunity.

OWNERSHIP

We look for strategies and structures that empower communities and create self-sustaining enterprises.

FUNDING

We identify funding approaches that leverage community investment with other sources of capital

SYNERGIES

...and we seek synergies with other community wealth building initiatives

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02

EXECUTIVE SUMMARY

PROBLEM STATEMENT

Through the lens of the National Settlement Framework

The key services and support that CALD migrants need when arriving in a region

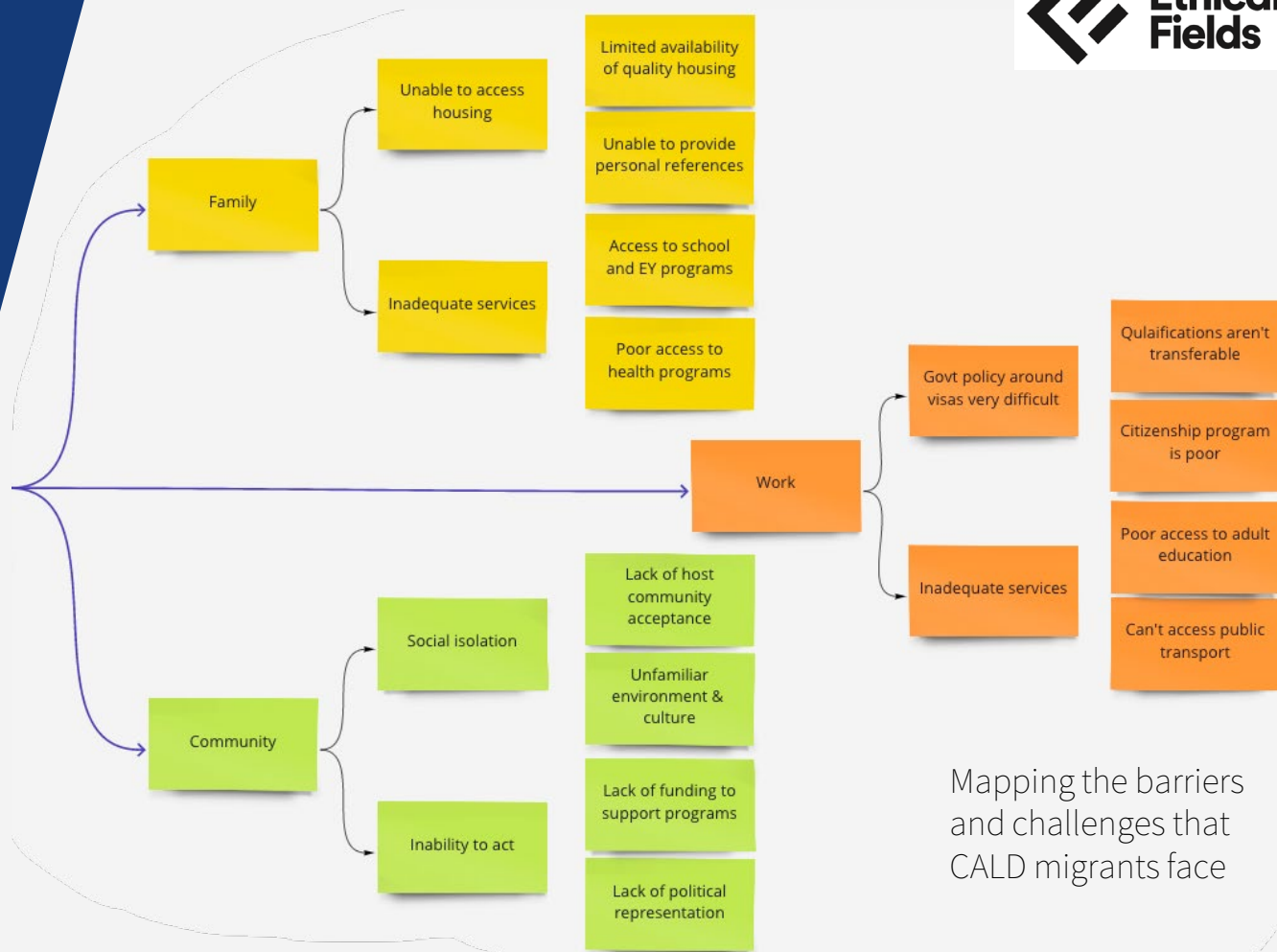**Ethical Fields**

		MINIMUM	ASPIRATION
FAMILY	Housing	Permanent home with min requirements	Abundant home that can be shared
	Health & well-being	Funded and accessible public health care	Access to private health care
	Language	Access to EASL	Proficient
WORK	Employers	Stable position and sufficient income to make choices	Good capability to earn income & accumulate capital
	Education & Training	Reasonable ability to meet market needs	Recognised as highly skilled
	Transport & communication	Access to public services	Access to custom services
COMMUNTY	Social support	Funded and accessible migrant support services	Contributing back to grow community
	Justice	Full settlement rights & access to citizenship support	Full citizenship
	Civic participation	Close community in a tolerant society	Active engagement in community with institutional support

PROBLEM STATEMENT

Key barriers to CALD migration

Family
- Unable to access housing
  - Limited availability of quality housing
  - Unable to provide personal references
- Inadequate services
  - Access to school and EY programs
  - Poor access to health programs

Work
- Govt policy around visas very difficult
- Inadequate services
  - Qulaifications aren't transferable
  - Citizenship program is poor
  - Poor access to adult education
  - Can't access public transport

Community
- Social isolation
  - Lack of host community acceptance
  - Unfamiliar environment & culture
- Inability to act
  - Lack of funding to support programs
  - Lack of political representation

Mapping the barriers and challenges that CALD migrants face

STAKEHOLDER ANALYSIS

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Key stakeholders
CALD migration
Analysis of
motivations,
benefits and
challenges

Migrants (Yet to migrate)
- Motivations/Benefits: Employment, quality of life for self and family
- Challenges: Language, Different Culture, Acts of Racism, Employment Discrimination; Qualifications not transferable; Unfamiliar environment; Not having community; Lack of political representation; Community acceptance; Housing; Access to information; Lack of connections; Ability to adapt; Limited host community

Migrant Families (Yet to migrate)
- Motivations/Benefits: Quality of life for self and family
- Challenges: Language, Different Culture, Acts of Racism; Unfamiliar environment; Not having community; Lack of political representation; Community acceptance; Housing; Access to information; Lack of connections; Ability to adapt; Limited host community

Successful migrant communities living in Wimmera
- Motivations/Benefits: Quality of life for self and family; Familiarity; Increase in diversity; Increase in migrant community
- Challenges: Varying levels of settlement may impact ability to support

Employers (Migrant Ready)
- e.g. Luv-A-Duc, Australian Wild Flowers, Oscars
- Motivations/Benefits: Economic and business benefits; Broader benefits, Enthusiasm and commitment;
- Challenges: Requires commitment and responsibilities well beyond traditional employment

Employers (Not Migrant Ready)
- Motivations/Benefits: Economic and business benefits
- Challenges: Lack of understanding and willingness; Requires commitment and responsibilities well beyond traditional employment

Wimmera Development Agency
- Motivations/Benefits: Core role to deliver regional economic development; Vital link between industry and government; Works collaboratively with a breadth of stakeholders; Supportive and committed;
- Challenges: Limited scope; Partnership model critical

Local Council
- Hindmarsh Shire, Horsham Rural City, Northern Grampians Shire, West Wimmera Shire and Yarriambiack Shire
- Motivations/Benefits: Core role to deliver local economic, community development, planning; Vital link between industry and government; Works collaboratively with a breadth of stakeholders
- Challenges: Varying levels of knowledge, support and commitment;

State Government Agencies and associated partnerships
- such as Regional Development Victoria, Wimmera Southern Mallee Partnership)
- Motivations/Benefits: Core role to deliver local economic, community development, migration, housing and other key areas; Funding provider;
- Challenges: Centralised delivery with some regional placements; Temporary funding and scope of service delivery; Policy misalignment; Poor understanding of regional needs

Broad Support Service Providers
- e.g. Health, Centrelink, Education etc
- Motivations/Benefits: Core role to deliver support services and achieve outcomes
- Challenges: Centralised delivery with some regional outposts; Difficult to access

State Migrant Support Services
- e.g. Refugee Talent
- Motivations/Benefits: Core role to deliver migrant support services
- Challenges: Centralised delivery with some regional outposts; Underfunded; temporary funding; restrictive scope of delivery

Local Support Services
- e.g.Nhill Learning Centre, Centre for Participation
- Motivations/Benefits: Place-based; Fit for purpose; Flexible
- Challenges: Underfunded; temporary funding; restrictive scope of delivery

Informal Community Leaders & Champions
- Motivations/Benefits: Enthusiastic, Committed, Willing to volunteer, Influential, Networked
- Challenges: Over-worked; Reliance on volunteers

Community Organisations & Faith Groups
- e.g. Oasis, Paw Po, Aussie-Filipino social club
- Motivations/Benefits: Aligns with purpose; Offers new members; Willing to volunteer
- Challenges: Diversity, Acceptance, Social cohesion, Reliance on volunteers, Limited funding

Local Business & Business Groups
- Motivations/Benefits: Source of employment, capital and resources; Invested in the region
- Challenges: Limited knowledge of CWB investment models

Local Investors
- e.g. government, business, community
- Motivations/Benefits: Source of capital and resources; Invested in the region
- Challenges: Limited knowledge of CWB investment models

External Investors
- Motivations/Benefits: Source of capital and resources
- Challenges: Nil or less investment in the region

The **three horizons model of change** is a futures approach that helps define a transition zone between the current state and a desired future. This is illustrated on the next slide.

The modelling process has four steps:
- Imagine and capture the desired future (top right)
- Outline the problems and issues in the present (top left)
- Capture current initiatives that inspire (bottom left)
- Understand the key leverage points or strategic intervention areas that enable transition from the present and to desired future (centre)

The jigsaw metaphor arose in many of the interviews. We have used it to highlight the six core themes in the transition zone.
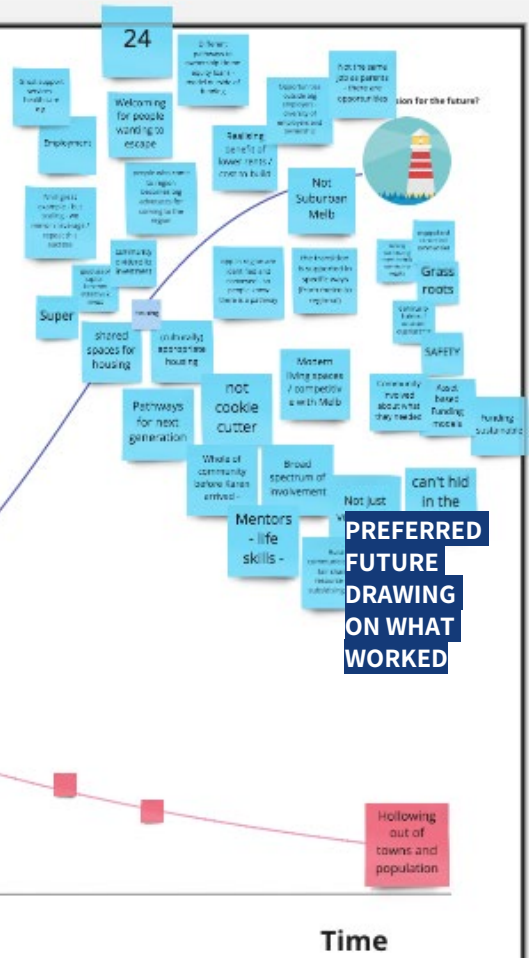
EXISTING SYSTEM BUT SUBOPTIMAL

S6 -Transition space

Declining population

City v regional services

Expectation management

Accessible employment opportunities

Sources of funding- for I mprove with own structure

How else can we finance?? And give it more profile

Declining infrastructure

Lack of transport

Poor digital connectivity

Poor housing stock

Number of international migration going down

Misplaced govt processes

Migrant support not funded

Community awareness gap

Health & education shortfall

Over reliance on volunteers

Over reliance on employers

Can't sustain support model

AREAS FOR STRATEGIC INTERVENTION

Housing | Policy | Regional Social Contract
Intervention | Support Services | Local Economic Development

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Small support services / healthcare gap

Employment

Welcoming for people wanting to escape

Realising benefit of lower rents / cost to build

Other fairer permanent community driven way of building a network of family

Not the same jobs as parents - there are opportunities

...sion for the future?

People who come to region become big advocates for coming to the region

Feel good outcomes for inviting and need to engage / respect in success

Not Suburban Melb

Super

Community is asked to be proactive and invest

Housing

...gov migration costs had and tapered to bring community in / onus is primary

The invisible - its supported is specific ways where people / firm in families are regionalized

Grass roots

Community is asked about what they needed

SAFETY

shared spaces for housing

continually appreciating housing

Modern living spaces / competitive with Melb

About based funding / models

Funding sustaining

Pathways for next generation

not cookie cutter

Whole of community before Karen arrived

Broad spectrum of movement

Not just

can't hid in the

Mentors - life skills -

PREFERRED FUTURE DRAWING ON WHAT WORKED

Sport & community programs

Centre for Participation

Citizenship programs

L to P / Food van programs

Local council & community interface

PIONEER PROJECTS AS SEEDS OF A NEW APPROACH

Luv-a-Duck

Volunteer welfare support

Home acquisition funding

Karen migration

Nhill Learning Centre

Neighbourhood house

WCWIP - employer support

Australian Wildflowers

OH&S training

Farm acquisition funding

Rapunyup Community Bank

Retail Enterprise Rapunyup

Building Rapunyup

Funding home weekly gap

CWB model

Hollowing out of towns and population

Time

Strategic intervention areas identified in this analysis

1) **Housing** - building a community led approach to developing and funding the region's housing stock

2) **Cohesive Policy** - adopting regional policies to accelerate migrant and community investment into the region

3) **Regional Social Contract** - catalysing economic and cultural change through comprehensive social development

4) **Distributed Model** - developing an example-led toolkit for local implementation of community wealth building projects

5) **Support Services** - creating place-based and sustainable organisations through community and cooperative ownership

6) **Local Economic Development** - investing in an economy that optimises local investment, ownership and benefit

03

STRATEGIC INTERVENTION AREAS

STRATEGIC INTERVENTION AREAS

Ways to catalyse systemic change

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Housing

Cohesive Policy Advocacy

Regional Social Contract

Distributed Model

Support Services

Local Economic development

Methodology for identifying catalysing actions

Rationale:
Why is this intervention area important?

Key drivers:
What are the variables that can make a significant impact?

Example:
What is a role model or precedent?

3 factor analysis:
What are the key variables for a Wimmera project?

Recommendations:
What are the potential catalysing actions?

HOUSING

Why is this intervention area important?

Housing

- Path critical to encouraging greater migration into the region

- Keystone opportunity for community wealth building

Housing · Cohesive Policy Advocacy · Regional Social Contract · Distributed Model · Support Services · Local Economic development

- Many synergies across all of the other intervention areas

- Potentially strong entry point for catalysing action across these other areas

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HOUSING

What are the variables that can make a significant impact?

1 INVESTMENT RETURNS

- Housing development has different ROI to urban markets - yield versus capital gain
- Housing acquisitions driven by affordable lifestyle not investment returns
- Need to educate investors

2 EQUITY GAP FUNDING

- Buying a home creates a reason to stay in region
- Opportunity to leverage long term and stable employment
- Models to fund equity gap: housing co-op, shared equity, employee guaranteed loans.

3 MIGRANT NEED AND CONTEXT

- Lack of quality housing stock
- Housing configuration to match migrant and contemporary needs
- Need to optimise for CALD communities (eg. strata title, small homes, shared common spaces).

4 HOUSING ECOSYSTEM

- Key stakeholders need to be aligned to the strategy
- Development aimed at cost efficiency & social cohesion.

HOUSING

What is a role model
or precedent?

BRISTOL HOUSING (https://kwmc.org.uk/projects/wecanmake/)

Opportunity / Need
Lack of affordable and reasonable quality housing with long waiting lists. Significant number of large houses with only 1 or 2 occupants.

Context
Bristol undertook a community engagement process to understand the needs of existing occupants and people looking for homes. Identified 5 different classes of occupants, including existing occupiers who wanted a smaller home but did want to leave the area.

Working with architects, wikihouse and other partners they were able to develop a selection of designs that met these different needs, including houses that:

- were developed as a prototype for community to trial
- would fit in the specific spaces available
- were made from modern construction methods, at a lower cost and accommodated local skills needed for assembly
- leveraged the infrastructure that was already in place

HOUSING

What is a role model or precedent?

BRISTOL HOUSING (https://kwmc.org.uk/projects/wecanmake/)

Capital
Seed capital was sourced from a government housing agency and a philanthropic organisation, supplemented by capital raised from the community.

As the project was developed by the community, the 20% profit margin on the development was retained and reinvested. Ongoing revenue is received from property sales or rents on property.

Ownership
A community trust was set-up to manage the project, funds and ultimately the property (ie, it was a community ownership model).

Synergies
The Trust can use profits to develop new affordable housing or invest in other projects, (e.g. park upgrades, community gardens) that the community wants.

HOUSING

What are the key variables for a Wimmera project?

IN THE WIMMERA-MALLEE REGION

Opportunity / Need

WDA research has established the there is high and unmet demand for housing. While each town has their specific circumstances, it is likely that a material portion of existing housing stock is not well suited to the needs of the current community, or for those of potential migrants. This acts as a significant barrier to CALD migration.

Context

While existing housing stock is often ill-suited for CALD needs, the development of new housing stock is constrained by the economics of investment (principally, low expectations for capital growth). This lack of demand then limits opportunities for builders in the region, and in turn demand for training and employment in construction sector.

Note that the existing configuration of housing stock typically prevalent in the region is often not well matched to the social and cultural needs of CALD families and their communities.

HOUSING

What are the key variables for a Wimmera project?

IN THE WIMMERA-MALLEE REGION

Capital
Strategies to fund housing development could include:
- Development equity - sourced from government, philanthropic or revenue sharing models (eg. Building Rupanyup)
- Yield focussed investment - leveraging large employer demand and/or aggregating local employment demand to create term investments suitable for institutional and superannuation funds
- Funding the equity gap - creating a community investment vehicle to provide equity-gap funding for migrants

Ownership
- Promote community buy-in through pooled investment models
- Create structures that encourage superannuation fund investment by local population
- Consider community ownership models for social housing

Synergies
Synergies may be discovered through a pilot scheme, including recycling community investment and leveraging construction programs into local development.

HOUSING

What are the potential catalysing actions?

Recommendations

1) **Engage communities to map specific demand & supply**
Sponsor on-the-ground research by local communities to better map their circumstances and engage residents. What are the needs of existing residents and of CALD communities? What are the specific opportunities with existing housing stock and with local employment?

2) **Undertake pilot project**
Work with 1 or 2 towns where there is an engaged community and local council to develop a pilot development project that draws on the CWB approach (including community co-investment & ownership models).

3) **Leverage capital stack**
Develop a funding model for a pilot project that leverages likely sources of community, institutional and government capital (including recent government spending initiatives).

Why is this intervention area important?

Cohesive Policy Advocacy

- Public policy, and subsequent implementation, can significantly influence (aid and/or encumber) the progress of regional goals

- Aligned public policy at all levels of government will optimise outcomes, but must be consistent with a strong and cohesive local policy

Housing | Cohesive Policy Advocacy | Regional Social Contract

Distributed Model | Support Services | Local Economic development

- Fit for purpose, local and cohesive policy is critical to maximise synergy across the intervention areas

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COHESIVE REGIONAL POLICY

What are the variables that can make a significant impact?

1 REGIONAL POLICY NEEDS, GOALS AND STRENGTHS

- Regional and local policy that fits the needs, goals and strengths of the region and that aligns stakeholders
- Policy that reflects the long-term migration goal not the narrow short-term goal (healthy thriving communities not labour demand)
- Core local policy areas have a strong regional foundation ensuring self-reliance and resilience
- Migration as a regional superpower (use to encourage State alignment with Wimmera model as opposed to vice versa)

2 STATE & FEDERAL POLICY ALIGNMENT WITH REGION

- Cohesive regional policy position and advocacy group to influence policy
- Clear narrative about the value proposition for regional migration and the Wimmera migration model
- State & Federal Policy that complements, fill gaps, amplifies and supports regional policy (minimise work with misaligned policies)
- Advocacy for locally led and flexible policy solutions

COHESIVE REGIONAL POLICY

What is a role model or precedent?

COOPERATIVE NETWORK (https://cooperativenetwork.coop)

Opportunity / Need
Organisations need to be able to shape the state and federal policies that affect them. By synchronising policy platforms and mutualising advocacy, they can influence and improve policy conditions for all members.

Context
- Cooperative Network is the largest statewide co-op trade association in the U.S. formed from the Minnesota Association of Cooperatives and Wisconsin Federation of Cooperatives
- They protect and promote member co-ops and their shared cooperative principles through legislative and regulatory advocacy
- Includes members from a wide variety of cooperatives
- Governed by a board of directors made up of cooperative leaders
- Succeeded in convincing the state legislature to pass a bill that facilitated the creation of five health care purchasing cooperatives in different regions of Wisconsin. The co-op provides a way for workers at small businesses and family farmers to have health insurance. And member ownership helps ensure that health care decisions are truly made on the members' behalf.

COHESIVE REGIONAL POLICY

What is a role model or precedent?

COOPERATIVE NETWORK (https://cooperativenetwork.coop)

Capital
Members mutualise funding for policy analysis and advocacy. Successful advocacy can support the capitalisation of new co-op enterprises.

Ownership
It is a cooperative trade association where members have equal stake.

Synergies
Have created impacts across a number of areas:
- Accurate labels act
- Maintaining reasonable capital requirements
- Co-op health care options
- Dairy innovation hub
- Rural broadband

COHESIVE REGIONAL POLICY

What are the key variables for a Wimmera project?

IN THE WIMMERA-MALLEE REGION

Opportunity / Need

State and Federal policies and programs are not optimally aligned with regional needs. Ill-fitting policies and temporary funding limit the effectiveness of regional initiatives.

Local public policy is a key influential variable that is currently underutilised. There is an opportunity to shift the focus towards local policy, leadership and expertise and to 'working with' state and federal government. You can do this by fortifying and building on your *regional migration superpower.*

Context

Notwithstanding that the more successful migration examples from the Wimmera have been locally initiated and led, the role of state and federal policies, programs and funding tends to take precedence. This may largely reflect the relative resources of state and federal governments. As a result, regional and local public policy can be underutilised and ad-hoc.

COHESIVE REGIONAL POLICY

What are the key variables for a Wimmera project?

IN THE WIMMERA-MALLEE REGION

Capital
Regional and local public policy (and subsequent strategies, programs and other mechanisms) can encourage and support capital raising for regional migration policies, including a range of models and structures that allow for joint investment from government, private and community investors. A cohesive policy approach can advocate for capital from state and federal government programs that offers flexibility and place-based solutions, and 'working with' regions and broad community investment.

Ownership
Cohesive public policy and accompanying implementation mechanisms can support an inclusive economy and broad based local ownership. Regional policy can act as a role model to inspire statewide policy reform.

Synergies
Cohesive public policy provides the foundations to deliver local economic development, housing, regional social contract and support services.

COHESIVE REGIONAL POLICY

What are the potential catalysing actions?

Recommendations

1) **Co-design the migration value proposition with key regional stakeholders**
   Co-design the Wimmera-Mallee migration value proposition for key stakeholders, eg. what is the specific value proposition for migrants, employers, business, investors, local council, community and state government.

2) **Develop a cohesive regional migration policy framework**
   Co-design a cohesive Wimmera-Mallee migration policy framework that aligns with the value proposition. Consider adopting the recommendations from this review as specific policy prescriptions.

3) **Establish regional policy alignment**
   Work with key regional stakeholders (in the first instance) to align migration strategies, programs and other mechanisms with regional policy prescriptions.

REGIONAL SOCIAL CONTRACT

Why is this intervention area important?

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Regional Social Contract

- A process or mechanism to synchronise social development priorities for the region across local businesses, civil society organisations, agencies and government.
- Provides a way to get the "whole system" moving in the same direction, by shaping expectations of the community.

Housing | Cohesive Policy Advocacy | Regional Social Contract | Distributed Model | Support Services | Local Economic development

- It can also work in conjunction with other interventions to mobilise support for change (e.g. agreements supporting housing, economic development & services initiatives)
- It is a social pathway for change, to get community buy-in for ambitious initiatives.

REGIONAL SOCIAL CONTRACT

What are the variables that can make a significant impact?

1 CULTURE

- Cultivate a benefit mindset in the region where individuals act for the wellbeing of the community
- Build understanding of the benefits of an CWB approach
- Enhance cultural inclusion and cultural safety for CALD communities

2 AGREEMENTS

- Encourage investment decisions that consider the broader and long-term benefit
- Set targets to scale up social procurement
- Optimise social participation, cohesion and investment
- Align all stakeholders with local economic development goals and amplify the impact
- Could be development of a charter or an agreement that many organizations and people can sign on to which focuses and synchronises regional development strategies

3 ALIGNED MEASURES OF SUCCESS

- Leverage the multiplier effect from local investment, spending, & procurement
- Evaluate and quantify: jobs created; businesses created; people helped, etc.
- For migrants, creates conditions better suited to values settlement outcomes

REGIONAL SOCIAL CONTRACT

What is a role model or precedent?

BUY LOCAL, HIRE LOCAL, GROW LOCAL
(https://www.goldcoast.qld.gov.au/documents/bf/buy-local-procurement-policy.pdf)

Opportunity / Need
The Gold Coast Council (QLD) leveraged a social procurement policy to proactively support and enable local benefits, boost local business and employment opportunities through the dimensions of Buy local, Hire local and Grow local.

Context
The policy prescribes that all contracts less than $250,000 are sought from local business in the first instance. All public tenders over $250,000 include in the evaluation consideration of what local benefits will be delivered across three dimensions:

- Buy local - Ensuring that our contracted services utilise local manufactured or sourced goods or services in their supply chain.
- Hire local - Ensuring that our contracted services utilise local employment, local sub-contracting and local businesses.
- Grow local - Ensuring that our contracted services deliver initiatives for local growth and economic development that may include skills transfer, new jobs and technology

REGIONAL SOCIAL CONTRACT

What is a role model or precedent?

BUY LOCAL, HIRE LOCAL, GROW LOCAL
(https://www.goldcoast.qld.gov.au/documents/bf/buy-local-procurement-policy.pdf)

Capital
Used the significant purchasing power of the council to redirect capital local and social enterprises which redirected $250 million per year to Gold Coast businesses and provided 76 jobs to disadvantaged members of the community through the award of socially geared contacts.

Ownership
Supported, encouraged and promoted locally owned enterprises. Additionally embedding procurement preferences for social impact businesses leads to greater emphasis on recycling revenues back through the most disadvantaged parts of the community.

REGIONAL SOCIAL CONTRACT

What are the key variables for a Wimmera project?

IN THE WIMMERA-MALLEE REGION

Opportunity / Need
An RSC is a charter or an agreement that many organizations and people can sign up to, which focuses and synchronises regional development strategies for community wealth building. A RSC, particularly if led by anchor institutions, provides a way of establishing an ecosystem of normed behaviours and practices that support regional development goals.

Such an agreement could include:
- A social procurement strategy that supports CALD migration
- A wide range of organisations and businesses, including farmers and SME's, for maximum alignment and scaling
- Terms to nudge behaviours toward shared goals and encourage development of a preferred culture

Context
Current initiatives and responses to CALD migration issues are spearheaded by leadership-taking organisations, however are not extensive in saturating into mainstream life and shaping everyday behaviours.

REGIONAL SOCIAL CONTRACT

What are the key variables for a Wimmera project?

IN THE WIMMERA-MALLEE REGION

Capital
A RSC leverages investment in social capital to grow economic capital in the region. By promoting an inclusive and migrant specific development strategy across government, business and other types of organisations, it aims to create the conditions for the region to become a preferred destination for CALD migrants in Australia.

Ownership
A RSC can help overcome barriers for CALD communities around isolation and disenfranchisement. Encouraging an inclusive culture and favouring organisations that adopt proactive practices can foster a sense of ownership for both migrant and existing communities.

Synergies
This strategic intervention area is highly aligned and supportive of each of the other areas. In particular, the ability for a RSC to support development of CWB enterprises and sustainable support services may be fertile ground for exploration.

REGIONAL SOCIAL CONTRACT

What are the potential catalysing actions?

Recommendations

1) **Use social procurement to support regional development goals**
Gather input from anchor institutions, SME's and farmers to map current spending and low hanging social procurement "fruit". Such a process will assist in identifying who may be willing to participate, and what benefits they would expect. It may also raise opportunities to leverage aggregate buying through CWB structures (eg. to benefit farmers).

2) **Co-create an agreement with community**
Investigate what kind of cultural and behavioural change is desired, with who and the agreements that could lead to desired change. Run community engagement and education processes on CWB principles (e.g. why investing locally has a multiplier effect).

3) **Investigate how changes to employer behaviour can support CALD migration**
How farmers can synchronise behaviour (e.g. reduce migrant moving costs, wage standard; SMEs improving cultural competency and recruitment policy through training).

DISTRIBUTED MODEL

Why is this intervention area important?
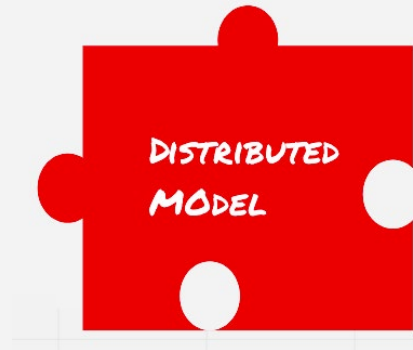
- A decentralised way to share strategies & catalyse action across towns in the region
- Increases probability of local community buy-in to migration strategies
- Maximises flexibility and effectiveness of local strategy implementation

- Draws on the specific initiatives and strategies of the other intervention areas
- Potentially enhances the effectiveness of these other strategies

DISTRIBUTED MODEL

What are the variables that can make a significant impact?

1 **PLACE BASED FRAMEWORK**

- Develop regional guidance and resource materials that allow for distributed place-based adoption
- Demystify and promote development pathways
- User manual / templates for local development (Eg. "How to fund a community wealth building project")
- Draw on pioneers, peer learning and best practices

2 **LOCALLY LED INITIATIVES**

- Driven by local leaders & community builder network
- Supported with specialist resources and seed funding
- Simplifies community wealth building

DISTRIBUTED MODEL

What is a role model or precedent?

PLACE BASED INITIATIVES IN THE WEST (https://healthwest.org.au)

Opportunity / Need
This initiative looked at four projects that have worked towards improving the health and wellbeing of individuals and communities in Melbourne's western suburbs. It analysed these projects for lessons learned and sought out common themes include structure, engaging with the community, data and evaluation, and sustainability. It was a joint initiative of 3 local councils and 4 health services.

Context
"Place-based Initiatives in the West: Highlighting Promising Practice" showcases some of the possible variations when applying a place-based design. The purpose of the initiative was to highlight the different approaches to place-based work, demonstrate promising practice, and help inform and improve future work.

It analysed the four projects and how each approached place-based work differently. The projects developed different partnership and governance models to best suit their circumstances, community and objectives. The projects were also unique in terms of how they engaged and partnered with their community

DISTRIBUTED MODEL

What is a role model
or precedent?

PLACE BASED INITIATIVES IN THE WEST (https://healthwest.org.au)

Capital
The initiative made only passing reference to funding, perhaps reflecting its focus on health services that are core functions of the councils. It proposed a "Sustainability Self-Assessment Tool Kit" as a tool that can be used to model the sustainability of projects - which is an approach that could be built upon by Wimmera.

Ownership
Community participation and ownership were a key focus of the initiative. Strategies adopted included Needs Mapping, Asset Mapping, Community Co-Design, Participation Pathways (eg. an accredited leadership program to provide local residents with skills to develop and deliver their own community projects.)

Synergies
The initiative illustrated the importance of building relationships and gathering support from a wide range of stakeholders in building projects. This creates opportunities to bridge these relationships into other community wealth building initiatives.

https://healthwest.org.au/wp-content/uploads/2017/08/HealthWest-Place-based-Initiatives-in-the-West-Report-2017-1.pdf

DISTRIBUTED MODEL

What are the key variables for a Wimmera project?

IN THE WIMMERA-MALLEE REGION

Opportunity / Need
Towns are the cornerstone of healthy regional communities. Towns like Dimboola and Nhill have demonstrated that inbound population growth can reverse the current trends towards hollowing out of these communities. The opportunity is to provide example-led models for towns to replicate this success in their own regions.

The WDA can leverage economies of scale to develop expertise and capabilities that can assist in the locally-led implementation of these models - ie. a hub and spoke model.

Context
There are a number of success stories that can become role models for other towns in the region. In addition to migrant-specific examples like Luv-a-Duck, Australian Wildflowers, and Food-Next-Door, there are building blocks like the Rupanyup Bendigo Community Bank that have demonstrated how a profit-sharing model can recycle capital into projects like Building Rupanyup and Retail Enterprise Rupanyup.

DISTRIBUTED MODEL

What are the key variables for a Wimmera project?

IN THE WIMMERA-MALLEE REGION

Capital

A distributed model would benefit from access to catalytic funding:

- Seed equity - sourced from government, philanthropic or revenue sharing models. The 'manual' could assist projects in finding and securing these types of funding. Additionally, WDA could seek to create a 'seed fund' for this purpose.
- Sustainable models - aim is to replicate success stories that demonstrate financially and socially sustainable approaches

Ownership

- Promote community buy-in through pooled funding models
- Ownership can include cultural or social dimensions - for example, empowering employees to take more ownership of the way a business or organisation is being managed.
- Specific examples may include employee, community or cooperative ownership depending on circumstances

Synergies

This approach may give rise to scale economies or cross-regional efficiencies in the development and delivery of projects. Also there may be synergies with Smart Specialisation Strategies and its development model that could be explored.

DISTRIBUTED MODEL

What are the potential catalysing actions?

Recommendations

1) **Place-based delivery toolkit building on "success stories"**
   Create an online/offline resource that captures the successes and learnings from regional case studies and that provides a templated or step-based approach to implementing these approaches in a localised context.

2) **Develop WDA support model for localisation**
   Local delivery of projects is likely to require upskilling and training of leaders and community - eg, with respect to community engagement, project governance, funding and resourcing. WDA in partnership with its stakeholders can develop a support model to deliver these services.

3) **Promote and support pilot localisation projects**
   Work with 1 or 2 towns where there is an engaged community and local council to develop pilot projects that build on one of the case studies. These pilots can feedback into the model to iterate and improve the effectiveness of the framework at delivering Community Wealth Building.

SUPPORT SERVICES

Why is this intervention area important?

Support Services

- Critical to support the needs of CALD migrants and their families
- Employers also need support to meet specific needs of migrants

Housing | Cohesive Policy Advocacy | Regional Social Contract

Distributed Model | Support Services | Local Economic development

- Population growth enables local economic development
- Policy and regional social contract are enablers

Ethical Fields

SUPPORT SERVICES

What are the variables that can make a significant impact?

1 **REQUIREMENTS**

- Ongoing and reliable funding
- Place-based models (services that are anchored to place and context) eg. Local Support Service Centres
- Flexibility to address the broad needs of clients and to adapt to changing environments
- Alignment with existing services to ensure efficiencies

2 **SELF REVENUE GENERATING**

- Enterprise models for support and engagement functions
- Employer co-contributions
- Fee for service from employers
- Employer cooperative

SUPPORT SERVICES

What is a role model or precedent?

HOTEL EMPLOYERS MUTUAL
(https://www.hotelemployersmutual.com.au/)

Opportunity/ Need
Hotels often run on small margins so cost effectiveness is important

Context / Culture
Hotels tend to have a high staff turn-over, employ young people and can often be subject to seasonality. Accident rates are relatively high compared to other industries. Hotels need cost effective insurance and support services to manage human resources such as with respect to training and assessment, policy and procedures, self-audit tools.

Capital
Members pay fees for service - insurance premiums, training fees etc - creating a sustainable revenue stream to support operations. Capital grows in proportion to retained earnings.

Ownership
Owned by its members, being the hotels that use the mutual's services. Note that this ownership structure ensures that operating profits gravitate to the level required to deliver the mutual's long-term financial sustainability, not to maximising profit to shareholders.

SUPPORT SERVICES

What are the key variables for a Wimmera project?

IN THE WIMMERA-MALLEE REGION

Opportunity/ Need
Employers need support to employ migrants with unique needs. Migrants need support to enable employment and community integration. The employer is in a pivotal position.

Context / Culture
Resettlement process a not only between the employer and the employee, but also between the employee and the community. The employer's role becomes more than a typical employer - they act as a mediator between the employee and the community.

There are a very small number of highly committed agencies which deliver the bulk of settlement support services and programs, many of which do so with limited, if any, government funding. There have also been successful programs that demonstrate the effectiveness of these programs. However, funding is typically grant based and non-recurring. There is a need for sustainable funding solutions.

SUPPORT SERVICES

What are the key variables for a Wimmera project?

IN THE WIMMERA-MALLEE REGION

Capital
Develop models that draws on employer and community support. Initial start-up capital could be sourced from government (state or local), regional businesses and philanthropic investors.

Ownership
Use a community wealth building approach that supports local ownership by a range of businesses of different sizes. Training and support services could be charged at a lower rate for members. Profits could be reinvested into growing migrant support workers.

Synergies
Policy alignment and a regional social contract are likely to enhance the likelihood of success of a support services model; both driving the demand and options for building a solution.

SUPPORT SERVICES

What are the potential catalysing actions?

Recommendations

1) **Engage employers in support services**
Engage employers in the region to understand and map the training and other services offerings they need, and would pay for, to enable greater migrant employment.

2) **Build a sustainable business model for employer contributions**
Based on the outcomes of recommendation 1, develop a business model for the provision of these services. Apply community wealth building principles to the model and ownership structure to ensure that the strategy and service provision remain focused on regional needs.

3) **Build a sustainable business model for the gap**
Establish a service requirement list needed for employers, migrant employees and migrant community integration. There is likely to be a gap between the full service requirement and the training that local employers could support in step 2. Look for models that could best manage the gap (e.g. government services, social enterprise approaches) and implement.

LOCAL ECONOMIC DEVELOPMENT

Why is this intervention area important?

Ethical Fields

Local Economic development

- Key leverage point that can influence migration drivers, barriers & opportunities

- Migrant and CALD communities play an important role in the economic and social development of the region

Housing

Cohesive Policy Advocacy

Regional Social Contract

Distributed Model

Support Services

Local Economic development

- Synergies across all of the other intervention areas.

- Builds local economic resilience and security

LOCAL ECONOMIC DEVELOPMENT

What are the variables that can make a significant impact?

1 ECONOMIC EXPANSION

- To sustain and increase employment demand
- Value add, deep diversification and local supply chain strategies
- Inclusive and purpose economies – redefining economic success

2 ALIGNMENT WITH CALD MIGRATION

- Promote the economic benefits of CALD migration
- CALD migration as key decision-making criteria
- Organisational and individual change agents aligned with CALD migration

3 VALUE ADD AND MULTIPLIER STRATEGIES

- Increase flow of investment into the local economy by harnessing and recirculating the wealth that exists
- Diverse return on investment beyond financial return culture
- External co-investment supporting local economic goals

4 LOCALLY LED, OWNED & ANCHORED

- Local ownership and entrepreneurship
- Regional and personal wealth diversification strategies
- Harness the power of local anchor institutions

LOCAL ECONOMIC DEVELOPMENT

What is a role model or precedent?

BANYULE SOCIAL ENTERPRISE & LOCAL INCLUSIVE JOBS STRATEGY (https://shaping.banyule.vic.gov.au/SocialEnterprise)

Opportunity/ Need
In response to pockets of high disadvantage and changing markets, the Banyule Council adopted a place-based model of community and economic development which includes a Social Enterprise Strategy & Inclusive Local Jobs Strategy.

Context / Culture
The Strategy provides a pathway to develop inclusive economic growth and a 'for purpose' economy and business culture in the region. It will strengthen partnerships and align the purpose of the government, private and NFP sectors optimising the regions ability to meet local goals and challenges through economic development.

Capital
Seed capital from Local Government, supported by State Government programs. Medium to long-term capital from local investment and social enterprises.

Ownership
Inclusive local ownership models

LOCAL ECONOMIC DEVELOPMENT

What are the key variables for a Wimmera project?

IN THE WIMMERA-MALLEE REGION

Opportunity/ Need

CALD Migration offers significant economic and social benefits for the Wimmera region. Employment opportunities are available but will need to increase to match goals to increase migration. Capital is required to achieve housing, support services and broader economic, social and environmental goals across the region. Existing and potential local capital is underutilised. A place-based, inclusive and 'for purpose' economic development plan can optimise the delivery of goals and benefits for the Wimmera region, including but not limited to supporting CALD migration.

Context / Culture

There are strong examples of mobilising and mutualising private and community investment into economic and community development for the region including Nhill & Rapunyap. However this approach has been ad-hoc and isolated to date. Adopting this approach as a core foundation for economic development will deliver a win:win:win outcome. Place-based approaches require strengthened local and regional factors that are able to develop local economic assets in ways that amount to more than "tailoring national policies".

LOCAL ECONOMIC DEVELOPMENT

What are the key variables for a Wimmera project?

IN THE WIMMERA-MALLEE REGION

Capital
Potential sources of capital to harness existing local wealth:
- from the region including: large employers, farmer investment, community crowdsource, local government, superannuation
- from external sources including: federal and state partnerships, private partnerships, impact investors

Investors can work towards their long-term financial goals while supporting local businesses they believe in.

Ownership
People build thriving communities when they invest in one another and have a stake (both economic, social and personal). Migrant ownership (in housing, community enterprises etc.) builds empowerment, social cohesion, acceptance and commitment to the region. Open, inclusive and shared economic development can be achieved through regional and personal income diversification strategies and broad based local ownership.

Synergies
Aligning LED with community development goals is critical to achieve housing, support services, regional social contract.

LOCAL ECONOMIC DEVELOPMENT

What are the potential catalysing actions?

Recommendations

1) **Undertake a capital flow analysis**
    Undertake a capital flow analysis to identify procurement and investment capital that could be redirected into the local economy to provide economic expansion opportunities.

2) **Activate and support local and social economic activity in the region**
    Develop a local and social investment program to activate and support local investment in economic expansion, migration, housing, support services and other key policy areas:
    a) Develop educational resources for investors, businesses, migrants and communities to build motivation, capacity and capability to invest and procure locally and socially
    b) Develop a local investment prospectus showcasing opportunities that deliver local and social benefits
    c) Connect local businesses and entrepreneurs with local buyers and supply chain opportunities.

04

EXAMPLE PROGRAM LOGIC

EXAMPLE PROGRAM LOGIC FRAMEWORK

Example program logic framework describing the systematic and integrated program approach, the change process underlying the program and the intended causal links between actions, outcomes and impacts.

A program logic will support strategic and investment planning and decision-making, and enable clear communication with key stakeholders about the intended and beneficial impact of the program.

PROGRAM LOGIC FOCUS AREAS	Housing	Cohesive Policy	Regional Social Contract	Distributed Model	Support Services	Local Economic Development
	Building a community led approach to developing and funding the region's housing stock	Adopting regional policies that align with the regional model and to accelerate migrant and community investment into the region	Catalysing economic and cultural change through comprehensive social development	Developing an example-led toolkit for local implementation of community wealth building projects	Creating place-based and sustainable organisations through community and cooperative ownership	Investing in an economy that optimises local investment, ownership and benefit
PRIORITY ACTIONS	• Engage communities to map specific demand & supply • Undertake pilot project • Leverage capital stack	• Co-design the migration value proposition with key regional stakeholders • Develop a cohesive regional migration policy framework • Establish regional policy alignment	• Engage local employers to scope demand • Co-create agreement with community • Attract catalytic funding and resources	• Place-based delivery toolkit including "success stories" • Develop WDA support model for localisation • Promote and support pilot localisation projects	• Engage employers in support services • Build a sustainable business model for employer contributions • Build a sustainable business model for the gap	• Undertake a capital flow analysis • Activate and support local and social economic activity in the region
KEY OUTCOMES	Stakeholders within the broad housing ecosystem have a greater understanding of on-the-ground housing needs of existing residents, future residents and CALD communities. Investors have a greater understanding of the regional ROI logic and increased capability and capacity to invest in local housing stock. Funding models leverage development equity enabling development of local housing stock. Pilot projects have resulted in successful housing models utilising CWB approaches (including community co-investment & ownership models). Migrant community are accessing equity gap funding models to purchase homes.	Local community, business and government agencies have a greater understanding of the Wimmera-Mallee migration model and value proposition. WDA, local government and other key stakeholders are pursuing a cohesive regional-centric migration policy that fit the needs, goals and strengths of the region Local agencies are focusing efforts on aligned state and federal policies and programs. State and Federal agencies have a greater understanding of the benefits of the Wimmera-Mallee migration model and are integrating this model into policy. The migrant and wider community feel supported and encouraged by the clear, cohesive and region-centric migration policies.	Local government, business and community have a greater understanding of community development goals and the benefits of community wealth building approaches. Local investors, business and community are inspired to participate and invest in community development initiatives. Local government and other key anchor institutions are procuring from locally owned and social enterprises. New and existing migrant families are attracted by the benefit mindset, social culture and investment building across the region. Local capital is in increasingly redirected to regional social enterprises and initiatives.	Local council and communities have access to case studies and resources that can be adapted to fit a localised context. Local leaders and community have increased skills and capability to implement migration solutions in their area including employment, housing, support services etc. WDA staff are playing an enabling role and optimising economies of scale through the distributed model in the delivery of migration strategies and solutions. Inspired by the value proposition, place-based offering and support, local towns establish their own pilot projects to increase migrant settlement. Migrants have a greater number of towns to migrate too, enabling more personal choice and empowerment.	Local government, business and community have a greater understanding of the role and value proposition of support services in the migration and broader development goals. Local government, business, employers and community are collaboratively engaging and investing in support services. Local support service pilots are successfully operating under self-revenue-generating and CWB models. Migrant community has greater access to local support services. State and Federal Government are confident in the viability of the local models and provide match funding that aligns with local context.	Local government, business and community have a greater understanding and enthusiasm for the individual and regional benefits of economic development via migration and community wealth building. Local suppliers and entrepreneurs have increased opportunity to respond to procurement opportunities identified in the leakage analysis. Local business and entrepreneurs are motivated and capable of establishing social enterprises. Start with housing, support services and leakage areas, then expand. Local business, entrepreneurs and investors have greater opportunity to connect. Local government, business, investors and community has increased commercial engagement with locally owned and social type enterprises.
IMPACT	Increased access to development equity Increased development/availability of housing stock Increased rate of home ownership (and reduced time) of existing and new CALD migrants. Increased migrant investment into the region. Increased desire by potential migrants as migrant home ownership rate greater than state average.	Increased self-reliance and resilience across core policy areas including migration. Increased number of successful migrant settlements. Wimmera's migration model is a leading example across Australia.	Increased societal participation and cohesion. Increased financial and social investment in regional development. Culture of ownership and responsibility in the success of local development goals. Enhanced cultural inclusion and for CALD communities. Inclusive and social development culture creates the conditions for the region to become a preferred destination for CALD migrants in Australia.	Increased community buy-in to migration strategies. Increased number of locally-led place-based migration strategies. Improved flexibility and effectiveness of local strategy implementation. Greater diversity in migration strategies and solutions. Greater number of migration destination options for migrant communities. Increased sense of empowerment in migrants.	Increased use of local support services by local employers and community. Financially stable and resilient support services. Increased match funding from State and Federal Government that aligns with regional context. Place-based and fit for purpose support services. Increased number of successful migrant settlements.	Economic expansion in supply chain and value add areas. Increased number of local job opportunities across the region. Increased diversification and resilience in the local economy and individual wealth. Active community participation and ownership of the local economy. Growth in social type enterprises and local benefit from economic activity. Increasing employment, opportunities and average incomes greater than the state average attracts migrants.

Next Steps

1) **Wimmera Settlement Strategic Planning Group Approval**
Seek approval from the Wimmera Settlement Strategic Planning Group to action recommendations with respect to the key interventions areas.

2) **Engage key partners and stakeholders**
Work with key stakeholders and partners to build buy-in and secure commitment, capabilities and resources to implement the recommendations.

3) **WDA coordinate strategy and action plan**
Develop a strategy and action plan with partners to coordinate the implementation of the recommendations.

THANK YOU

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