

# THE FAR WEST CHANGE AGENDA





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CREATED BY  
FAR WEST COMMUNITY PARTNERSHIPS



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Cover Illustration by Tatum Kenna.

Made in the Far West Region of South Australia.

Far West Community Partnerships acknowledge Aboriginal people as the first peoples of our nation and the rightful Traditional Owners.

We recognise the unique cultural heritage, customs, spiritual beliefs and relationship with Country, Language, and Spirit, are of ongoing importance today.

We pay our respects to Elders past, present and emerging Leaders of the future.

# FOREWORD & INTRODUCTION



The Far West Change Agenda is the culmination of work undertaken by Far West Community Partnerships following extensive listening and learning with the community. It is the blueprint for social change in our region, identified and led by our community members and leaders.

Our collective vision for the Far West Region is for our people to be Happy, Healthy and Wealthy. We want people to be empowered to make their own decisions through choice, not chance, and be given the opportunity to shape their own future.

We believe for people to be empowered and accountable, change should be led by the community - this agenda aims to facilitate that change.

The aspirations in the Far West Change Agenda seek to address intergenerational social and economic disadvantage, enabling the cultural recognition and determination of the Aboriginal Communities of the Far West Region: Ceduna, Koonibba, Scotdesco, Yalata and Oak Valley, while working across *whole* of community to uplift us all.

The Far West Change Agenda is for *all* members of our community. It looks through the collective lens of the Far West Region to acknowledge positive change occurs when you bring the whole community along.

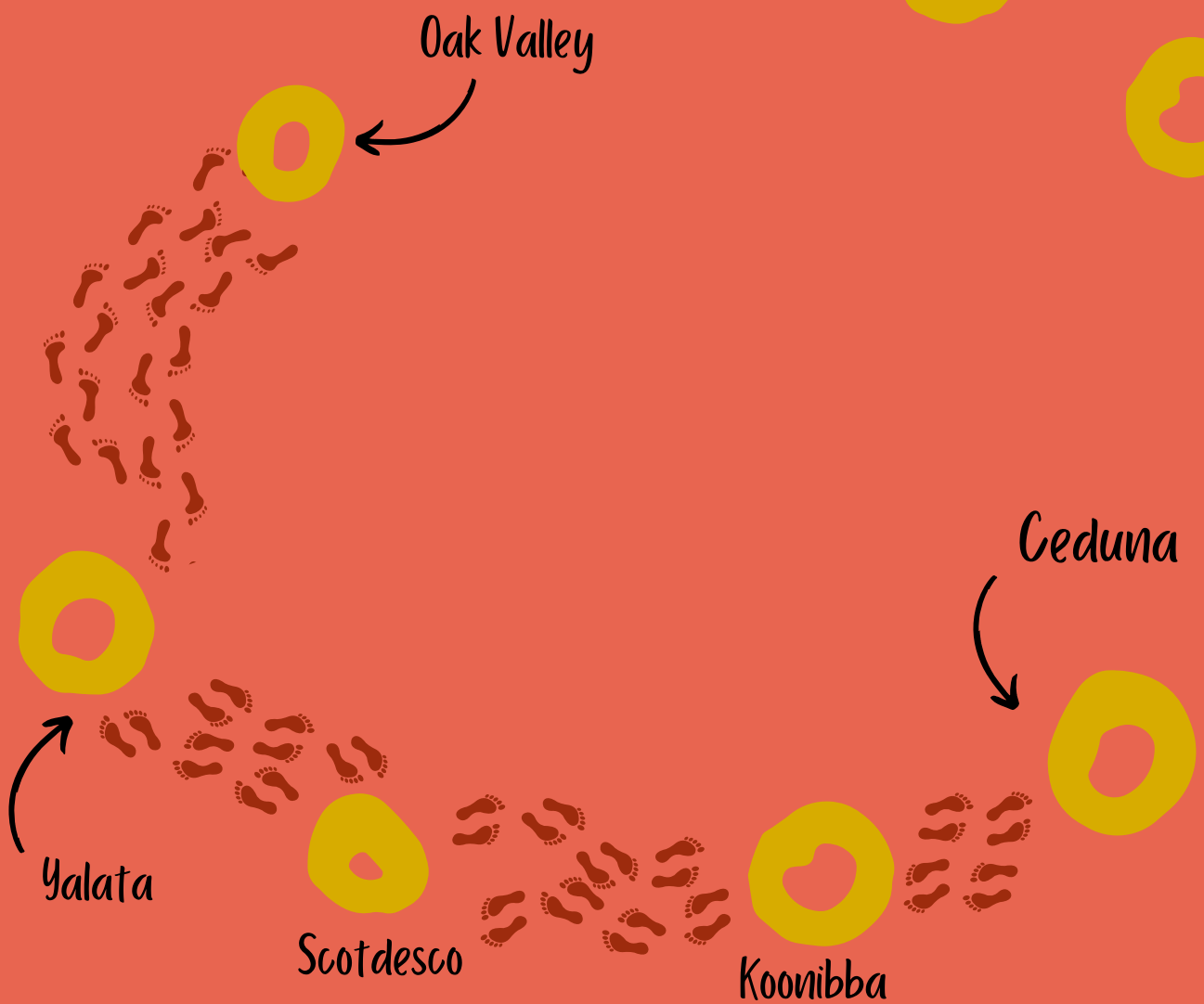
As our community changes, the Far West Change Agenda will change with it - so while we have printed the first version of the Far West Change Agenda in May 2023, it will be adapted over time to reflect the evolution of our region.

# CONTENTS



- 01** Regional Profile
- 02** What is Change?  
The Happy, Healthy,  
Wealthy Approach
- 03** What Does 'Fixed'  
Look Like?
- 04** Social Reinvestment  
and Alignment
- 05** Enacting Change
- 06** Partnership Model

# 01 Regional Profile



# ABOUT OUR REGION

The Far West Region has an Aboriginal population of approximately 1,100 people as of 2021 census and five large Aboriginal communities:

- Oak Valley (Maralinga) (100)
- Yalata (294)
- Scotdesco (80)
- Koonibba (150), and
- Ceduna (500)

We have over 2,000kms of coastline, a growing Aboriginal population, and a diversity of industries comprising agriculture, manufacturing, fishing, aquaculture and tourism, and fast emerging mining and renewable energy sectors.

The combination of a large geographical area, small population, industrial diversity, and a pristine coastal and land environment presents a range of challenges for the region's sustainable development.

There are numerous competing economic, community and environmental needs that are affected by economies of scale.

Working toward a sustainable future is challenged by the distance from metropolitan Adelaide, and the limited capacity of transport and utility infrastructure, which constrains development and prevents many opportunities from being realised.



**According  
to the 2021  
ABS Census**

**4,334 people live in  
the Far West Region,  
of which 1,432 (33%)  
identify as  
Aboriginal.**

70% of Indigenous 20-24-year-olds completed Year 12 schooling or equivalent compared to 85% of the non-Indigenous population.

**52% of the Indigenous  
workforce age  
population are  
employed full-time  
compared to 61% of  
the non-Indigenous  
population.**



# SUPPORTING CHANGE

The Far West Region has many government initiatives underway. The three which underpin the work of Far West Community Partnerships and the Far West Change Agenda are:

## 1 Empowered Communities

Funded by the Commonwealth National Indigenous Australians Agency (NIAA), this involves Indigenous communities and governments working together to set priorities, improve services and apply funding effectively at a regional level. Most importantly, it aims to increase Indigenous ownership and give Indigenous people a greater say in decisions that affect them.



## 2 Stronger Places, Stronger People

Funded by the Commonwealth Department of Social Services (DSS), this involves collaboration between the whole community, all levels of government, service providers, business, philanthropy and others to deliver on a locally designed plan of action.



Australian Government

Department of Social Services

## 3 Ceduna Service Collaboration

Funded by the South Australian Government, this is a multi-sector collaboration (government, non-government and community) that aims to improve safety and wellbeing outcomes for vulnerable Aboriginal people in and around Ceduna through the delivery of effective and integrated services and a human services system that is community-centred, locally driven, coordinated, responsive, proactive and culturally safe.

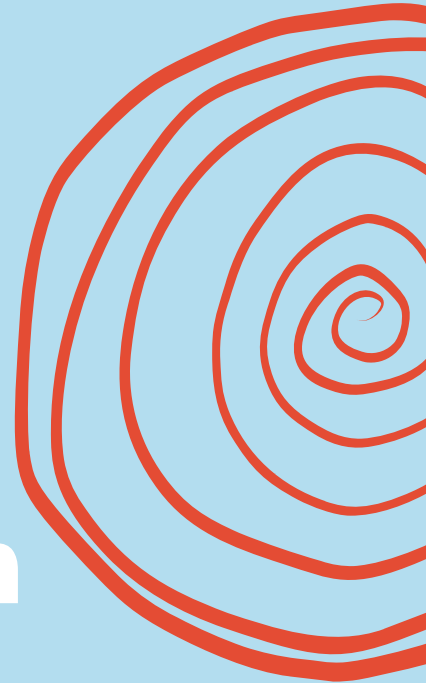


Government of South Australia

Department of Human Services

**The Far West Region is currently the only place where Empowered Communities and Stronger Places, Stronger People are both present. Far West Community Partnerships combines all three initiatives to facilitate a partnership between our communities in which the communities work together to identify priorities for the entire region.**

# 02 What is Change? The Happy, Healthy, Wealthy Approach



**The approach is simple: people want to be happy, healthy and wealthy.**

**For so long we have talked in deficit terms of vulnerability, sickness, and poverty, where we continually describe what are seen as the issues, the problems - what's not working.**

**Over time the deficit approach becomes ingrained in our thinking and in our planning, and communities begin to describe themselves in those same terms.**

# HAPPY, HEALTHY, WEALTHY

Happy, Healthy and Wealthy as a concept came out of initial consultations with the FWCP Board of Directors. The group were asked to describe what change would look like within their communities. What followed was a series of workshops and engagement that described what 'change' would look like within each community.

Understanding that everyone has a role and responsibility within the Far West Change Agenda, we don't want to produce a prescriptive list of 'everything will be better when...'. Recognising the role that we all play; it is important that we consider what enacting change looks like for the individuals and communities affected.

When we look at our data as a whole, it is clear that individuals and communities want change. However, 'change' as a concept looks different for everyone. **The aspirations detailed in this Change Agenda reflect the key themes that emerged from the initial consultations, and form the basis of Happy, Healthy and Wealthy.**

For too long we have spoken about change in the context of needing to move away from a negative set of circumstances.

In many instances, we look for problems, and then make investments in an attempt to 'solve' them.

**"For too long we have spoken about change in the context of needing to move away from a negative set of circumstances."**

The rationale for doing things differently follows similar principles of 'Justice Reinvestment', where energy and resources are invested in supporting people to stay out of the criminal justice system. Coining the term 'Social Reinvestment and Alignment', we are attempting to do the same; where we reinvest energy and resources into supporting the happiness, the health and wealth of our communities. In doing this, we invest in the strengths of individuals and communities, and ensure resources are allocated to areas that communities identify as being important to them.

The Happy, Healthy and Wealthy aspirations are designed to encourage individuals and communities to make decisions about what is important to them in a way that makes sense. It is a deliberate shift in how we describe our aspirations for change.

# HAPPY, HEALTHY, WEALTHY

The Theory of Change underpinning the Reinvestment and Alignment strategy is:



People must first feel joy – joy in their daily lives and joy in their interactions with others. Once a person experiences joy, they can begin to hope – hope that change is possible. Hope then fosters a sense of the future – a future that people can see themselves a part of; a future that people want to nurture and protect, and deliberately take action towards Joy → Hope → Future.

The framework underpinning the Far West Change Agenda provides us with a foundation in which we can talk to communities about the things that make them happy, healthy and wealthy, and rationalise 'voice' and 'learnings' against a set of relative and real indicators.

It reframes the conversation from talking about the 'issues' and 'problems' and provides an opportunity for individuals and communities to consider and highlight their own strengths and aspirations.

The conditions for change listed in this Change Agenda prompt individuals to consider their own happiness, health and wealth, and how they can be (or are) supported to achieve this.

The premise is that change belongs to everyone, and we all have a role to play.

Ongoing listening and learning will explore these conditions for change more broadly, where we can begin to reinvest and align to match regional development priorities that make sense to all investors: government, community and stakeholders.


Alignment can occur across a range of domains, including:

- Reallocation of new and existing funding.
- Design and provision of support services.
- Community plans and strategies, and
- Influencing government priorities, policy and investment.

When describing change, we often jump to the outcome – the product of change. So often this results in the delivery of a service or product that externalises the roles and responsibilities of individuals and communities.

This agenda recognises that change is a continuum and, rather than describing the product of change, it focusses on creating the ideal conditions for change. The agenda also recognises the importance of ownership and responsibility for those seeking a better future. It places responsibility in the center, where we are all accountable for achieving the Happy, Healthy and Wealthy aspirations.

# 03 What Does "Fixed" Look Like?



**When faced with a problem our instinct is to search for a solution. When we start looking to 'solve' a problem we are seeking possible solutions, and when we find one that suits, we describe the problem as 'solved.' We could describe the difference between the original problem and the solution as the 'change' that has occurred.**

**Something is different – the problem is fixed. This concept of change fits neatly within the context of problem vs solution, however, it becomes less clear when there is no singular problem with no singular solution. This is particularly the case when we describe social change.**

# WHAT DOES "FIXED" LOOK LIKE?

The aspirations detailed in this Change Agenda recognise that in many instances there is no 'fixed.' There is no singular intervention required to 'solve' the challenges that people face. Rather, this document describes the ideal conditions that provide space, time and opportunity for individuals and communities to think about change within their own context. The Far West Change Agenda is less interested in describing what fixed looks like, but rather focusses on what we can do to get there.

**"The Far West Change Agenda is less interested in describing what "fixed" looks like, but rather focusses on what we can do to get there."**

The risk when we focus our energy on 'fixed' is we develop a disproportionate view on reality. We apply our own lens and rationale to the lives and lived experiences of others. Termed 'white picket fence reality', the trap is that we begin to describe a utopian existence that no one actually wants and no one has the ability to achieve.

When we don't realise our utopian dream, we see this as failure - we have not 'fixed' the problem. We expect our communities to work towards a goal that neither we, nor they, can describe or articulate - and then wonder why we continue to fall short of achieving it.

The Change Agenda removes the notion that 'everything will be better when...' It breaks down the idea of change into bite-size portions that allows individuals and community to recognise what changes are required in their own lives - and what support they may need to achieve this. As individuals and communities move through their own process of change, they begin to see themselves and their future differently. Sustainable, long-term change is individually driven and led, and the Happy, Healthy and Wealthy aspirations describe how we all have a role and responsibility in supporting people to achieve this.

When we start to look at change through the lens of Happy, Healthy and Wealthy, we remove the 'fixed' mentality, and we change the conversation to allow people to reflect on their own lives, values, beliefs and experiences. It places people - their wants, needs and aspirations - in the center of their own development and provides opportunities for communities to make decisions that are important to them.

**Change is: Happy, Healthy and Wealthy and it looks different for everyone, but is anchored in the reality of where it sits.**

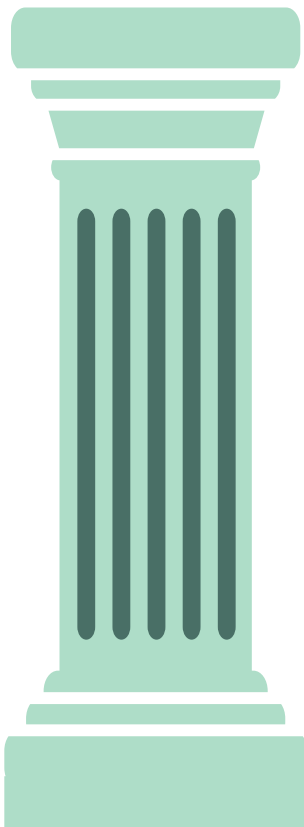
# CONDITIONS FOR CHANGE

The Far West Change Agenda recognises the importance of creating ideal conditions for change where people feel safe and supported to explore and identify what is important to them.

The conditions for change form the basis of the Far West Change Agenda and collectively contribute to the happiness, health and wealth of our communities.

Purposely vague, these conditions do not prescribe 'fixed' but rather promote the different ways to experience happiness, health and wealth.

These conditions for change frame the conversation we have with individuals and communities in developing the strategies that underpin this agenda.



## PILLARS OF CHANGE

- Investment contributes to a hand up, not a handout.
- Aligning investment to community need.
- Making decisions through choice, not chance.
- Genuine and sustainable change - impact.
- Accountability at all levels.
- Working in a community-led context.

HAPPY

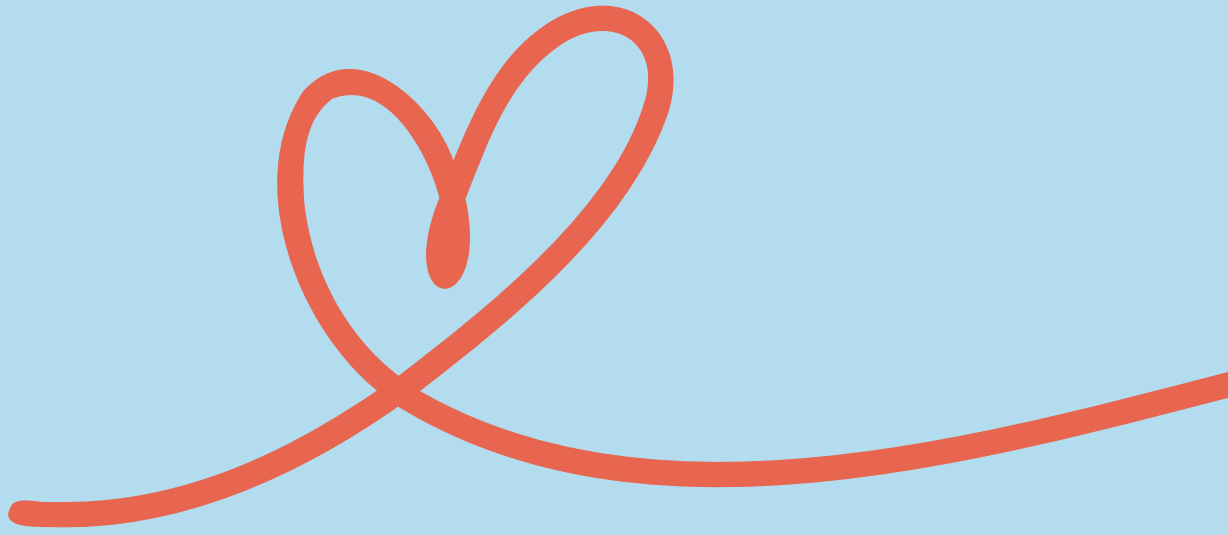




# WE ARE HAPPY WHEN...

- We make decisions through choice, not chance → **We are in control.**
- We are connected to the things that are important to us → **We are connected.**
- We participate and contribute within our community → **We participate and contribute.**
- We get the help we need → **We are supported.**
- We are safe to embrace and share our identity → **We show our identity.**
- We see ourselves as part of the future → **We are represented.**
- We have access to and are connected to country → **We are connected to country.**





HEALTHY

# WE ARE HEALTHY WHEN...

- Our mind and body are strong → **Physical health and wellbeing.**
- We build and look after our connection to people and place → **Relationships.**
- We have a safe space to make our home → **Housing.**
- We use resources to invest in our future → **Growth and development.**
- We stand by the things we say and do → **Accountability.**



**WEALTHY**



# WE ARE WEALTHY WHEN...

- The things that make us unique are celebrated → **Culture.**
- We come together to share → **Community.**
- We take care of the people that are connected to us → **Family.**
- We learn the skills we need for our future → **Education.**
- We are able to economically participate → **Employment.**
- We can access the things we need to thrive → **Resources and Infrastructure.**
- We can tell our own stories our way → **Knowledge and Information.**



The background is a solid, vibrant red. It is decorated with white, hand-drawn style line art. These lines are fluid and organic, forming various shapes such as loops, swirls, and wavy patterns. Some lines are thicker than others, creating a sense of depth and movement. The overall aesthetic is modern and artistic.

# INDICATORS FOR CHANGE

# NATIONAL INDICATORS FOR HAPPY OUTCOMES

OUTCOMES	CANDIDATE INDICATORS
<b>ALL CHILDREN ARE SAFE AND LOVED</b>	<p><b>POSITIVE, SUPPORTIVE FAMILY ENVIRONMENTS</b></p> <ul style="list-style-type: none"><li>• Increase in the number and proportion of families “doing well” in last 12 months, from:<ul style="list-style-type: none"><li>◦ Proportion of households free from domestic violence (number of households in a community minus households reported as experiencing domestic violence).</li><li>◦ Proportion of households in which parents of children 0-17yrs are without mental health morbidities.</li><li>◦ Proportion of households in which parents of dependent children 0-17yrs are free from substance abuse.</li></ul></li></ul> <p><b>POSITIVE PARENTING PRACTICES</b></p> <ul style="list-style-type: none"><li>• Increase in number and proportion of parents/caregivers feeling confident in their parenting/caregiving role.</li></ul> <p><b>CHILDREN/YOUTH ARE NOT IN CARE</b></p> <ul style="list-style-type: none"><li>• Decrease in number and proportion of children 0-17yrs in care.</li><li>• Decrease in number and proportion of children subject to a child protection substantiation.</li></ul> <p><b>YOUTH ARE NOT IN DETENTION</b></p> <ul style="list-style-type: none"><li>• Decrease in the number and proportion of youth aged 10-17yrs in detention.</li><li>• Increase in number and proportion of youth aged 10-24yrs free from police charges.</li><li>• Decrease in number and proportion of youth 10-24yrs reoffending.</li></ul>
<b>ALL CHILDREN AND YOUTH ARE PARTICIPATING</b>	<p><b>YOUTH ENGAGE IN ORGANISED ACTIVITIES</b></p> <ul style="list-style-type: none"><li>• Increase in number and proportion of youth (13-24yrs) who participate in sport, cultural or art-based activities.</li></ul> <p><b>YOUTH HAVE A VOICE IN THEIR COMMUNITY AND ABOUT THEIR FUTURE</b></p> <ul style="list-style-type: none"><li>• Increase in number and proportion of youth (13-24yrs) who feel they have sufficient voice in their community.</li></ul>
<b>COMMUNITIES ARE SAFE AND INCLUSIVE</b>	<p><b>RESIDENTS FEEL SAFE, PROUD, AND CONNECTED TO THEIR COMMUNITY</b></p> <ul style="list-style-type: none"><li>• Increase in number and proportion of residents feelings safe.</li><li>• Increase in number and proportion of people proud in their community.</li><li>• Increase in participation in sporting, cultural, religious, or other community events.</li></ul>

# NATIONAL INDICATORS FOR HEALTHY OUTCOMES

OUTCOMES	CANDIDATE INDICATORS
ALL CHILDREN AND YOUTH ARE HEALTHY	<p><b>HEALTHY BIRTHS</b></p> <ul style="list-style-type: none"><li>• Increase in number and percentage of babies born with healthy weight (&gt;2500g).</li></ul> <p><b>HEALTHY TODDLERS</b></p> <ul style="list-style-type: none"><li>• Increase in percentage of children who have completed their 24 month vaccinations.</li></ul> <p><b>HEALTHY AT PRIMARY SCHOOL</b></p> <ul style="list-style-type: none"><li>• Increase in number and proportion of children in first year of school who are physically, developmentally on track.</li></ul> <p><b>HEALTHY YOUTH</b></p> <ul style="list-style-type: none"><li>• Increase in proportion of youth (13-24yrs) not using illegal substances (number and proportion of youth in community 13-24yrs using illegal substances).</li></ul>
ALL CHILDREN AND YOUTH HAVE MATERIAL BASICS	<p><b>FAMILIES HAVE SECURE HOUSING</b></p> <ul style="list-style-type: none"><li>• Increase in number and proportion of children 0-14yrs in stable accommodation (number and proportion of children 0-14yrs in a community minus number and proportion of children 0-14yrs who are experiencing homelessness or short-term or emergency private or public accommodation).</li></ul>
ALL CHILDREN AND YOUTH HAVE A POSITIVE SENSE OF IDENTITY AND CULTURE	<p><b>YOUNG PEOPLE HAVE CONNECTION TO CULTURE AND HOPE FOR THE FUTURE</b></p> <ul style="list-style-type: none"><li>• Far West Region to determine these indicators to align with community values and norms (target: increase in 13-24yrs).</li></ul> <p><b>YOUNG PEOPLE FEEL SOCIAL CONNECTEDNESS, BELONGING, SAFETY, AND TOLERANCE IN THEIR COMMUNITY</b></p> <ul style="list-style-type: none"><li>• Far West Region to determine these indicators to align with community values and norms (target: increase in 13-24yrs).</li></ul>



# NATIONAL INDICATORS FOR WEALTHY OUTCOMES

OUTCOMES	CANDIDATE INDICATORS
ALL CHILDREN AND YOUTH HAVE MATERIAL BASICS	<p><b>PARENTS ARE EMPLOYED</b></p> <ul style="list-style-type: none"><li>• Increase in number and proportion of children/youth 0-17yrs with at least one parent in full-time employment.</li><li>• Decrease in number and proportion of single parents under 25yrs receiving welfare assistance.</li></ul>
ALL CHILDREN AND YOUTH ARE LEARNING	<p><b>READINESS FOR SCHOOL</b></p> <ul style="list-style-type: none"><li>• Increase in number and proportion of children 0-5yrs attending high quality education and care.</li></ul> <p><b>PARENTAL ENGAGEMENT IN CHILDREN'S LEARNING</b></p> <ul style="list-style-type: none"><li>• Increase in number and proportion of children in their first year of school whose caregivers are actively engaged with the school in supporting their child's learning.</li></ul> <p><b>ATTENDANCE AND COMPLETION RATES</b></p> <ul style="list-style-type: none"><li>• Increase in number and proportion of children attending primary school 90% or more of the time.</li><li>• Increase in number and proportion of children attending high school 90% or more of the time.</li><li>• Increase in number and proportion of youth who gain year 12 attainment or VET equivalent.</li></ul>
COMMUNITIES ARE PROSPEROUS	<p><b>OPPORTUNITIES TO PARTICIPATE IN PAID AND UNPAID WORK ARE AVAILABLE IN THE COMMUNITY</b></p> <ul style="list-style-type: none"><li>• Decrease in unemployment by:<ul style="list-style-type: none"><li>◦ age (e.g., 15-24yrs; 25-40yrs; 41-55yrs)</li><li>◦ gender, and</li><li>◦ ability.</li></ul></li><li>• Decrease in rate of long-term (over 52 consecutive weeks) unemployment.</li><li>• Increase in number of people doing volunteer work.</li></ul>

# 04 Social Reinvestment and Alignment



**Social Reinvestment and Alignment refers to the deliberate shift in how we think about and allocate resources and leverage investments into the region. The key principle underpinning this approach is 'if we continue to invest in problems, then we are always going to get them.' Our reinvestment strategy shifts funding from problems into solutions.**

# SOCIAL REINVESTMENT AND ALIGNMENT

Individuals, communities and our partners play a key role in the development of a Reinvestment and Alignment strategy, where responsibility, accountability and decision making are placed as close to the people affected as possible. The restorative approach underpins this strategy, where individuals and communities are charged with creating their own ideal conditions for change.

This approach redefines the traditional role of governments and funders, where we move from top-down decision making, to genuine partnerships with communities, enacting shared investment. This shift in power challenges traditional thinking and also requires an understanding of the historical contexts of power and privilege. The Happy, Healthy and Wealthy aspirations purposely describe the conditions of change, as opposed to the product of change, to reflect the fact that communities first must understand their role and responsibilities before taking deliberate steps towards community-led change.



We understand individuals and communities are not going to get it right 100% of the time. Through understanding our roles and responsibilities we can collectively acknowledge when things aren't working as well as they could be, and we all agree to reflect and make changes as required.

Through genuine partnerships, we move past 'blame' and into a shared decision making and accountability space. Mistakes should be considered as learning opportunities, not as a reason to remove investment and decision-making authority.

The Social Reinvestment and Alignment strategy couples community voice with data to make informed decisions about what is happening within community. Once we overlay community experience with data, we then have a true understanding of what is happening with our communities, using a collective lens to provide context, insights and understanding of impact.



**'There are a number of tools that will support the facilitation of the Social Reinvestment and Alignment strategy:**

## 1. DECISION MAKING FOR REINVESTMENT AND ALIGNMENT

## 2. COMMUNITY RESPONSIBILITY AND ACCOUNTABILITY MODEL



## 3. DATA COLLECTION AND SOVEREIGNTY

## 4. COMMUNITY ENGAGEMENT AND RESEARCH

## 5. CEDUNA SERVICE COLLABORATION - PARTNERSHIP APPROACH



## 6. STRATEGIC PARTNERSHIPS

## 7. PRIORITY DEVELOPMENT AREAS



# DECISION MAKING FOR SOCIAL REINVESTMENT AND ALIGNMENT

The reality of government funding arrangements into regions is that investments are identified through a top-down approach, which does not always reflect the needs of the community or demonstrate best impact on the ground. There is a growing movement towards an empowerment-based approach where communities partake in evidence-based decision making; balancing need versus want, individual experience and impact, versus subject matter expertise.

The Far West Decision Making for Social Reinvestment and Alignment model is informed by an understanding of the broader context. The inclusion of this allows for a helicopter view of systems and services, adding value and additional dimensions to a decision-making framework.

We bring strong principals of Indigenous-led governance and reform together with the principles of collective impact and grassroots community-led strategic development. In doing so, we can amplify the benefits across our region to achieve the goal of social reinvestment and alignment.

The Far West Region identifies the importance of ensuring communities have a voice and input into funding decisions which will have an impact on them.



To support reinvestment and alignment, the government (and other funders) are required to devolve part of its decision-making power to community and assist/empower communities to fulfil their own identified goals.

Decision making should not be limited to funding coming in and out of the region, it should include co-design on policy, indicators, methodologies being applied to our region, impact design and evaluation, consultation and service design.

**"The Far West Region identifies the importance of ensuring communities have a voice and input into funding decisions which will have an impact on them."**

# COMMUNITY RESPONSIBILITY AND ACCOUNTABILITY

Change sits with everyone, and for change to occur, individuals, communities and government need to enact their own responsibilities to take deliberate steps towards this. One of the first steps to do this is to accept responsibility and be accountable for our actions.

Making decisions as close to the people affected as possible is the position championed through using a restorative approach. The approach seeks to ensure accountability and responsibility sit side-by-side with affected individuals and communities.

Applying this principle to the Change Agenda, we need to ensure that we create and support processes that assist in making everyone accountable for their role and actions. So often things happen 'to' and not 'with' which externalises and removes accountability from individuals and communities.

Through this change process, deliberate steps will be undertaken to ensure that accountability and responsibility sit at the heart of decision-making.

Formal processes and systems will be implemented that promote and support individuals and communities to enact their roles and responsibilities within change, whilst ensuring there is accountability for everything we do.



**"Through this change process, deliberate steps will be undertaken to ensure that accountability and responsibility sit at the heart of decision making."**

# DATA COLLECTION AND SOVEREIGNTY

Common experiences in regional communities, and especially prevalent in Indigenous Communities, is the general lack of validated and recognised data, including investment data. There are challenges relating to measurement, collection, access and relevance to impact felt on the ground. For too long our region has been talked about, not with or to. We are told what our problems are, referencing data we don't have access to. When we provide our own data and experiences we are too often told that this is not grade-'A' data and can't be used for anything except anecdotal information.

Data is hugely important to identify issues, validate stories and measure change. More important is the concept of Indigenous data sovereignty: the right of our own people to govern the collection, ownership and application of our own data. The remoteness of the Far West Region is both a difficulty and a blessing from a data perspective. Small populations over a large area make it difficult for governments to report at a local level, but it creates a richness in local understanding of issues and data accuracy.

Data is about telling stories: stories captivate, data validates.



Local and government data can be overlaid and analysed to identify or make inferences about stories or problems across data sets as well as identify gaps. From there, we focus on the top questions the community wants answered and this is where efforts should be concentrated on collecting data, information, identifying gaps and prioritising funding.

The collection of data against our change indicators provides evidence of long-term system change. Community-led indicators developed in line with regional strategies are used to create grassroots evidence of change locally.

**"Data is about telling stories: stories captivate, data validates."**

# THE CHANGE MATRIX

## WHO IS IMPACTED BY REINVESTMENT AND ALIGNMENT



### Policy & Governance

- Policy reflects needs and community contexts.
- Participation in priority development area working groups.
- Community Governance Group informs policy considerations.
- Consultation is ongoing and accessible.



### Services & Agencies

- Access to the supports identified as being important.
- Access to support when required.
- Supported to take responsibility in seeking support.
- Outreach services support people within their own contexts.
- Service collaborations allow for multiple points of engagement across different services/agencies.
- Healing and wellbeing supported through the provision of appropriate services.



### Individuals & Communities

- Provides the ideal conditions to enact change.
- Access to safe places to identify individual priorities.
- Supported to understand their role within the Far West Change Agenda.
- Supported to take responsibility for the change that is required.
- Identify what healing is required to positively progress.

## WHAT REINVESTMENT



### Individuals & Communities



# AND ALIGNMENT INPUT LOOKS LIKE



## Services & Agencies

- Input the design, delivery and provision of support services.
- Service investment realigned to support Happy, Healthy and Wealthy aspirations.
- Joint Decision Making for funding decisions.
- Deliberate attempt to break welfare dependency.
- Multiple entry points for service support.
- Support provided in a way that reflects user needs.



## Policy & Governance

- Policy is designed based on community needs/aspirations.
- Governance structures include community voice.
- Decisions are made as close to the people affected as possible.
- Supported to participate in consultation and governance.
- Investment aligns with community priorities.

- Commitment to support the Far West Change Agenda through formal partnership agreements.
- Participation in Ceduna Service Collaboration.
- Willingness to consider doing things differently.
- Opportunities for service partnerships and collaborations.
- Working within a restorative framework.
- Participation in priority development area working groups.
- Far West Region induction to describe expectations of working within the region.
- Program development to support the attraction and retention of quality staff.

- Funding agreements reflect Happy, Healthy and Wealthy aspirations.
- Service data included in decision making.
- Flexibility within funding agreements to respond to community-identified needs.
- Formal partnerships with Far West Community Partnerships.
- Supported with the resources required to be effective in their role.
- Realignment and reinvestment to avoid duplication, inefficiency of underutilised resources.

- Commitment to funding and resources for identified community priorities/services.
- Willingness to co-design and support Reinvestment and Alignment strategies.
- Two-way partnerships between services/agencies.
- Removal of barriers/blockages that hinder Reinvestment and Alignment.
- Commitment to Ceduna Service Collaboration.

- Development of a community responsibility governance structure.
- Empowerment models (Stronger Places, Stronger People/Empowered Communities) are adequately resourced and supported.
- Community controlled organisations are well resourced.
- Genuine partnerships with community governance structures/organisations.
- Development of professional resources to support education and training in working with Aboriginal contexts.
- Commitment to power sharing.

# 05 Enacting Change



**The Happy, Healthy and Wealthy aspirations detail the conditions required for individuals and communities to enact meaningful change that is important to them. We purposely avoid describing what 'fixed' looks like - as this implies that there is a singular 'problem' that can be 'solved,' and as we know, there is often no singular definition or concept of fixed.**

# ENACTING CHANGE

## So, how does Social Reinvestment and Alignment work?

The first thing we need to do is understand what makes individuals feel happy, healthy and wealthy. Understanding individual concepts of happiness, health and wealth will provide base-line data on what strengths currently sit with individuals and communities. Instead of asking people to describe their issues and problems, the conversation deliberately shifts the focus into a strengths-based perspective. Whilst this is the first thing we do, it is not the last time we do it – this is an ongoing conversation with individuals and communities. To do this we will implement a collective impact model of collaborative engagement whereby we value the voice of all within our region.

### Engagement:

Community engagement is an integral part of our organisation. It brings validity and direction to our thought processes and allows for raw feedback and stories from people on the ground with lived experiences. While we depend heavily on our relationship with our community and Community Engagement Panels to inform the agenda of each of the communities, it is our engagement with the region and individual community members that confirms we are on the right track and the agendas are aligned.

Engagement not only builds the relationships and trust between Far West Community Partnerships and the communities, it also allows us to collect data and track trends that will inform our

strategies for engagement with service providers and funding bodies. It helps us to identify if there is a misalignment between funding versus what the community wants – **to give the community ownership and influence over our agenda.**

### Implementation Approach:

A clear, supportive and inclusive collaborative engagement strategy is integral to ensuring we are considering the areas important to community as well as adapting to the needs of the communities individually and regionally. Understanding individual community rhythms and establishing regional rhythm is paramount to this.

Our collaborative engagement strategy is informed by the following *Far West Principals of Collaborative Engagement*:

- Our work is informed by the community: facilitating genuine conversations and stories, leaving bias and ego at the door.
- Promoting altruism: our work is not about what's best for us, it's about what's best for the community.
- It's okay not to know the answer – we will commit to walking with others on the journey.
- Promoting stories of strength to show what we have already achieved.
- Participation in community understanding from experience, not opinions.
- Doing things differently – valuing how things need to be done, not how they've always been done.

# ENACTING CHANGE

With a baseline understanding of what makes people feel *Happy, Healthy and Wealthy*, we can begin to group commonalities within the data and introduce a relationship to our high-level change indicators. Understanding key ideas and themes within the data builds a foundation for the development of our **five key priority development areas** and the strategies that underpin them.

Bringing like-minded individuals and collectives together to develop and implement the strategies that underpin the key priority areas is key to enacting change. Groups include representation from community, services, academia, government, subject matter experts and other interested parties, and are charged with influencing the design for reinvestment and alignment strategies that promote Happy, Healthy and Wealthy conditions for change.

## Where does change sit?

Change sits with everyone, and we all have a role to play. As reinvestment and alignment strategies emerge, underpinned through an ever-increasing body of evidence, we support change to occur where it is required. It is critical at this point that a mature and managed partnership model is in place to allow a flexible structure for activated partnerships, ensuring each role is complimentary to the other. The Change Matrix in the 'Reinvestment and Alignment' section of this document describes what change looks like at different levels: Individuals and Community, Services and Agencies, and Policy and Governance. The matrix describes the relationships between the different layers of change and articulates the role we all have in supporting our community to be Happy, Healthy and Wealthy.

## KEY PRIORITY AREAS

Five key areas of development have emerged in the Far West through the data collected. These priority areas frame our Happy, Healthy and Wealthy conversations, and provide guides as to where Social Reinvestment and Alignment needs to occur. Key development priorities will continue to evolve as we move through the process of change.



Education & Capacity



Health & Wellbeing



Economic Development & Employment



Housing & Infrastructure

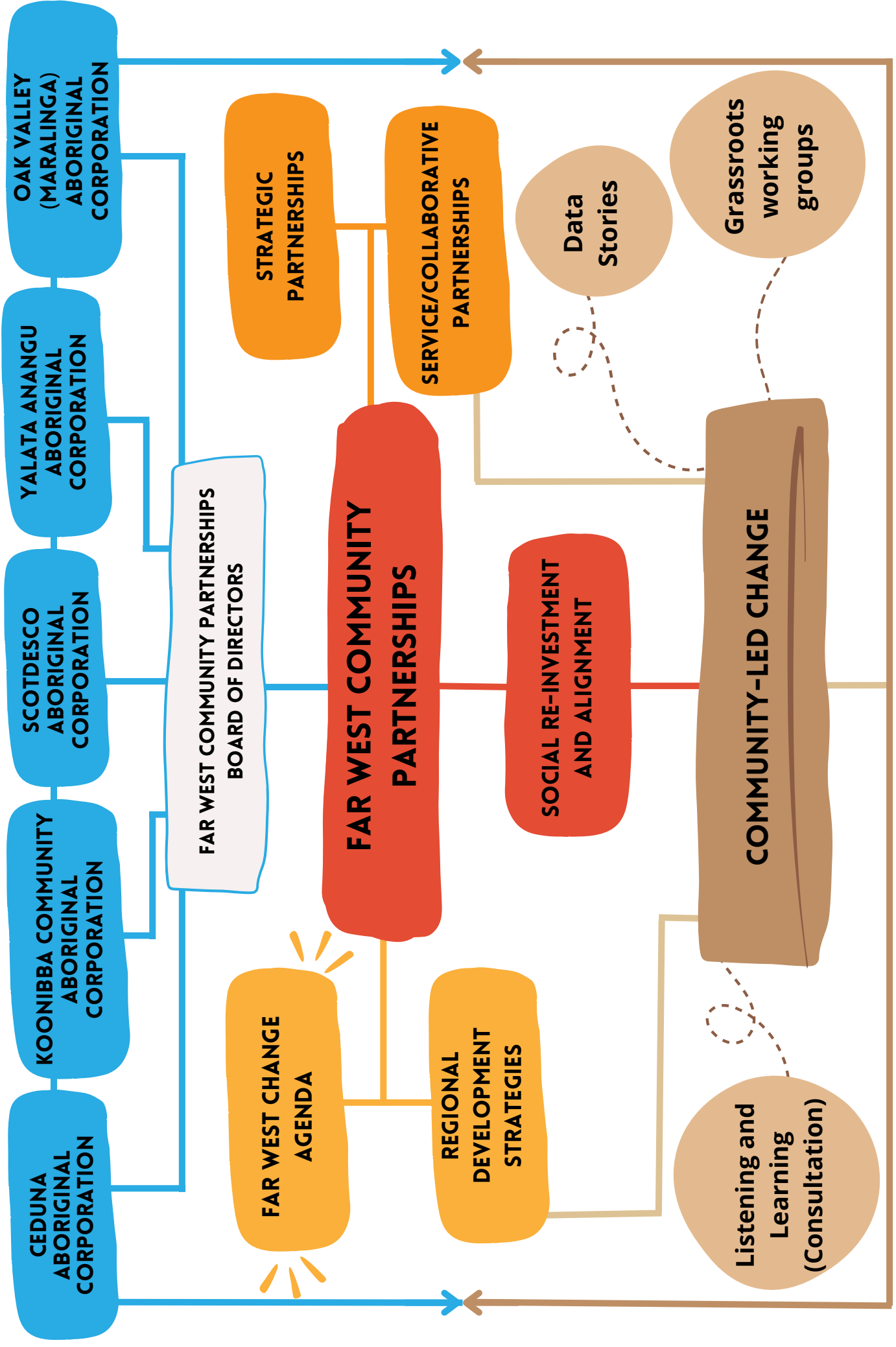


Community Accountability

# 06 Partnership Model



**Effective and sustainable partnership models that are community-led need to ensure that they are designed with Community as the key stakeholder and Community as the intended primary beneficiary of any partnership. It is critical that partnership models are enacted in a community-led context.**



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**FAR WEST CHANGE  
AGENDA**

**REGIONAL  
DEVELOPMENT  
STRATEGIES**

**SOCIAL RE-INVESTMENT  
AND ALIGNMENT**

**STRATEGIC  
PARTNERSHIPS**

**SERVICE/COLLABORATIVE  
PARTNERSHIPS**

**Listening and  
Learning  
(Consultation)**

**Data  
Stories**

**Grassroots  
working  
groups**

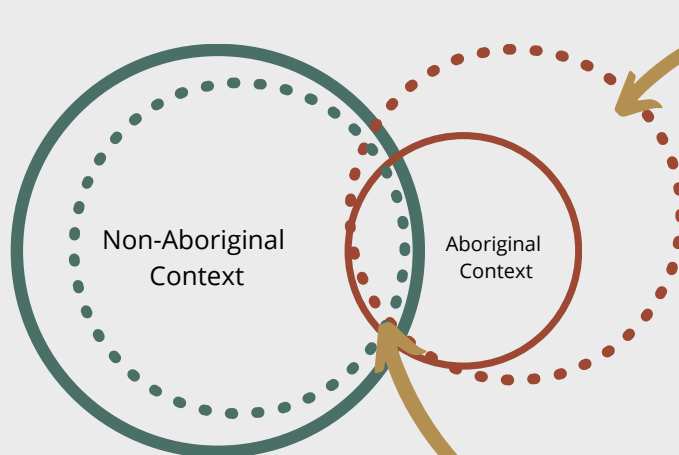
**COMMUNITY-LED CHANGE**

# PARTNERSHIP MODEL

Community-led impact work is to understand the different contexts that the partnerships work within and how to action our individual roles and responsibilities through the partnership model to deliver a shared Far West Change Agenda.

The Far West Region understands that work occurs in the context of our Aboriginal community, the non-Aboriginal community, and a neutral space where these two contexts come together. Included in both contexts are the areas of partnership and where activities occur. Common assumptions are that both contexts share equal power and capacity. The reality, perceived or otherwise, is that the historically dominant context influences the shared space.

## Creating Community Led Context



**The role of FWCP is to work with both circles to make the shared space work.**

The first step is to achieve functionality where both circles are the same size.

**Common assumptions are that both contexts at the table share equal power and capacity.**

**The reality, perceived or otherwise, is that a historically dominant context influences the shared space.**

The second step is to create a space where both contexts can work together to achieve shared aspirations.

By doing so, we acknowledge that the non-Aboriginal context will reduce in size to match the Aboriginal context.

The reinvestment is to make the smaller circle bigger and the bigger circle smaller until they are the same size. The Far West Change Agenda exists in all spaces with fluidity to create the space and conditions for change to occur where it needs to.

**TO FIND OUT MORE ABOUT THE FAR  
WEST CHANGE AGENDA VISIT THE FAR  
WEST COMMUNITY PARTNERSHIPS  
WEBSITE.**

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*Far West Community Partnerships acknowledge Aboriginal people as the first peoples of our nation and the rightful Traditional Owners.*

*We recognise the unique cultural heritage, customs, spiritual beliefs and relationship with Country, Language, and Spirit, are of ongoing importance today.*

*We pay our respects to Elders past, present and emerging leaders of the future.*