

OUR WAY

A NATIONAL, COMMUNITY DRIVEN, SOCIAL CHANGE MOVEMENT SO THAT CHILDREN AND FAMILIES HAVE THE CONDITIONS TO THRIVE

Four communities, from disparate parts of Australia, are demonstrating how to increase life opportunities for vulnerable young people and their families so that they and future generations thrive.

Doveton, Bourke, Logan and Kabulwarnamyo are four communities building new community structures that allow for a realignment and smarter use of public resources.

Our Way is their collective story. It outlines the challenge of persistent, locational disadvantage in Australia and the social change movement to address it.

It shares the collective principles of the movement and the significant results that have been achieved at this early stage. Most importantly it highlights what's required to sustain this important and exciting work, so that more children and families throughout Australia have the conditions to thrive.



"There are social challenges in Australia. To some degree we, as a society, have come to view these as an inevitable part of life. And here is a group of people who don't accept that."

Matthew Cox, Director, Logan Together, LOGAN QLD

Our Place, Doveton VIC – a fully integrated education model which brings together high quality early learning, effective schooling, wrap around health and wellbeing services, adult education training and employment and engagement and enrichment activities for children and families to meet the needs and help fulfil the aspirations of community.

Maranguka Justice Reinvestment Project, Bourke NSW – a collective impact initiative which brings together government, non-government and self-determining community to work to a common, community-driven plan of action to grow kids up safe, smart and strong.

Logan Together, Logan QLD – whole of city movement to improve the health and developmental outcomes of all Logan children aged 0-8 and their families through child development and intergenerational support.

Warddeken Land Management Ltd, Arnhem Land NT – representative body to govern and sustain the long-term, self determination of the Nawarddeken people to live, work and learn on country while re-establishing cultural practices and transferring knowledge to younger generations.

These four community-based initiatives joined forces as part of a collaborative, three-year process called the 'Festival of Change' in May 2017. Supported by Dusseldorp Forum, these groups recognised their individual, ground-breaking work together formed a social change movement with the ability to address deep structural causes of disadvantage and rebuild thriving communities.

As part of the Festival of Change these organisations are collaborating to distil what works and why, share evidence and resources and build a greater collective voice to advocate for the resourcing and system changes required to sustain success.



*June McLoughlin, CEO, Our Place,
DOVETON, VIC*

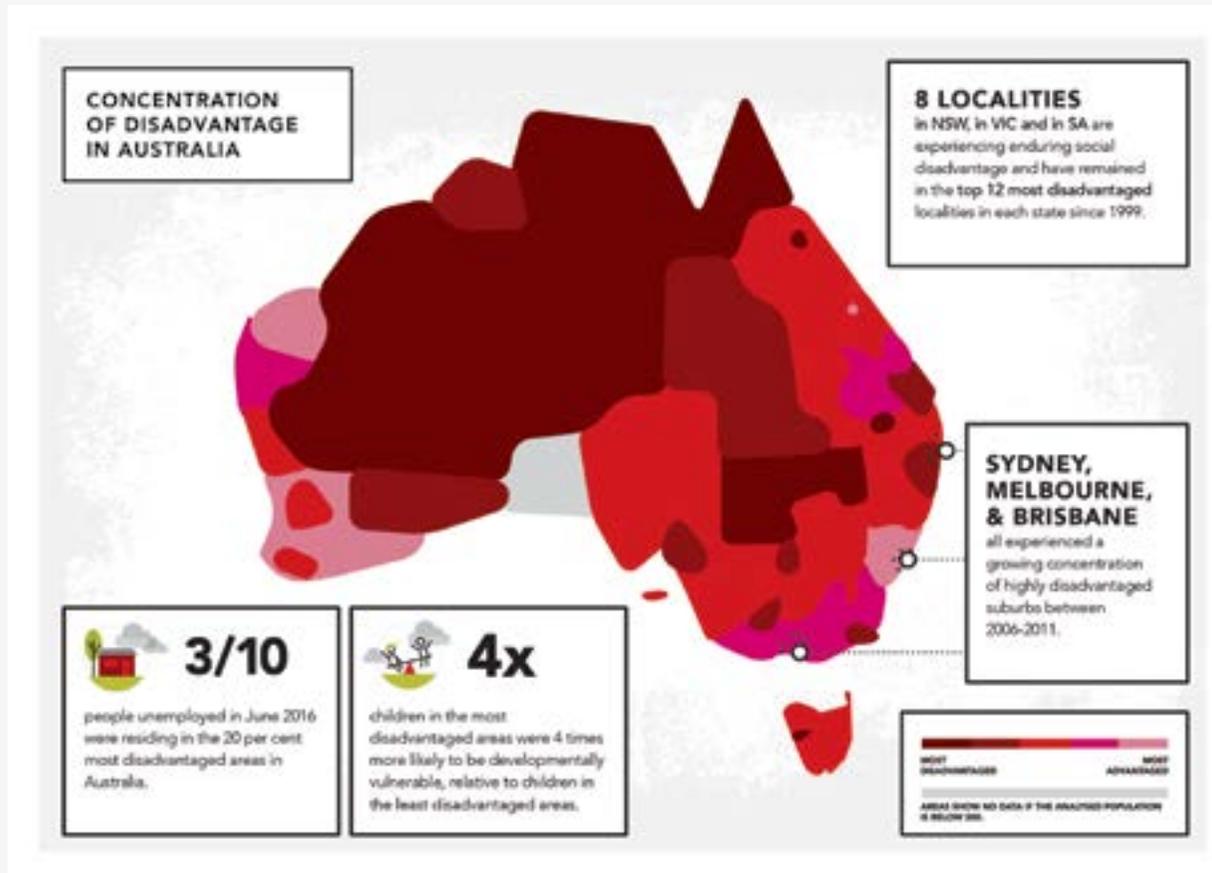
“We need to have a strong positive vision that says our goal as a professional is to not make people dependent on us, rather the opposite. It’s to give them the opportunity to do what they can do well.”

THE PERSISTENT PROBLEM

Australia has achieved 25 years of uninterrupted economic growth. Still there are pockets of entrenched social disadvantage across the country where communities have experienced no significant improvement in life opportunities and in some cases it's gotten worse.

Despite our strong economic performance 13% of our population lives in poverty, including one child in six.

Every year Australia spends around \$130 billion on welfare programs and income support payments, yet the evidence shows limited positive impact in the communities that need it most.

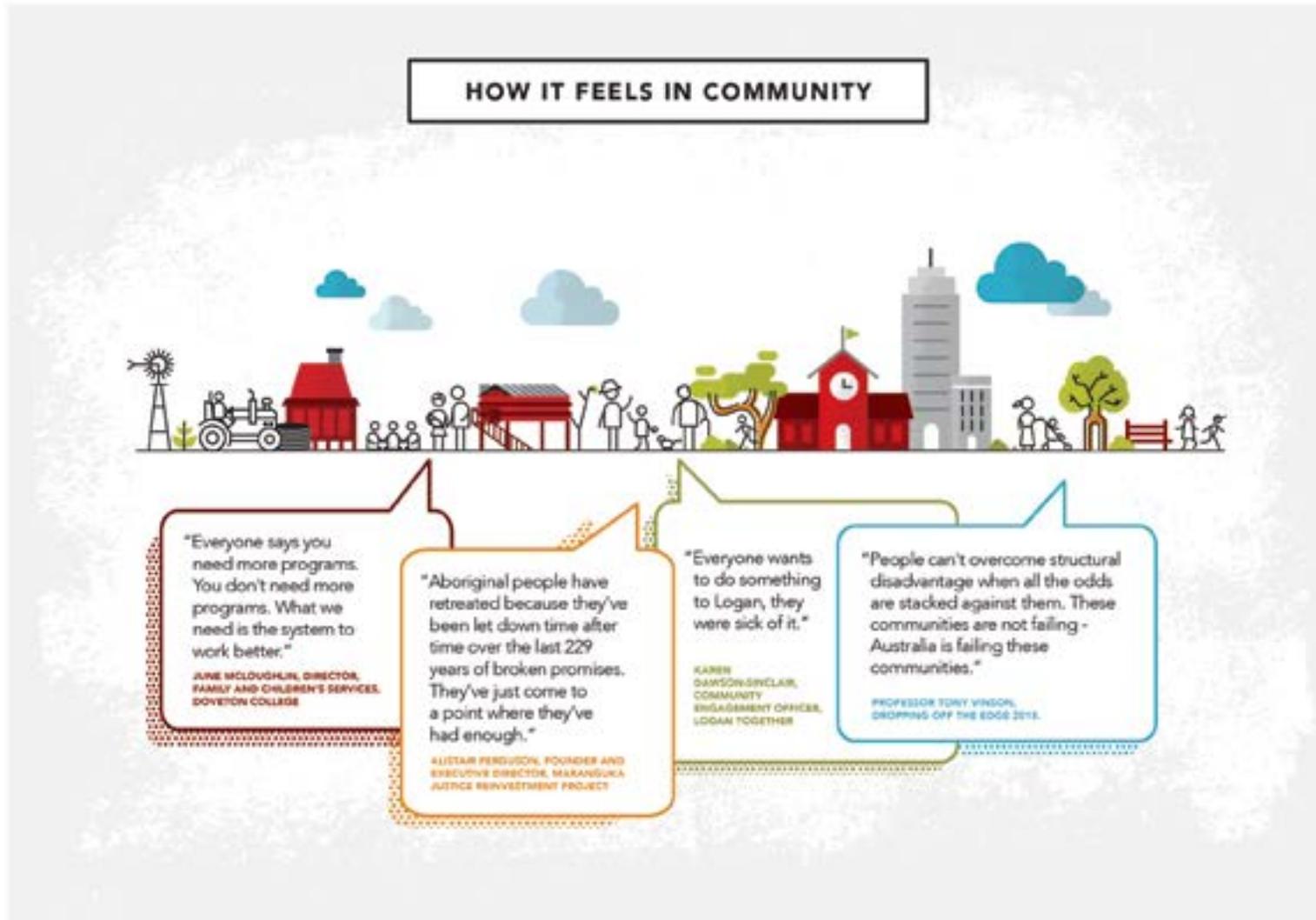


Matthew Cox, CEO, Logan Together, LOGAN, QLD

“The first step towards lasting social and economic development is to actually ask, “how can we make our community thrive? When we ask that question we have pretty good answers about inter-generational change. The problem is that we’ve become completely consumed with managing social challenges rather than trying to solve them.”

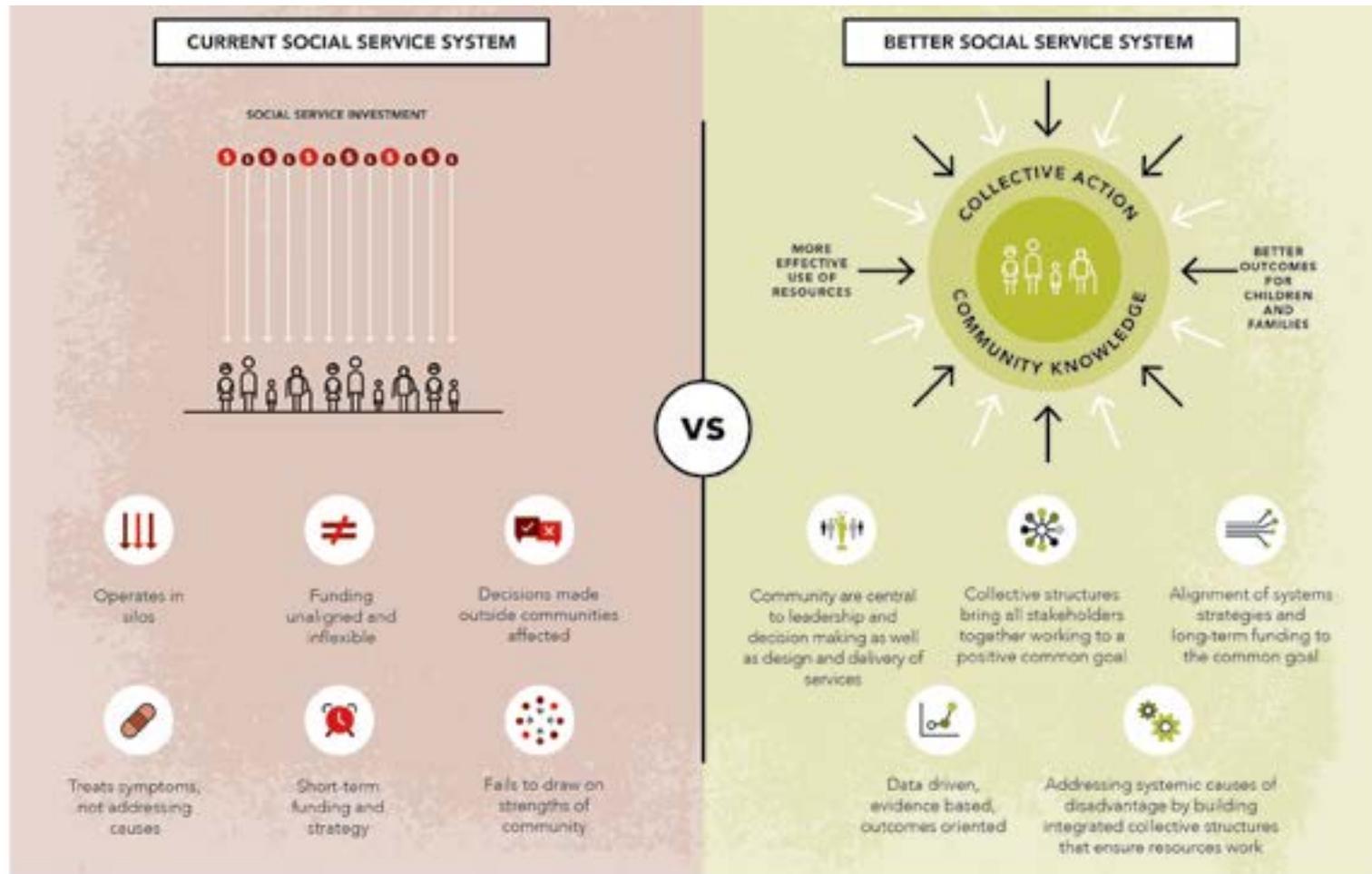
THE CURRENT APPROACH

The current systemic approaches, have failed to redress the persistent and cumulative disadvantage experienced in our communities of greatest need. There is growing recognition that no one sector or program can solve these complex social challenges alone. There is public pressure, and increasingly an economic argument, for tackling disadvantage and inequality. We can no longer keep funding more of the same, and we do not have to.



A BETTER APPROACH

There is a better approach and it's already underway. Community builders have not waited around for change. They have been self-organising, they're restructuring and reconfiguring their communities, services and supports from the ground up to better meet the needs of this and future generations. They are leading the nation-building change that their communities want to see.



COLLECTIVE PRINCIPLES

This movement is happening in diverse ways but the four communities share common principles that provide a guide for collective, long-term social change in place. There are two principles not on this list that are vital to this work. Relationships and Leadership are two principles that are currently in the process of being articulated by the lighthouses and will be added to this document.



Auntie June Smith, BOURKE NSW

“Communtiy to me means everything. It is the heart and soul. We are one community here in Bourke and everyone needs to pull together.”

PRINCIPLE 1
COMMUNITY DRIVEN agency and ownership is central

PRINCIPLE 2
COLLECTIVE MODELS are used to draw together actors to develop shared vision and goals

PRINCIPLE 3
SYSTEMIC REFORM required for long lasting change is a focus

PRINCIPLE 4
DATA & MEASUREMENT of outcomes is rigourously committed to

PRINCIPLE 5
LONG TERM STRATEGY and investment is required

PRINCIPLE 1
COMMUNITY DRIVEN agency and ownership is central

- Prioritise knowledge, experience and aspirations of local community
- Bottom up, participatory co-planning and decision making

CASE STUDY

Bourke's Aboriginal leaders over many years have developed Maranguka, meaning 'caring for others' in Ngemba language. Maranguka is a model of Indigenous self-governance, which empowers community to coordinate the right mix and timing of services through an Aboriginal community owned and led, multi-disciplinary team working in partnership with relevant government and non-government agencies.

In 2013, Maranguka teamed with Just Reinvest NSW to develop a Justice Reinvestment 'proof of concept' in Bourke whereby addressing the underlying causes of youth crime, savings are reinvested in strategies that strengthen communities and prevent crime. This work has been funded by philanthropy with pro bono support of NGOs, corporates and government.

Data was collected tracing a young Aboriginal person's journey through the criminal justice system as well as the community's outcomes in early life, education, employment, housing, child safety, and health. The data was fed back to community members through community conversations held by local facilitators and presented to the Bourke Tribal Council. The Bourke Tribal Council, consisting of representatives from the 21 Aboriginal language groups residing in Bourke, then developed the strategy Growing our Kids Up Safe, Smart and Strong. Strategic Working Groups comprised of government and non-government agencies, service providers and Bourke community members are the forums that workshop challenges and the best possible community driven solutions.

As a result of efforts to date, Bourke has achieved a reduction in youth offending, domestic violence reoffending, a reduction in driving offences and an increase in educational engagement.



*Alistair Ferguson, Executive Director,
Maranguka Justice Reinvestment Project
BOURKE NSW*

*"I do this because it's satisfying,
strategic and rewarding. This work is my
life, not a job. The Maranguka project is
different because it's community owned,
lead, place based and grassroots.*

*Success for us is a safer community,
unified service sector and greater
outcomes for our beautiful little
community."*

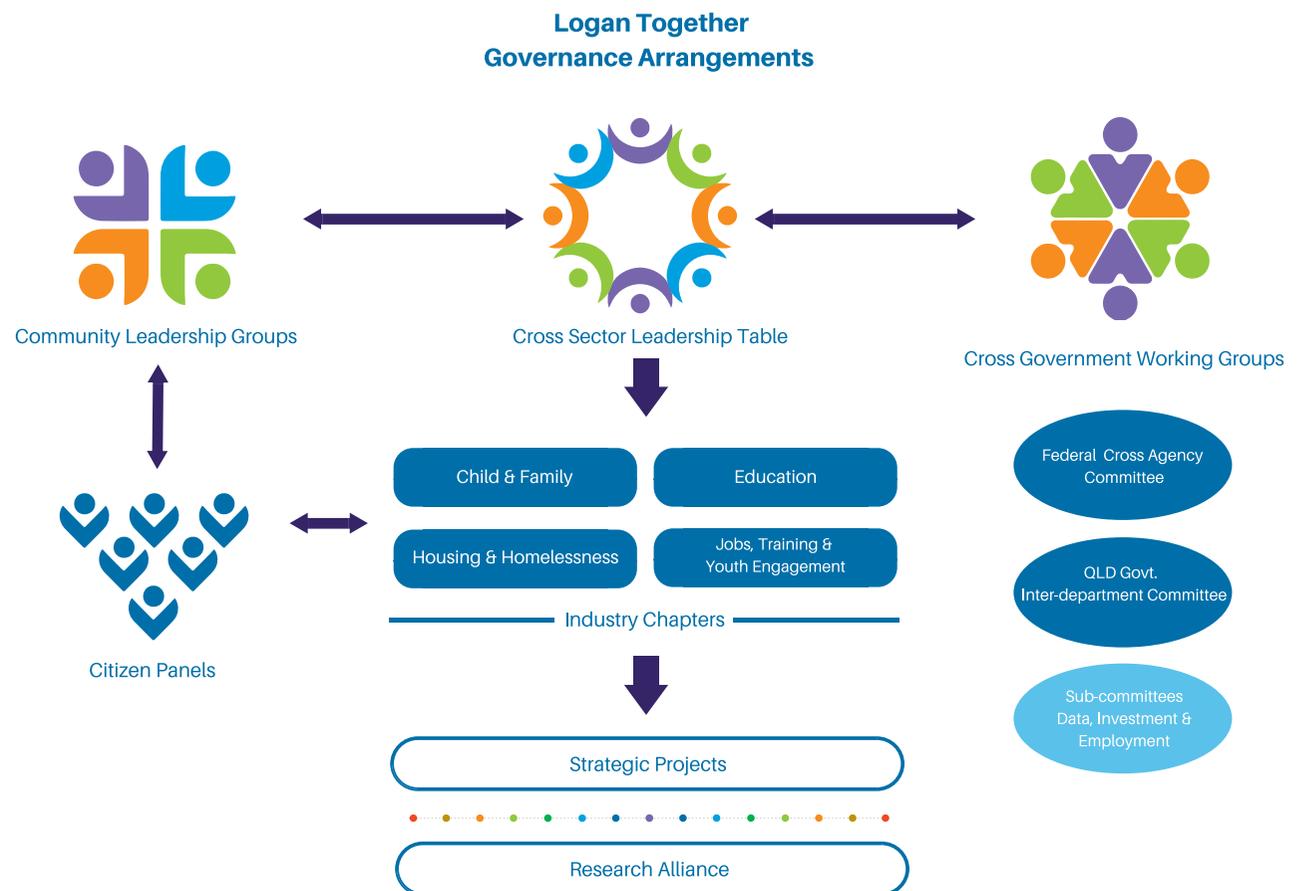
PRINCIPLE 2

COLLECTIVE MODELS are used to draw together actors to develop shared vision and goals

- Develop collaborative frameworks that deliver results for children, families and community
- Combine perspectives of all stakeholders - local people, government, NGOs, services, business, philanthropy across all sectors: education, health, social services, justice and economic development
- Structure to draw on expertise, combine data, and mobilise support as needed

CASE STUDY

Logan Together uses the Collective Impact model to drive collaboration between community stakeholders, local, state and commonwealth governments and education, health, and social service providers. In 2015 three series of stakeholder forums were held: one for community services, industry and government; a parents and community forum; and children's forums. All three forums came together to set priorities which resulted in the Logan Together Roadmap for working together to lift the life opportunities of Logan's children and families. The Cross-Sectoral Leadership Table has representative members from community and industry sub-sectors that together share responsibility for supporting the seven strategic projects.



PRINCIPLE 3
SYSTEMIC REFORM required for long lasting change is a focus

- Address the structural causes of disadvantage, beyond programmatic responses
- Change laws, policies and practices governing systems to enable collaborative action, innovation and impact
- Realign government, NGO, philanthropic and corporate resources and funding to better serve young people and their families

CASE STUDY

Our Place works with one of our most important community resources – our schools – to expand the opportunities open to children and families in highly disadvantaged communities. Through collaboration and partnerships, Our Place bring together, the resources children and families need to thrive – integrating high quality early learning, effective schooling, wrap around health and wellbeing services, adult education, training and employment support and engagement and enrichment activities in ways that meet the needs and help fulfil the aspirations of the community.

Our Place are the facilitators and enablers that pull the elements of the integrated, place-based model together to support them to better work effectively as a whole. They do not directly deliver or fund any services or programs. They are reshaping the service system by providing critical resources – in the form of highly effective people, research and data – to develop shared vision, and drive action, impact and innovation.

Doveton College is the first Our Place site, a decade long partnership between the state government, community, services and philanthropy that generates the evidence needed to inform policy and change systems. Based on their success the Victorian Department of Education and Training, has entered a partnership agreement with the Colman Foundation to scale up the Our Place model in an additional 10 sites across Victoria. A key part of this agreement changes governance arrangements and departmental structures to drive this work on the ground and ensure practice change and sustainability over time.

“This is an example of the role philanthropy can play as the pivot for policy change.”

June McLoughlin, Our Place – DOVETON, VIC



Lexi Mitrousis, DOVETON, VIC

“Other Doveton families have seen someone from their own community step up and better themselves. And I did better myself, with the support of Doveton College, and in doing so my children’s lives are better.”

PRINCIPLE 4
DATA & MEASUREMENT of outcomes is rigorously committed to

- Data, evidence and outcomes are aligned to goals and underpin strategies
- Regular and pooled data allows for greater and shared accountability
- Measurement and analysis are resourced as a priority

CASE STUDY

Logan Together developed its goals directly from available data on child development in Logan, viewed in the context of the state of Queensland. The Logan Together Roadmap identifies what needs to be achieved so that by 2025, children in Logan will be as healthy and full of potential as any other group of Queensland children. This will require an extra 5,000 children to be doing well through their early years.

The Roadmap is an interactive document, which aligns all actions of the collective impact initiative according to the life stages – from before birth to 8 years old – to achieve these goals. Outcomes will be tracked against the major indicators that have been identified.

The data to be tracked is entered by the Logan Together team and managed by a Community Data and Information Systems Leader. Data is then shared publicly via an online Scoreboard.

BIG Result	Logan %	Kids 0-8 this was true for or would be true for? (est)	Qld %	% Improvement required to close the gap with Qld as a whole	Of all kids 0-8 how many do we need to help to close the gap? (est)
Healthy pregnancies					
Women smoking through pregnancy	13.6%	5,954	12.6%	7.3%	433
Women drinking through pregnancy	coming				
Women using drugs through pregnancy	coming				
Healthy at birth					
Babies born under 2,500g	7.4%	3,204	6.6%	11.0%	518
Babies born before 37 weeks	10.5%	4,547	9.3%	11.0%	345
On track at age 4/5					
Children vulnerable on 1 or more AEDC domains	29.3%	12,694	26.2%	12.6%	1,344
Children at risk but not yet vulnerable (avg across 5 AEDC domains)	16.2%	7,015	15.4%	4.9%	344
School ready					
Children not school-ready at Prep	33.5%	14,452	28.6%	14.0%	2,123
On track at school					
Students meeting national minimum standard	92%	39,853	94.6%	2.8%	1,126
Students in top 2 bands	17.98%	7,789	26.3%	46.3%	3,613

"I've worked in Logan for over 30 years. I've never seen anything like this - mobilising collectively to achieve population level change."

Karen Dawson-Sinclair, Logan Together, LOGAN, QLD

PRINCIPLE 5
LONG TERM STRATEGY and investment is required

- Long-term population level change is the goal
- Funders align to long-term funding models

CASE STUDY

For thousands of generations Nawarddeken clan groups lived on and cared for their ancestral estates in the stone country, the Kuwarddewardde, of Arnhem Land, NT. After the arrival of balanda (white people) Nawarddeken left their land until, by the late 1960s, it was largely de-populated. Over the next 30 years the Kuwarddewardde experienced growing numbers of feral animals and large wildfires, which threatened biodiversity and cultural sites.

From the 1970s Bardayal Lofty Nadjamerrek began a movement back to homeland communities in the Kuwarddewardde.

The Warddeken Land Management group (established 2007), governed by representatives drawn from 36 clan groups of the Kuwarddewardde, is now responsible for the governance and strategic direction of these communities. Warddeken's goal is to sustain long-term self-determination of Nawarddeken to live, work and learn on country, while managing their land and practising culture. This long-term plan is grown carefully over time as investment is secured.

Since 2009, more than 250 Indigenous people have been employed as rangers, supported by the federal government Working on Country funding and income generated from carbon offset sales. Longstanding relationships with NGO and research partners including Bush Heritage Australia, The Nature Conservancy and The Pew Charitable Trusts have enabled them to successfully pursue shared conservation management outcomes. The Karrkad Kanjdji Trust, established to pool private philanthropy to underwrite the communities' efforts, is seeking to build an endowment to secure this work in perpetuity.

Understanding education goes hand in hand with employment, the Nawarddeken opened their first bi-lingual, bi-cultural community school, the Nawarddeken Academy, in 2015. Funded by the Karrkad Kanjdji Trust in its establishment phase, the Academy is now seeking registration as an independent school to ensure its financial sustainability, acting as a beacon for other communities on how to successfully educate children on country.



Dean Yibarbuk, Elder and Board Member Warddeken Land Management Ltd and Karrkad-Kanjdji Trust, KABULWARNAMYO, NT

“Our vision is to have our healthy people living and working on our healthy country in the Arnhem Plateau. We want the management of our land to be in our hands now, and into the future.”

REALISING SIGNIFICANT OUTCOMES

These four communities are focused on changing the trajectories of peoples' lived experiences by investing along the life span, where science has proven it makes a difference.

Each has established outcomes they seek to deliver and indicators of the outcomes being achieved.

Although in the early stages of what for some is a 10-year timeframe, progress is being made and measured.

LOGAN, QLD - LOGAN TOGETHER 2014-2018

8 early childhood & school networks covering Logan promoting kindy attendance & transition to school

New maternity & child health services to address the needs of the 10% of women who receive little or no care during pregnancy

Development of a comprehensive data profile of Logan kids & their families

Network of school based hubs that engage with around 500 migrant and refugee children

DOVETON, VIC - OUR PLACE 2013-2018

An average 30% reduction in days absent across year levels

500+ parents engaged in education, life skills, prevocational & accredited training at Doveton, with 85+ parents supported to achieve sound employment

13% reduction of 2015 Doveton prep students defined by AEDC as developmentally vulnerable on one or more domains since the 2012 AEDI (from 55% to 42%)

High proportion of students across year levels performing on or above national minimum on NAPLAN Reading and Numeracy assessments from 2013 to 2017

KABULWARNAMYO, NT - WARDDEKEN 2014-2018

88% weekly attendance rate and improvements in literacy of up to four reading levels in one term

Benefit felt throughout the wider community - 19 Indigenous Warddeken ranger jobs retained

Grown from 8 students to 19 students, with the capacity to teach 30

Lessons integrated with the Indigenous Ranger program

BOURKE, NSW - MARNAGUKA JUSTICE REINVESTMENT PROJECT 2013-2018

37% reduction in domestic violence reoffending

Establishing community governance structures and Maranguka community hub

30% reduction in driving offences

25% increase in education engagement of young people attending Our Place program



Greg Moore, Commander Central North Police District, BOURKE, NSW

“There was a period of time when I was going to a homicide a month. That’s not happening now.”

The Bourke community has a vibrant spirit and incredible resilience.”

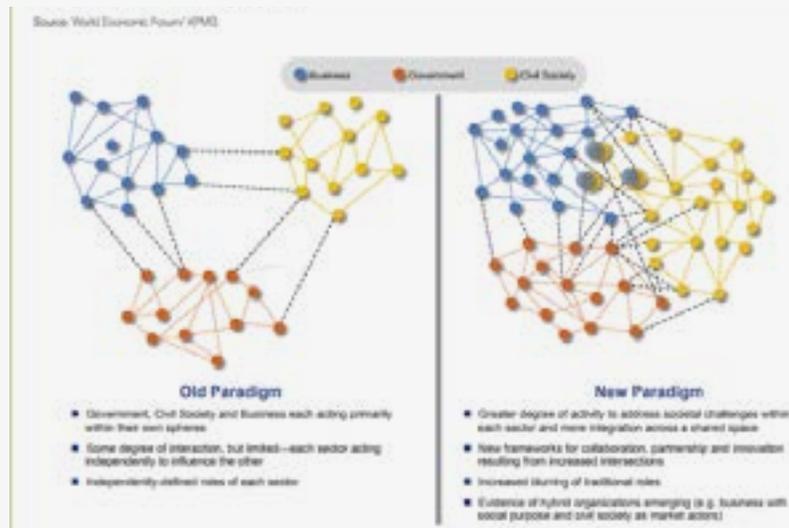
WHAT'S NEEDED NEXT

It takes time and effort to build the capacity for working together when we've been used to operating within predefined boundaries.

It is clear that we must create a new paradigm that sees us cross those boundaries and work together in new ways. This work demonstrates a community-centred model that drives this structural reform.

To fully develop, demonstrate and deliver population-level, long-term change for communities this movement needs:

- **Long-term, flexible funding with government, philanthropy and business working together**
- **A shift in thinking from programmatic responses to long-term social investment strategy**
- **Engagement and collaboration at all three levels of government and across departments to address barriers**
- **A focus on building skills and capacity within community and across all stakeholder groups to work differently**
- **A coalition of government, philanthropic, corporate and community champions to advocate for this social change movement**



Fred Chaney AO

“This report sets out how complex social and economic issues can be transformed over time. The critical need is for a long term legal and institutional framework that enables these correct prescriptions to be implemented.”