



**Ethical
Fields**

**WDA Migration
Strategy Review**
December 2020

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01

COMMUNITY WEALTH BUILDING



COMMUNITY WEALTH BUILDING



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.

02

EXECUTIVE SUMMARY



PROBLEM STATEMENT

Through the lens of the National Settlement Framework

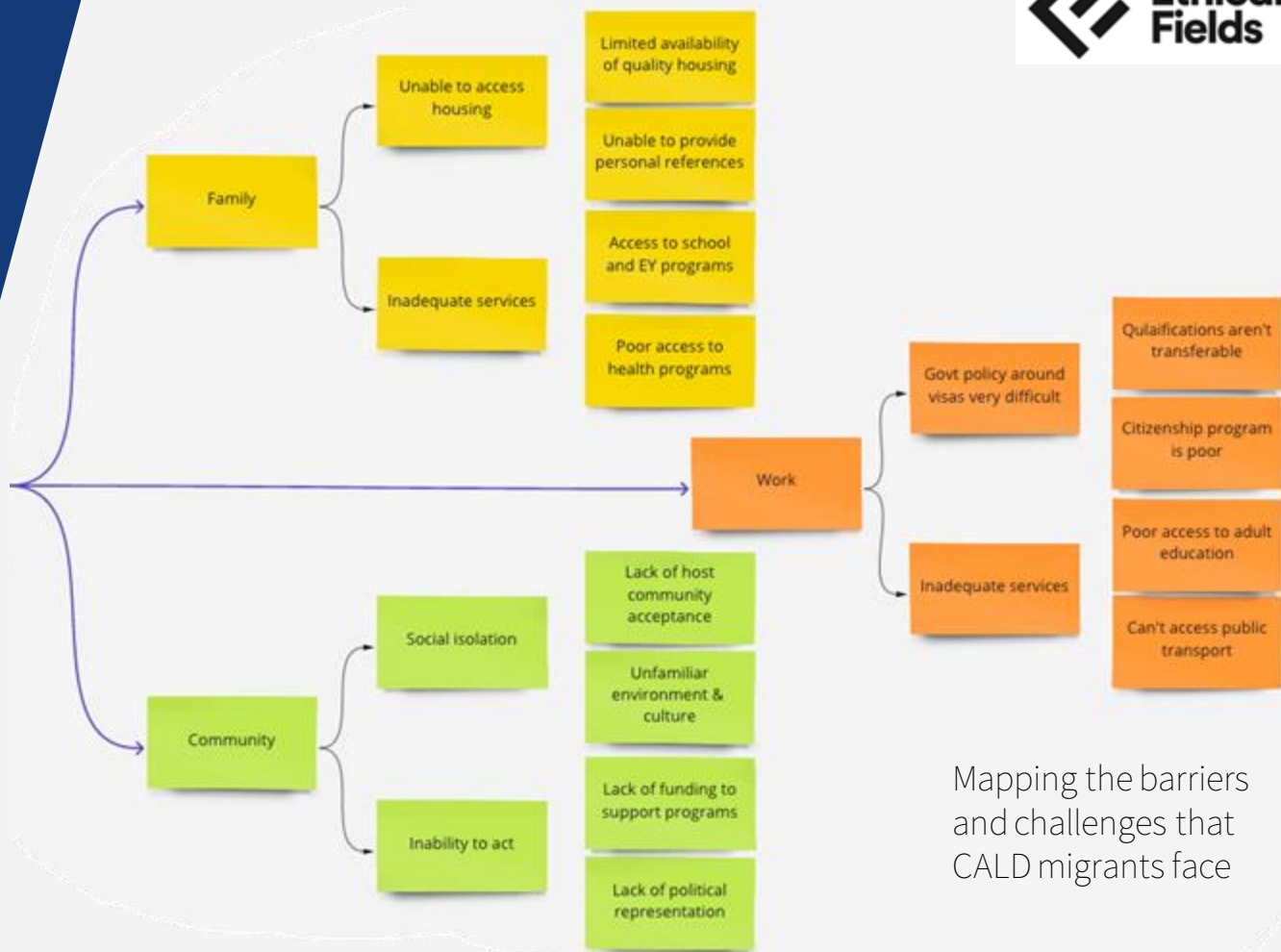


		MINIMUM	ASPIRATION
FAMILY	Housing	Permanent home with min requirements	Abundant home that can be shared
	Health & well-being	Funded and accessible public health care	Access to private health care
	Language	Access to EASL	Proficient
WORK	Employers	Stable position and sufficient income to make choices	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
COMMUNITY	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

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

PROBLEM STATEMENT

Key barriers to CALD migration



Mapping the barriers and challenges that CALD migrants face

STAKEHOLDER ANALYSIS

Key stakeholders
CALD migration
Analysis of motivations, benefits and challenges

<p>Migrants (Yet to migrate)</p> <ul style="list-style-type: none"> • 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 	<p>Migrant Families (Yet to migrate)</p> <ul style="list-style-type: none"> • 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 	<p>Successful migrant communities living in Wimmera</p> <ul style="list-style-type: none"> • 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 	<p>Employers (Migrant Ready)</p> <ul style="list-style-type: none"> • 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
<p>Employers (Not Migrant Ready)</p> <ul style="list-style-type: none"> • Motivations/Benefits: Economic and business benefits • Challenges: Lack of understanding and willingness; Requires commitment and responsibilities well beyond traditional employment 	<p>Wimmera Development Agency</p> <ul style="list-style-type: none"> • 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 	<p>Local Council</p> <ul style="list-style-type: none"> • Hindmarsh Shire, Horsham Rural City, Northern Grampians Shire, West Wimmera Shire and Yarrambat 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; 	<p>State Government Agencies and associated partnerships</p> <ul style="list-style-type: none"> • 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
<p>Broad Support Service Providers</p> <ul style="list-style-type: none"> • 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 	<p>State Migrant Support Services</p> <ul style="list-style-type: none"> • 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 	<p>Local Support Services</p> <ul style="list-style-type: none"> • e.g. Nhill Learning Centre, Centre for Participation • Motivations/Benefits: Place-based; Fit for purpose; Flexible • Challenges: Underfunded; temporary funding; restrictive scope of delivery 	<p>Informal Community Leaders & Champions</p> <ul style="list-style-type: none"> • Motivations/Benefits: Enthusiastic, Committed, Willing to volunteer, Influential, Networked • Challenges: Over-worked; Reliance on volunteers
<p>Community Organisations & Faith Groups</p> <ul style="list-style-type: none"> • 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 	<p>Local Business & Business Groups</p> <ul style="list-style-type: none"> • Motivations/Benefits: Source of employment, capital and resources; Invested in the region • Challenges: Limited knowledge of CWB investment models 	<p>Local Investors</p> <ul style="list-style-type: none"> • e.g. government, business, community • Motivations/Benefits: Source of capital and resources; Invested in the region • Challenges: Limited knowledge of CWB investment models 	<p>External Investors</p> <ul style="list-style-type: none"> • Motivations/Benefits: Source of capital and resources • Challenges: Nil or less investment in the region

SUMMARY OF FINDINGS

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



ETHICAL FIELDS APPROACH

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?

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
PRIORITY ACTIONS	<ul style="list-style-type: none"> Engage communities to map specific demand & supply Undertake pilot project Leverage capital stack 	<ul style="list-style-type: none"> Co-design the migration value proposition with key regional stakeholders Develop a cohesive regional migration policy framework Establish regional policy alignment 	<ul style="list-style-type: none"> Engage local employers to scope demand Co-create agreement with community Attract catalytic funding and resources 	<ul style="list-style-type: none"> Place-based delivery toolkit including "success stories" Develop WDA support model for localisation Promote and support pilot localisation projects 	<ul style="list-style-type: none"> Engage employers in support services Build a sustainable business model for employer contributions Build a sustainable business model for the gp 	<ul style="list-style-type: none"> Undertake a capital flow analysis Activate and support local and social economic activity in the region
KEY OUTCOMES	<p>Stakeholders within the broad housing ecosystem have a greater understanding of on-the-ground housing needs of existing residents, future residents and CALD communities.</p> <p>Investors have a greater understanding of the regional ROI logic and increased capability and capacity to invest in local housing stock.</p> <p>Funding models leverage development equity enabling development of local housing stock.</p> <p>Pilot projects have resulted in successful housing models utilising CWB approaches (including community co-investment & ownership models).</p> <p>Migrant community are accessing equity gap funding models to purchase homes.</p>	<p>Local community, business and government agencies have a strong 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 fits the needs, goals and strengths of the region</p> <p>Local agencies are focusing efforts on aligned state and federal policies and programs.</p> <p>State and Federal agencies have a greater understanding of the benefits of the Wimmera-Mallee migration model and are integrating this model into policy.</p> <p>The migrant and wider community feel supported and encouraged by the clear, cohesive and region-centric migration policies.</p>	<p>Local government, business and community have a greater understanding of community development goals and the benefits of community wealth building approaches.</p> <p>Local investors, business and community are inspired to participate and invest in community development initiatives.</p> <p>Local government and other key anchor institutions are procuring from locally owned and social enterprises.</p> <p>New and existing migrant families are attracted by the better mindset, social culture and investment building across the region.</p> <p>Local capital is in increasingly redirected to regional social enterprises and initiatives.</p>	<p>Local council and communities have access to case studies and resources that can be adapted to fit a localised context.</p> <p>Local leaders and community have increased skills and capability to implement migration solutions in their area including employment, housing, support services etc.</p> <p>WDA staff are playing an enabling role and optimising economies of scale through the distributed model in the delivery of migration strategies and solutions.</p> <p>Inspired by the value proposition, place-based offering and support, local towns establish their own pilot projects to increase migrant settlement.</p> <p>Migrants have a greater number of towns to migrate to, enabling more personal choice and empowerment.</p>	<p>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.</p> <p>Local government, business, employers and community are collaboratively engaging and investing in support services.</p> <p>Local support service pilots are successfully operating under self-revenue-generating and CWB models.</p> <p>Migrant community has greater access to local support services.</p> <p>State and Federal Government are confident in the viability of the local models and provide match funding that aligns with local context.</p>	<p>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.</p> <p>Local suppliers and entrepreneurs have increased opportunity to respond to procurement opportunities identified in the leakage analysis.</p> <p>Local business and entrepreneurs are motivated and capable of establishing social enterprises. Start with housing, support services and leakage areas, then expand.</p> <p>Local business, entrepreneurs and investors have greater opportunity to connect.</p> <p>Local government, business, investors and community has increased commercial engagement with locally owned and social type enterprises.</p>
IMPACT	<p>Increased access to development equity</p> <p>Increased developers/availability of housing stock</p> <p>Increased rate of home ownership (and reduced time) of existing and new CALD migrants.</p> <p>Increased migrant investment into the region.</p> <p>Increased desire by potential migrants as migrant home ownership rate greater than state average.</p>	<p>Increased self-reliance and resilience across core policy areas including migration.</p> <p>Increased number of successful migrant settlements.</p> <p>Wimmera's migration model is a leading example across Australia.</p>	<p>Increased societal participation and cohesion.</p> <p>Increased financial and social investment in regional development.</p> <p>Culture of ownership and responsibility in the success of local development goals.</p> <p>Enhanced cultural inclusion and for CALD communities.</p> <p>Inclusive and social development culture creates the conditions for the region to become a preferred destination for CALD migrants in Australia.</p>	<p>Increased community buy-in to migration strategies.</p> <p>Increased number of locally-led place-based migration strategies.</p> <p>Improved flexibility and effectiveness of local strategy implementation.</p> <p>Greater diversity in migration strategies and solutions.</p> <p>Greater number of migration destination options for migrant communities.</p> <p>Increased sense of empowerment in migrants.</p>	<p>Increased use of local support services by local employers and community.</p> <p>Financially stable and resilient support services.</p> <p>Increased match funding from State and Federal Government that aligns with regional context.</p> <p>Place-based and fit for purpose support services.</p> <p>Increased number of successful migrant settlements.</p>	<p>Economic expansion in supply chain and value add areas.</p> <p>Increased number of local job opportunities across the region.</p> <p>Increased diversification and resilience in the local economy and individual wealth.</p> <p>Active community participation and ownership of the local economy.</p> <p>Growth in social type enterprises and local benefits from economic activity.</p> <p>Increasing employment, opportunities and average incomes greater than the state average attracts migrants.</p>

05

NEXT STEPS



NEXT STEPS

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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