

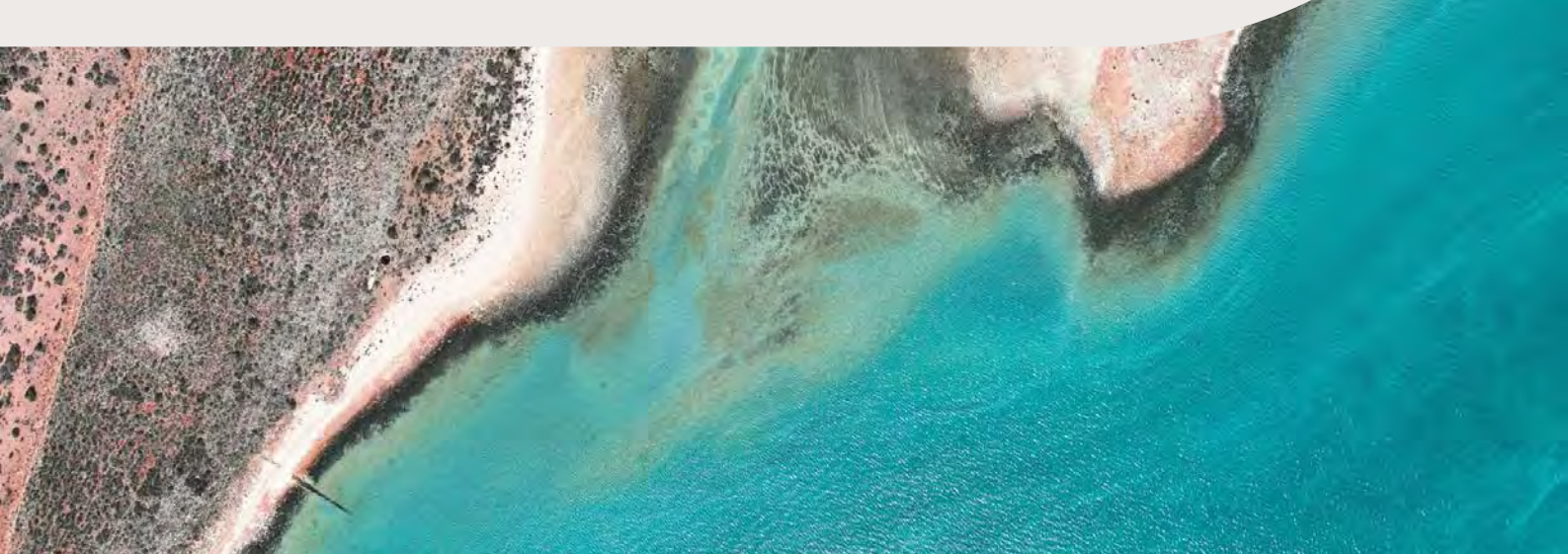
**ThirdStory**



# ***‘Building the Backbone, Holding the Space’***

An Impact Evaluation of Social Reinvestment WA

**Date** September 2025



# **ALWAYS WAS, ALWAYS WILL BE.**

ThirdStory and Kaarla Baabpa acknowledges First Nations people as the Traditional Custodians for Country. We pay respect to Elders past, present, and emerging and commit to an ongoing journey of truth-telling and allyship in our work.

This document was prepared on  
Whadjuk Noongar country.

## ThirdStory

**We make systems more human,  
working with everyone who needs to  
be part of the change.**

ThirdStory is a not for profit, social innovation practice. Our people are researchers, designers, facilitators, coaches, subject matter experts, and social innovators with deep connections to the communities and professional contexts in which we work.

We want to see a world where communities are strong, and people lead lives they aspire to. We collaborate across education, health and social settings to create and grow new ways of doing things; bringing together tools, methods, people and passion to help make change happen. .

With operations in Australia, Aotearoa/New Zealand and Bermuda and the Caribbean, our approach is informed by two decades of partnerships and projects in local and international contexts. We draw on global networks and our talented pool of associates in our projects.



All illustrations in this report were created by [Modern Custodian](#).



**“Where we meet”**

**Delivering positive community changes.**

Kaarla Baabpa is a values-based, 100% Aboriginal owned, controlled and operated business based in Perth, WA. We are committed to fostering meaningful partnerships with community, government and non-government organisations, and businesses. Our purpose is to amplify Aboriginal voices and facilitate the creation of sustainable solutions that honour cultural traditions, values, and aspirations.

## Caution

Some people may find parts of this content confronting or distressing.

This report includes reference to Aboriginal deaths in custody.

Recommended services for support:

**1800 Respect** - 1800 737 732

**Lifeline** - 13 11 14

**13YARN** - 13 92 76 (crisis support line specifically for Aboriginal and Torres Strait Islander peoples)

## Contents

<b>Executive summary</b>	<b>5</b>
<b>Introduction &amp; Approach</b>	<b>11</b>
- Framework	14
- Methodologies	15
<b>Insights from yarning</b>	<b>17</b>
- Developing the evaluation tools	18
- Advocacy and Campaigning	19
- Movement and Coalition Building	24
- Justice Reinvestment	29
<b>SRWA's ways of working</b>	<b>34</b>
- Portfolio approach	35
- 'Hallmarks of Practice'	39
<b>Findings</b>	<b>40</b>
<b>Barriers and limitations</b>	<b>58</b>
<b>Recommendations and opportunities</b>	<b>63</b>
<b>References</b>	<b>67</b>
<b>Appendix</b>	<b>69</b>

## Executive Summary

This report presents the findings of an impact evaluation of Social Reinvestment WA (SRWA), a First Nations governed peak body driving justice reform in Western Australia. Commissioned by the Paul Ramsay Foundation and delivered by ThirdStory and Kaarla Baabpa, the evaluation applied a systems change approach to assess where SRWA is having the most traction.

SRWA's long-term goals — ending the mass criminalisation of Aboriginal people and creating a fair, humane justice system — will take generations to achieve. As such, this evaluation focused on identifying early wins and shifts in enabling conditions that signal intermediate change is occurring on the path toward these outcomes.

### SRWA achieves its outcomes through working in multiple streams

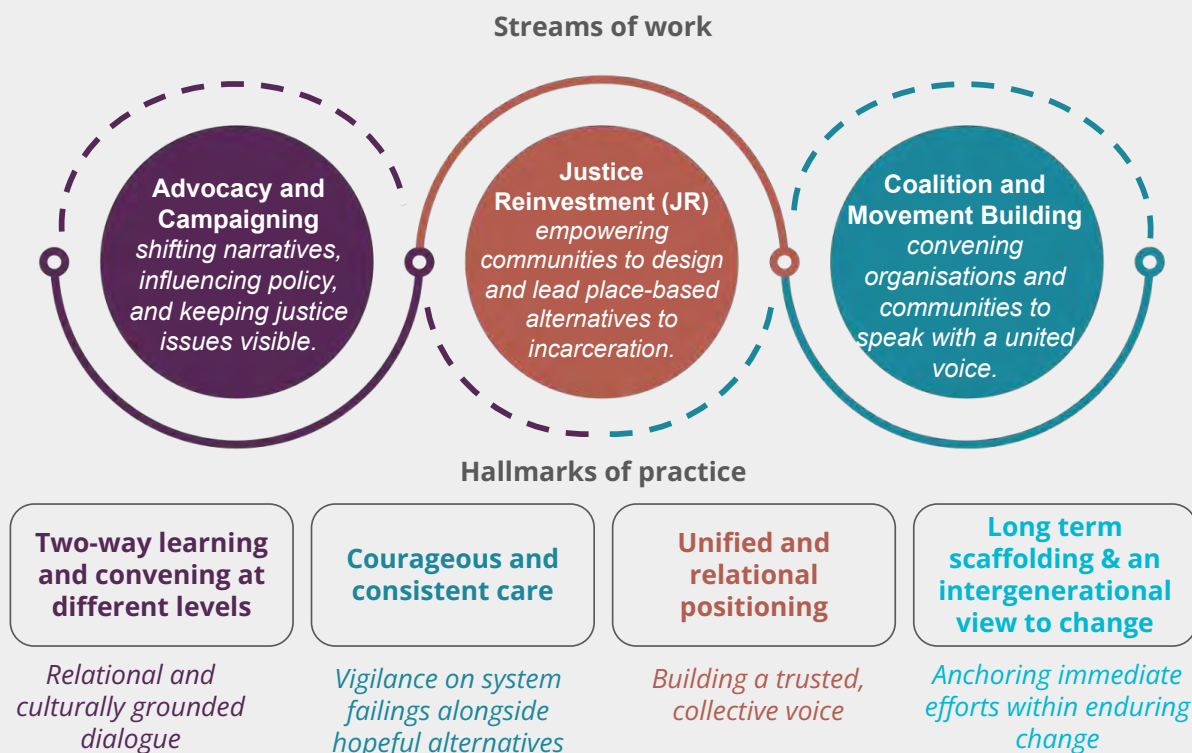
SRWA operates through **three interdependent streams of work** that reinforce each other in a portfolio approach

A Portfolio Approach allows SRWA to:

- Test and learn across multiple pathways at the same time
- Balance risk by holding both safe and experimental work in the same strategic frame
- Adapt quickly to emerging opportunities or shifting contexts (UNDP, 2021)

An example of the Portfolio Approach is how **campaigns** open policy windows for **justice reinvestment** ('JR'), JR initiatives generate evidence and stories for **advocacy**, and **coalition-building** builds the relationships and legitimacy that underpin both.

The portfolio is characterised by **SRWA's Hallmarks of Practice** that explain how SRWA achieves traction across the system despite limited resources and a challenging political environment.



## SRWA's work has tangible impacts

The evaluation found that SRWA is:

- **Shifting narratives and discourse** – moving public and political debate from “tough on crime” towards prevention, diversion, and justice reinvestment.
- **Delivering intermediate reforms** – such as ending imprisonment for unpaid fines and improving youth detention conditions.
- **Strengthening coalition capacity** – uniting over 30 organisations and amplifying Aboriginal governance to create a critical mass for reform.
- **Catalysing JR communities** – supporting tangible outcomes like reduced crime, increased local employment, and stronger cultural leadership in sites such as Halls Creek and Carnarvon.
- **Shaping national settings** – influencing JR funding guidelines and elevating WA voices into the federal reform agenda.

## Despite multiple barriers and challenges, there is evidence of sustainable systems change from SRWA's work.


SRWA faces barriers including limited resources, unmet campaign goals (e.g., closure of Unit 18 where young people are housed within an Casuarina adult prison), and the risk of political regression in a volatile justice environment. Yet the opportunities are significant: consolidating Aboriginal governance, scaling justice reinvestment, strengthening bipartisan alliances, and investing in SRWA's backbone role could ensure early gains translate into lasting systems change.

Ultimately this evaluation finds that SRWA is demonstrating traction in shifting narratives, strengthening coalitions, and enabling community-led alternatives. While many of its intended outcomes are long-term, the evidence shows early signs of systems change: the enabling conditions for reform are strengthening, and the scaffolding for intergenerational impact is being built.

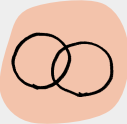



# Summary of Findings

The work used an outcomes framework that sought evidence of specific outcomes, along a continuum. The below provides a snapshot of the highlights of the outcomes evidenced for each outcome level. Further detail is provided in the Findings section of this report.

Outcome	Findings
<p><b>Level 1: Conditions for Systems Change</b></p> 	<p>SRWA's Outcomes and Impact Measurement Framework showed progress across relational, transformative, and structural tiers, with "people, place, practice, and policy" all playing a role. The coalition has connected lived experience with systems change conditions, building trust, reconciliation, independence, and policy influence.</p> <p><b>Specific Impact Story - <a href="#">The Blueprint for a Better Future</a></b>            Developed over two years of consultation, the Blueprint brought together lived experience, community voices, and expert input, facilitating dialogue across sectors. It has become a trusted, independent roadmap for reform, framed by "help, not harm," and recognised as a model for integrated practice. Widely cited (Hansard, AHRC), it has shifted debate, set the agenda, and focused bipartisan political support.</p>
	<p><b>Barriers and Limitations</b></p> <ul style="list-style-type: none"> <li>• Translating recognition into implementation and resourcing is slow, with reform momentum vulnerable to political cycles.</li> <li>• Core tensions remain in balancing mainstream ways of working with cultural ways of working, requiring time, resourcing, and respectful processes.</li> <li>• Ensuring Aboriginal-led governance structures are sustained, and drawing more ACCOs and First Nations members into coalition leadership, will be critical for future progress.</li> </ul>
	<p><b>Level 2: Systems Change</b></p> <p>Immediate changes are evident (collaboration between organisations, visible public debate, and early policy commitments) and are linked to long-term goals of justice reform and community empowerment.</p> <p>SRWA is catalysing collaboration, reshaping narratives, and influencing national and state policy commitments — all evidence of the system beginning to behave in new ways.</p> <p><b>Specific Impact Stories - <a href="#">Influencing National Justice Reinvestment Funding</a></b>            SRWA convened with national partners and peak bodies to define what constitutes a JR site, shaping federal guidelines and grant programs. This has resulted in funded JR sites across WA and a growing community of practice. Their systems-level advocacy ensured community-driven principles are embedded in national funding design.</p> <p><b>Specific Impact Stories - <a href="#">Shifting the Narrative on Youth Justice</a></b>            SRWA's persistent advocacy has moved WA away from a purely punitive "tough on crime" mindset. Public, political, and media discourse now acknowledges alternatives to incarceration, with SRWA's framing ("help, not harm"; "smart justice, healthy families, safe communities") adopted across the political spectrum. Their watchdog role around Banksia Hill (a children's detention centre in WA) and Unit 18 has kept youth justice reform on the agenda.</p>
<p><b>Barriers and Limitations</b></p> <ul style="list-style-type: none"> <li>• SRWA's interim goals, such as raising the age of criminal responsibility to 14 and closing Unit 18, have not yet been achieved.</li> <li>• Progress is often incremental, with short-term wins (e.g., improved conditions at Banksia Hill) needing to be balanced against longer-term vision and persistence.</li> <li>• Maintaining influence in hostile political climates requires constant vigilance, and systemic resistance continues to slow reform</li> </ul>	

Outcome	Findings
<p><b>Level 3: Systems Change: Durability</b></p> 	<p>SRWA's work has begun to "tip" the system toward new behaviours, embedding collaboration, reframing narratives, and securing enduring policy shifts.</p> <p>Relationships built on trust and reconciliation are anchoring new norms, making regression harder, though community-level mistrust and competition remain risks. Narrative shifts (on Aboriginal incarceration, JR, and youth justice) have gained traction, but remain fragile under political pressure. Structural reforms (e.g., Fines Enforcement changes, bipartisan support for youth justice reform) provide durable wins, but outcomes are still vulnerable to government turnover and local dynamics.</p> <p><b>Specific Impact Stories - <i>Holding the Line on Youth Justice Reform</i></b> SRWA's persistent advocacy has improved conditions in Unit 18, kept youth justice reform on the agenda, and secured a public commitment to close Unit 18, though timelines remain absent. Their watchdog presence (e.g., at the Cleveland Dodd coronial inquest) has ensured systemic failings are exposed and visible. Participants credited SRWA with preventing WA's election from descending into a racially divisive "tough on crime" debate, a contrast to regression in QLD and NT.</p> <p><b>Specific Impact Stories - <i>Halls Creek JR Site (Olabud Doogethu)</i></b> SRWA catalysed momentum and political support, helping secure \$1.5m in state funding and national recognition for the site. Their convening role legitimised JR locally and supported community lobbying. However, sustaining progress proved challenging under COVID pressures and community-level dynamics. This highlights both the catalytic power of SRWA and the limits of its control, with local ownership ultimately determining outcomes.</p> <p><b>Barriers and Limitations</b></p> <ul style="list-style-type: none"> <li>• Fragility of reforms: political cycles, hostile climates, and electoral pressure risk "snap back" into punitive mindsets, as seen interstate.</li> <li>• Interim goals like raising the age of criminal responsibility remain unmet, underscoring the difficulty of translating narrative gains into structural change.</li> <li>• Community-led JR requires long timelines and careful scaffolding; SRWA can catalyse and support but cannot dictate outcomes.</li> <li>• Sustaining Aboriginal-led governance, broad coalition unity, and resourcing remain central to ensuring long-term durability.</li> </ul>
<p><b>Level 4: Mission Level Impacts</b></p>	<p>SRWA's efforts are creating visible impacts for individuals, communities, and at a whole-of-population scale.</p> <p>Communities such as Carnarvon and Hedland have moved from fragmented responses to collaborative leadership through SRWA's convening, toolkits, and facilitation. Public and political narratives now recognise alternatives to incarceration, with prevention, diversion, and Aboriginal-led approaches referenced by all major WA parties.</p> <p>Structural reforms, such as changes to Fines Enforcement Legislation and national JR funding guidelines, show SRWA's influence on systemic justice policy. Tangible improvements for children in Banksia Hill and Unit 18 reflect how advocacy translates into lived experience change, even in challenging environments.</p>

Outcome	Findings
<p><b>Level 4: Mission Level Impacts</b></p> 	<p><b>Specific Impact Stories - <i>Whole-of-Population Impact - Fines Enforcement Reform</i></b> - SRWA's advocacy contributed to ending imprisonment for unpaid fines in WA, eliminating a long-standing injustice that criminalised poverty and creating fairer pathways for thousands previously at risk of jail each year.</p> <p><b>Specific Impact Stories - <i>Community-Level Impact in Carnarvon</i></b> - SRWA catalysed a shift from isolation to collective action in JR communities, (e.g. Carnarvon), convening local leaders and providing tools that enabled a durable, community-led justice reinvestment effort.</p> <p><b>Specific Impact Stories - <i>Individual-Level Impact - Children in Detention</i></b> - SRWA's advocacy around Banksia Hill and Unit 18 has secured safer conditions, greater transparency, and government accountability through concrete reforms and a watchdog role.</p> <p><b>Barriers and Limitations</b></p> <ul style="list-style-type: none"> <li>• Reforms often remain partial or in development; full structural change (e.g., raising the age of criminal responsibility, closing Unit 18) has not yet been secured.</li> <li>• Community-led JR requires sustained investment and local ownership, with progress uneven across sites.</li> <li>• Political cycles and hostile climates create fragility, meaning gains for children, communities, and justice reform must be continually defended.</li> <li>• SRWA's role as convener and watchdog cannot substitute for government responsibility — success relies on broader system uptake and implementation.</li> </ul>
<p><b>Level 5: Increased Capacity and Strategic Learning</b></p> 	<p>SRWA's core strength is credibility and trust with communities, partners, and government. Capacity has grown from a small coalition to a recognised peak body influencing state and national agendas. SRWA has shifted from intensive site delivery to a scalable, portfolio approach, enabling broader reach across WA.</p> <p><b>Specific Impact Stories - <i>Pivoting to Movement Building</i></b> Learned from early intensive work in Halls Creek, SRWA now supports JR sites through a tiered model, building a resilient, state-wide movement.</p> <p><b>Specific Impact Stories - <i>Aboriginal Governance</i></b> Transition to an Aboriginal-majority board strengthened cultural authority, accountability, and legitimacy in advocacy.</p> <p><b>Barriers and Limitations</b></p> <ul style="list-style-type: none"> <li>• Risk of burnout and dependency without sustainable resourcing.</li> <li>• Outcomes remain shaped by external political and community factors.</li> <li>• Long-term impact depends on continued investment in Aboriginal leadership, stable funding, and stronger infrastructure.</li> </ul>

The background is a solid teal color with several large, abstract, white brushstroke-like shapes scattered across it. These shapes are irregular and fluid, resembling hand-drawn lines or loops. The word "Report" is centered in the middle of the page in a white, serif font.

# Report

## Introduction

In 2024, the Paul Ramsay Foundation (PRF) commissioned ThirdStory (TS) and Kaarla Baabpa (KB) to develop an Outcomes and Impact Measurement Framework and report for Social Reinvestment Western Australia (SRWA).

SRWA is a member based peak not-for-profit organisation, led by an Aboriginal and Torres Strait Islander majority Board. They aim to end the mass criminalisation of Aboriginal and Torres Strait Islander people in Western Australia's (WA) justice and legal systems; and to create a fair, humane, and more truly just WA for all people.

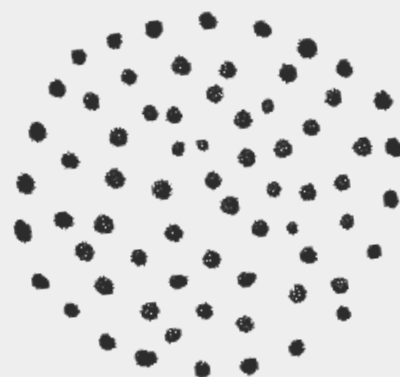
SRWA's work aims to shift the ongoing unjust structural and systemic drivers from colonisation that are affecting the lives of Aboriginal and Torres Strait Islander people and driving high rates of youth criminalisation.

SRWA has three streams of work across coalition and movement building, advocacy and campaigning, and supporting the development of Justice Reinvestment (JR) in WA. These streams form a united body of work that is interrelated and that seeks to shift the justice system and improve the lives of Aboriginal and Torres Strait Islander people.

As such, the Outcomes and Impact Measurement Framework for this evaluation has been designed to be applied across all work streams. In shaping this work, TS and KB worked in close collaboration with SRWA to design an evaluation process to ensure deep engagement with SRWA and key stakeholders.

This report provides an overview of the findings and insights generated from applying the Outcomes and Impact Measurement Framework to assess SRWA's impact on justice policy and practice within WA, as well as their role in supporting the development of JR in WA.

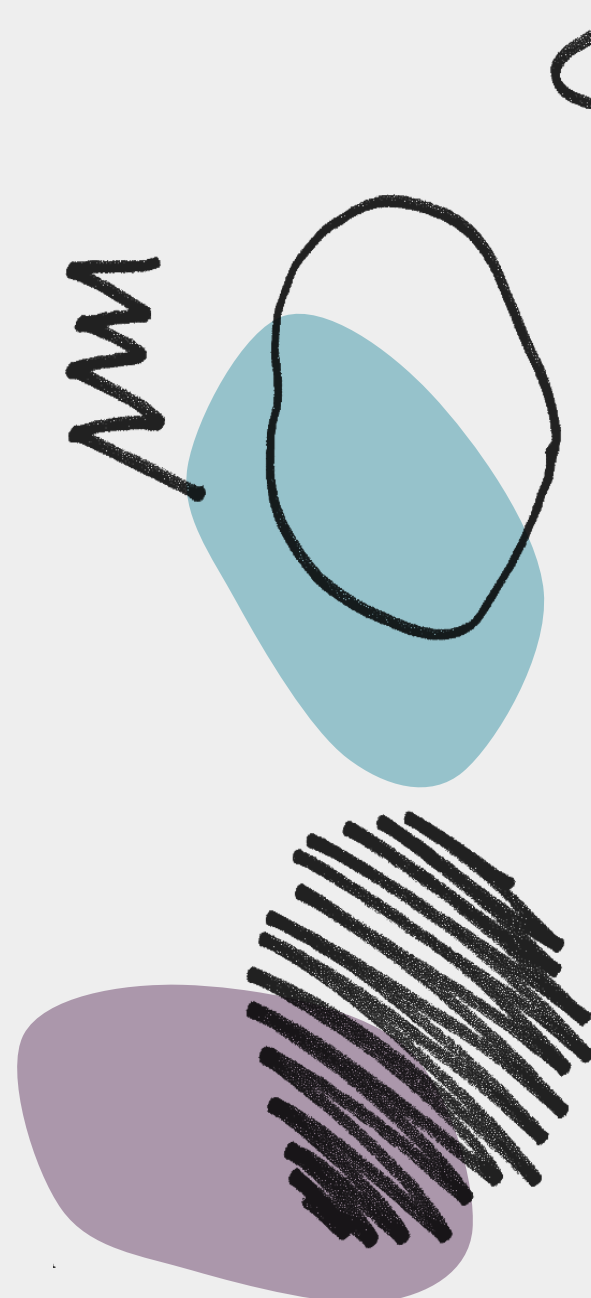
The insights and stories gathered through this process have shaped the opportunities for the future at the end of this report, as SRWA begins to operate as an incorporated entity going forward.



# Activities

Through a collaborative process, an Outcomes and Impact Measurement Framework was developed and an evaluation process was designed to ensure deep engagement with SRWA and key stakeholders in assessing the impact of SRWA's portfolio of work. Key activities throughout this evaluation process included:

- ★ Desktop research to document SRWA's activities to date, and conduct a media and literature scan of research on policy changes associated with SRWA.
- ★ Co-development of a set of cultural principles to guide the evaluation work alongside SRWA's Aboriginal leaders and staff.
- ★ Development of a layered Outcomes and Impact Measurement Framework and evaluation process.
- ★ Stakeholder mapping with SRWA to collaboratively identify key internal and external stakeholders, organisations, community members, leaders and Elders.
- ★ Engagements through a series of in person and online yarning groups and in-depth interviews with identified stakeholders.
- ★ Analysis and synthesis of insights and stories generated through yarning to identify key themes, impact case studies and recommendations.
- ★ Contribution analysis involving timeline mapping, formulation and testing of contribution claims to highlight emerging impact stories, along with an invitation for feedback and prioritisation.
- ★ Reporting findings and recommendations to PRF and SRWA.



# Our Approach – Overview

In designing our Outcomes and Impact Measurement Framework and process, we foregrounded the work in thinking about systemic impact (see models on pages 71-74 in Appendix). In understanding the complex challenges SRWA is working on, we acknowledged that these are rarely solved by a single organisation and often require collaboration at multiple levels. The collaboration unites different expertise, and connects unique perspectives, to make interventions at key system leverage points.

SRWA's diverse activities across their streams of work (**movement building, advocacy and campaigning, and JR**) represent nested and interlinked activities contributing towards SRWA's ultimate impact. With this in mind, our evaluation approach sought to:

1. Identify the unique and specific value of each of these components;
2. Identify their combined value in working towards SRWA's goals, and;
3. Contextualise the overall impact within the broader system context.

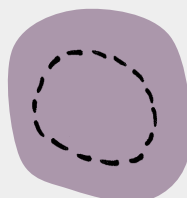
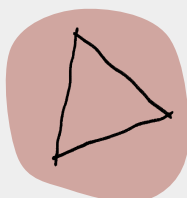
The framework was developed with consideration of leading thinking in systems change, available at Appendix (see pages 71-74).



# Our Layered Outcomes and Impact Measurement Framework

Our final Outcomes and Impact Measurement Framework below was used across all yarning groups throughout the process to guide discussion and generate insights.

Outcome	Questions
<b>Level 1: Conditions for Systems Change</b>	<ol style="list-style-type: none"> <li>1. How is SRWA creating opportunities to shape the systems behaviour in new and different ways?</li> <li>2. Where are making the most progress? Why? Least progress? Why?</li> </ol>
<b>Level 2: Systems Change</b>	<ol style="list-style-type: none"> <li>1. To what extent did our efforts trigger changes? (these changes might be changes to behaviors, actions and/or practices in a 'system')</li> <li>2. To what extent do the changes in behaviour we've just discussed contribute to the ultimate impact we're trying to achieve?</li> </ol>
<b>Level 3: Systems Change: Durability</b>	<ol style="list-style-type: none"> <li>1. Have the actions of SRWA and it's members been sufficient to "tip" the system into new behaviours?</li> <li>2. Are there indications that the system might "snap back" into old patterns?</li> </ol>
<b>Level 4: Mission Level Impacts</b>	<ol style="list-style-type: none"> <li>1. Because of our efforts, what changed for individuals and communities? (which people and communities are we talking about? And what did we do?)</li> <li>2. What changed at a whole-of-population level (e.g. state-wide or whole country, through legislation change or economic policy change)? How did our efforts contribute?</li> <li>3. As a result of our efforts, what has changed for our target group/s? (e.g. JR communities, or demographic-specific)</li> </ol>
<b>Level 5: Increased Capacity and Strategic Learning</b>	<ol style="list-style-type: none"> <li>1. What are the strengths and limitations in our capacity to influence change?</li> <li>2. How has our capacity changed over time?</li> <li>3. What do we need to do to enhance our capacity moving forward?</li> </ol>



# Our Approach – Methodologies

## An overarching Northstar: Cultural Guidance and Cultural Principles:

While not formally a methodology, cultural governance underpins the SRWA evaluation, ensuring Aboriginal voices, leadership, and values shape the work. We worked alongside Aboriginal leaders within SRWA's staff and board to develop a set of cultural principles to guide the evaluation work.

### Why we chose this method:

As an organisation led by an Aboriginal and Torres Strait Islander majority Board and with Aboriginal leaders within the organisation working to end the mass criminalisation of Aboriginal and Torres Strait Islander people, ensuring our approach strengthened trust, legitimacy, and accountability and allowed for Aboriginal voices to be heard was critical to the process. The cultural principles developed to guide this work are explored on page 19.

## Methodologies

In applying our framework, our chosen methodologies and tools, which included media and document review, yarning groups, targeted interviews, timeline construction and contribution analysis, were influenced by:

### Empowerment Evaluation

Empowerment Evaluation (Fetterman & Wandersman, 2005) is based on a set of principles that, when applied properly and consistently, create a sense of ownership over the evaluation process and its outcomes by those who are involved. This method has a focus on improvement, organisational learning, community knowledge, community ownership, inclusion, participation, accountability and capacity building.

### Why we chose this method:

As a relatively young and dynamic collective initiative, SRWA needs to operate responsively. Understanding what's working and what isn't is crucial to organisational success. Involving SRWA and coalition members throughout all stages of the evaluation embeds a sense of collective responsibility and builds capacity to generate action from learning into the future.

### Contribution Analysis

Contribution Analysis (John Mayne, 2001) is a theory-based approach to causal analysis. With a focus on contribution, rather than attribution. Through a series of steps, this approach asks; in light of multiple factors influencing a result, has the intervention initiative made a noticeable contribution and in what way? Its is an iterative process of rewriting and reviewing, with the story becoming more compelling over time (Contribution Analysis in Policy Work, Center for Evaluation Innovation, 2017).

### Why we chose this method:

SRWA's diverse streams of work are all interlinked and contribute to SRWA's overarching impact. Additionally, SRWA works within an ecosystem of players working toward creating changes in WA's justice system. By nature of their coalition structure and their systems work, their actions and impact can't be assessed in isolation and therefore the correct approach is to consider contribution rather than attribution.

### Relational Narrative Yarning

Core to our evaluation process was the incorporation of yarning as a qualitative research and engagement method. This approach is both aligned with SRWA's values and highly congruent with Empowerment Evaluation.

Yarning, rooted in Aboriginal cultural practices, emphasises respectful and reciprocal communication, facilitating the building of trust and mutual understanding. The yarning method promotes cultural sensitivity and empowers participants, recognising their knowledge and contributions as vital to the evaluation process. Additionally, these yarns were captured by a First Nation's visual scribe, Modern Custodian.

### Why we chose this method:

A significant portion of SRWA's work unfolds within community and relationships. This approach not only enhances the quality and authenticity of the data collected, but also strengthens relationships between researchers and the community. Using a methodology that complemented SRWA's relational way of working enabled diverse participation and provided a culturally sensitive approach to organisational learning through joint reflection.

# Who we engaged with

Our evaluation ran from September 2024 to September 2025 and involved a mix of internal SRWA staff and board members, former and current coalition members, staff of national and interstate JR bodies and representatives from JR communities.

Activity	# participants:
Yarning Group 1 SRWA Aboriginal leaders	4
Yarning group 2 SRWA staff	6
Yarning groups 3 and 4 Advocacy and Campaigns (in person and online)	9
Yarning group 5 and 6 Movement and Coalition Building (in person and online)	8
Yarning group 7 and 8 Justice Reinvestment (in person and online)	9
Contribution analysis (walkthrough event)	Over 20 participants and some individual engagement

These numbers include representation from SRWA staff and board members, as well as representation from:

- ✦ 17 organisations
- ✦ 4 WA JR sites
- ✦ 1 South Australian JR site
- ✦ 3 national justice peak bodies





# Insights from yarning

## Framing conversations: Cultural Principles

Cultural governance underpins the SRWA evaluation, ensuring Aboriginal voices, leadership, and values shape the work. The first yarning group comprised of Aboriginal leaders within SRWA's staff and board to develop a set of cultural principles to guide the work going forward. Embedding this as our first engagement was core to our methodology around cultural guidance.

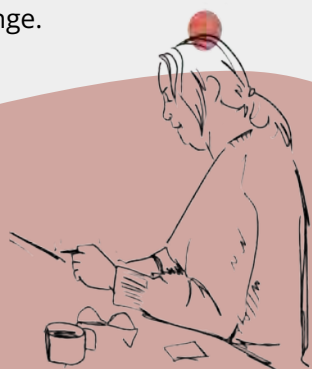
### Outcomes:

The project is guided by four core principles:

- Listening to Aboriginal voices so that decisions and directions are informed by community.
- Valuing the Cultural Governance Oversight Committee (CGOC), with purposeful and flexible participation.
- Acknowledging diversity, seeking guidance on the right people to connect with, and investing time in relationships.
- Transparency, making processes and findings open and accountable.

We heard that these principles are embedded in every part of the project, not treated as add-ons. Yarning sessions are designed so Aboriginal people form the majority and leadership guides the process. Participation is supported through flexible mechanisms, recognising the multiple roles and responsibilities of Elders and community leaders.

This approach strengthens trust, legitimacy, and accountability. It ensures the evaluation reflects lived experience and cultural realities, while modelling how cultural governance can drive system-level change.



## Framing conversations: Internal SRWA Staff

A yarning group provided an opportunity to explore SRWA's expectations for this evaluation and introduce their team to the frameworks shaping our thinking. The session was used to prototype our draft Outcomes and Impact Measurement Framework, as ensuring the SRWA team understood the framework and had an opportunity to provide feedback was critical to our methodology, based on core principles of Empowerment Evaluation.

### Outcomes:

As well as finalising our Outcomes and Impact Measurement framework, the yarning group provided staff an opportunity to reflect on their work over the past 10 years; how their capacity has changed and grown, where they are seeing the most progress and where there have been vital lessons learned that have informed the work going forward.

Unanimously, the group felt that their impact was most evident in shifting the 'tough on crime' narrative around youth justice and bringing diversionary and alternative approaches into the public conversation. They felt they had built strong relationships and held a key agenda setting function, but reflected on the ongoing challenges with attempting to shift a 'thorny' public issue with deeply entrenched attitudes.

They saw immense growth in their JR portfolio of work and acknowledged that their *'networks with other JR experts are much better and growing.'*

SRWA staff felt the strength of their Aboriginal governance and leadership had grown - truly enhancing their work and their sense of security in performing their roles.

These insights will be unpacked further in the following pages.

# Advocacy and campaigns

Social reinvestment Western Australia  
Noongar boodjar

## How Change Happens

- > policy and evidence drive credibility
- > Media and lobbying shape public opinion
- > Community led action fuels real solutions

**Lived Experience = Real Impact!**

"We don't need to be the centre of the story. We support others to tell it."

Stories shift policy and challenge injustice  
Support matters - sometimes change is just helping somebody show up

## BARRIERS AND RESISTANCE

Political roadblocks, even with overwhelming public support

Media sometimes feeds fear instead of facts

## SHIFTING THE NARRATIVE

Tough on crime is losing ground

Justice reform is becoming more accepted

Justice reinvestment is spreading

## WINS and PROGRESS

More communities investing in solutions

Media and public now seeking our voice

Diversion, Raise the Age and JR are on the public agenda

The work is slow, but the shift is real!

"I've never seen so much pressure NOT lead to change before"

"We are able to be a consistent, sustained voice for pushing change"

"We hold the line - because if we don't, who will??"

"One party used to say 'we're gonna be tough on crime', and then this last election we saw them pledge to 'close unit 18 in 100 days - that's a huge shift!'"

# Yarning about Advocacy & Campaigns

## Overview

SRWA leads public campaigns and policy advocacy to push for smarter justice in WA. Through initiatives like *Raise the Age* (aiming to raise the age of criminal responsibility across Australia from 10 to 14), the call to close Unit 18 [housing young people within the Casuarina adult prison], and the release of the *Blueprint for a Better Future*, SRWA mobilises communities, influences decision-makers and shifts public debate towards prevention, reinvestment and fairer outcomes for children and families.

A specific advocacy and campaigns yarning group was comprised a mix of internal SRWA staff and board members and past and current SRWA coalition members, who were most directly involved with the advocacy and campaigns stream of work.

Using our Outcomes and Impact Measurement Framework and framing from the Advocacy that Builds Power framework (See Appendix Page 73; Centre for Evaluation Innovation, 2021), we facilitated a discussion that focused on SRWA's advocacy work.

# Yarning about Advocacy & Campaigns

SRWA's advocacy and campaigns have been central to shifting narratives and influencing decision-making on youth justice in WA. Through media engagement, public storytelling, and direct policy advocacy, SRWA has made issues like Aboriginal overrepresentation and youth detention visible in ways they were not before. As one participant noted, "Part of the reason there was a government commitment is the work we did here, advancing and socialising these ideas." By combining credible evidence with lived experience and coalition voices, SRWA has shaped the public agenda, pressured government to act, and opened space for reform. While SRWA's ultimate campaign goals remain unmet (to close Unit 18 and raise the age of criminal responsibility to 14), there have been visible shifts in policy and practice within the youth justice system.

## What is SRWA doing?

**SRWA has a cohesive, strategic and evidenced-based approach to campaigning and advocacy.**

SRWA holds a long-term, systemic view to campaigning, aiming to move beyond political cycles to shift the justice system to address the underlying drivers and needs of people entering prisons. We heard that while some campaign goals remain unmet, SRWA are setting the conditions for change, seeing interim outcomes and empowering communities while they work toward their vision.

While they run several distinct campaigns, the driver behind all of their advocacy work is interlinked and embedded, centred around a call for smart justice, healthy families, and safe communities.

When SRWA receives media coverage for one campaign, they platform asks that are cohesive and consistent - and often relevant across campaigns.

*"Through everything, they have such a consistent ask and such consistent messaging and are continually pulling threads together - it is incredible."*

*"For the commitments we do have, they [Government] wouldn't have done this without a clear narrative and without a spearhead organisation making this story credible and persistent."*

We heard that SRWA has a multi-pronged approach to advocacy work, aiming to pull on six levers across campaigns:

- Policy and evidence
- Media, framing and public agenda
- Social media
- Lobbying and engagement (political and government)
- Capacity of building of communities
- Voice of lived experience

SRWA's [Blueprint for a Better Future](#) (the *Blueprint*), sits behind, and provides an evidence and policy base for all SRWA's advocacy work.

*For a detailed impact story see page 43.*



## What is SRWA doing?

### **SRWA is building the capacity of the public to advocate for change.**

SRWA works to build community advocacy capacity through workshops, training and a range of accessible tools.

SRWA regularly hosts advocacy training for young people through schools and universities, hosts an annual JR Summit for community and organisation leaders, funders, and government workers, and hosts a range of downloadable toolkits, including a 'Community Action', 'Email your MP' toolkit, and a range of campaign fact sheets. We heard that these workshops and trainings are well received by community and the tools are well utilised.

### **SRWA crafts effective messaging across campaigns - and works with community to do so.**

We heard that SRWA's advocacy messaging and their advocacy tools are highly accessible, clear, concise and consistent, able to distill complex information and reform agendas into sharp messaging that creates cut-through.

A point of difference highlighted in SRWA's messaging was its inclusion of community voices - notably individuals with a direct experience of being incarcerated. SRWA's 'Stories from the inside' series and 'Me at 10' social media campaign worked with lived experience storytellers and community members to highlight gaps and failings in WA's justice system. We heard this approach works to humanise what is traditionally a detached and politicised topic.

*"It's about how do you make it relatable, understandable and how do you connect back to people."*

*"Their messaging is strong - to be able to distill really complex systems thinking and issues into such sharp, pointed calls of action and asks."*

### **SRWA has developed strong and strategic relationships with a broad range of stakeholders.**

We heard that SRWA has worked hard to develop strategic relationships with key media and government personnel in what has been described as a challenging political environment in WA.

Participants felt that SRWA's approach to relationship building was critical to their early success.


In a state with a history of punitive policy and practice in justice and popular public figures advocating for tough on crime approaches, SRWA has strategically relied on key networks to shift and lobby 'through the back door'.

We heard that SRWA understand the importance of their ideas gaining bipartisan support and maintains relationships to allow for this.

*"SRWA interfaces with government, activists, media and they do this well keeping the dialogue open with all of these groups - they've got a broad church, with a tone that is well set in the message."*

*"SRWA is still being very strategic - they are pushing the boundaries but doing this cleverly."*

*"They've managed to make sure both political ends have a role to play and that is a unique skill for a peak body."*



*"We've managed to help craft and build a strong united message."*

## Outcomes:

### SRWA is shifting the 'tough on crime' policy and practice and placing alternatives to incarceration on the agenda.

Participants agreed that since SRWA's inception, there has been a gradual shift in the public narrative around justice, particularly youth justice.

*"8 years ago, there wasn't a view that a punitive approach to youth justice doesn't work - the general public had no insight into how youth justice actually worked."*

Participants felt that SRWA's work to advance and socialise ideas of reform has been critical to this language and policy shift.

★ For a detailed impact story see page 46.

### SRWA is 'holding the line' on youth justice issues in WA.

From providing rapid response to crisis situations (e.g. young people being moved to an adult prison) to pushing for policy change and review (e.g. the Youth Justice Act), SRWA was described as an unofficial 'watchdog' for justice issues in WA. Participants acknowledged that some of SRWA's key asks across campaigns remain unmet, but held that SRWA's consistent presence, voice and vigilance was critical to keeping these issues on the agenda and to maintaining pressure on system leaders and decision makers.

*"Sometimes, a win is holding the line."*

★ For a detailed impact story, see page 48.

### SRWA is a hopeful advocate, providing a vision for the future of Youth Justice.

We heard that SRWA's campaigns and advocacy is effective because their messaging doesn't solely focus on what is not working - it offers helpful and real-world examples of an alternative future. Their messaging always centres diversionary approaches and alternatives to prison (outlined in *The Blueprint*) and provides evidence for these practices in action, giving the public and decision makers a vision for the future.

### SRWA has grown to be a trusted source of information for the media and members of parliament.

Participants unanimously agreed that awareness of SRWA and their campaigns has increased dramatically over the years. We heard that SRWA are increasingly referred to, cited and interviewed for justice issues and that they have built credibility and legitimacy as a source. To this point, SRWA is now in a position where media actively reach out to them for comment, rather than the organisation pushing out press or media releases to generate traction.

Participants also stated that SRWA has grown to be a trusted source for some members of parliament, who look to the organisation for briefing notes on key justice issues and regularly raise questions in parliament that serve SRWA's agenda.

"We are able to be a consistent, sustained voice for pushing change!"

"We hold the line - because if we don't, who will??"

"One party used to say 'we're gonna be tough on crime', and then this last election we saw them pledge to 'close unit 18 in 100 days - that's a huge shift!'"

**Outcomes:**

**SRWA has reduced the likelihood of Aboriginal and Torres Strait Islander people being in prison, by advocating to end imprisonment for unpaid fines in WA.**

In 2017, SRWA began advocacy to end imprisonment for unpaid fines in WA, following the death of an Aboriginal woman in custody. By 2020, the WA Parliament effectively ended imprisonment for unpaid fines. We heard that SRWA's strategic advocacy, which included the development of a policy paper, a petition, letters to MPs, social media campaigning, a briefing with 14 Members of Parliament, and a review of the draft legislation tabled in parliament, was critical to achieving this legislative change.

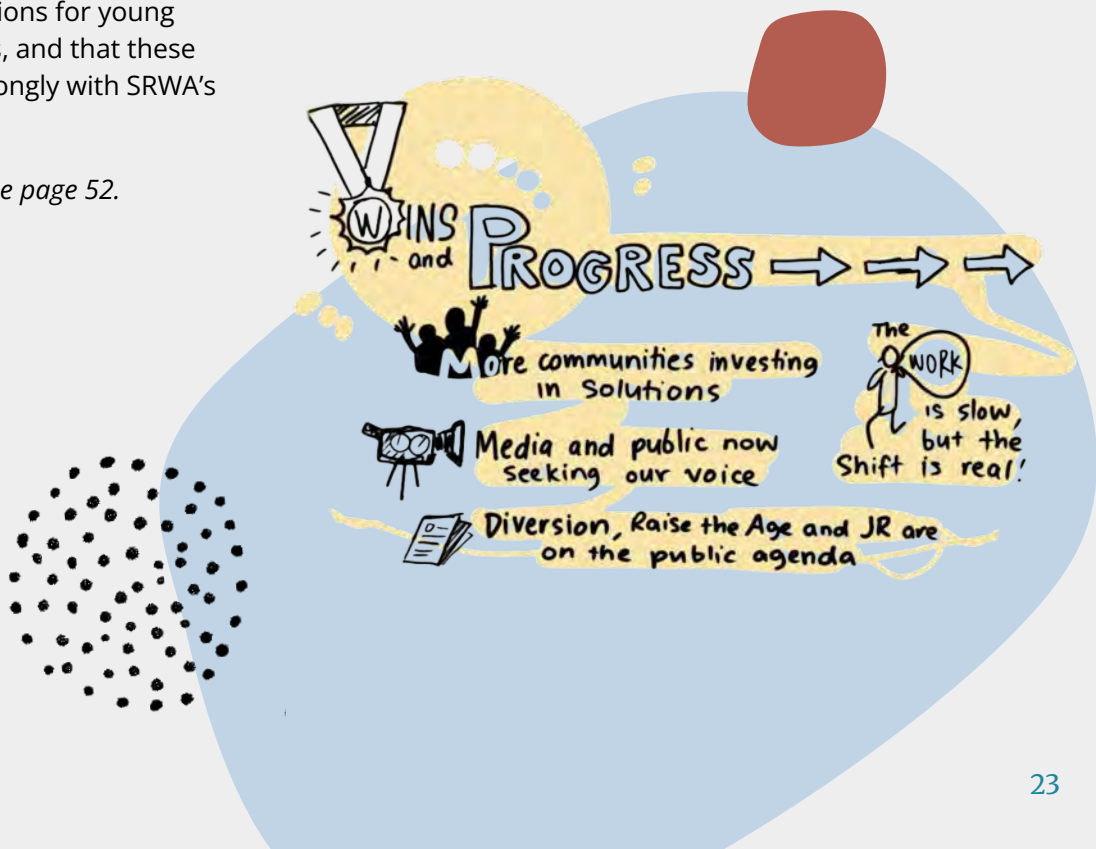


★ For a detailed impact story see page 51.

**Improved conditions for young people in Banskia Hill Detention Centre (BHDC) and Unit 18.**

We heard that while SRWA's key ask - to close Unit 18 (where young people are housed within an adult prison) - remains unmet (there is a commitment from government, but no timeline), there have been tangible improvements in the conditions for young people inside these facilities, and that these improvements correlate strongly with SRWA's campaign asks.

★ For a detailed impact story see page 52.



# Yarning Group Movement Building

Social reinvestment Western Australia

Noongar boodjar

Thursday 6<sup>th</sup> March 2025



— the —  
COALITION



- > Total independence
- > Common causes
- > Coming together

LEADERSHIP



- > STRONG
- > WISE
- > PURPOSEFUL

COLLABORATION  
REQUIRES  
RESOURCING



HOW'S SRWA GOIN'?

- ☑ Resources
- ☑ United voice
- ☑ Common goal

WHERE ARE WE MAKING  
PROGRESS?

- Community orientated learning
- People are interested
- Movement from Co-chair to board

"It doesn't matter  
if the system snaps  
back



COMMUNICATING  
OUTWARDS



SYSTEM CHANGE?  
= CULTURE CHANGE

EMPOWER  
our FUTURE  
Leadership



Nobody owns this space

Yeah right,  
we can make  
a change!

STRENGTH  
= DIVERSITY  
in a team

ENJOY  
watching  
them GROW

BUILT on  
GOOD

RELATIONSHIPS

and  
TIME

Identify  
where else  
we can be of service

COLLECTIVE  
EXPERTISE

\* WE would definitely like at least \$1M for Campaigning xxxo

## Yarning about Movement Building

### Overview

As a coalition of over 20 Aboriginal and non-Aboriginal organisations, SRWA brings the sector together to share evidence, amplify lived experience, and build collective power for reform. By connecting services, researchers, advocates and communities, SRWA strengthens the capacity of the justice sector to influence policy and create systemic change.

A yarning group focused on movement building comprised of a mix of internal SRWA staff and board members, as well as past and current SRWA coalition members and focused on SRWA's work in bringing people together and uniting around a common agenda, to build a movement for change.

To facilitate this discussion, we used our Outcomes and Impact Measurement framework and brought in key measures from the Collective Impact framework (Kania & Kramer 2011), looking at; common agenda, shared measurement, mutually reinforcing activities, continuous communication, and a backbone support organisation.

# Yarning about Movement Building

SRWA's impact can also be seen in the strength of the coalitions and movements it has built. Through summits, subcommittees, and cross-sector forums, SRWA has created trusted spaces where diverse organisations, Elders, and advocates come together around shared goals. Participants consistently described these gatherings as safe, relational, and unifying: "There is resilience, people know what they are talking about and they really hear you — we needed people from SRWA in the space." By convening networks, translating complex issues into shared strategies, and connecting local voices to national platforms, SRWA has enabled collective action that no single organisation could achieve alone.

## What is SRWA doing?

### SRWA has embedded strong Aboriginal leadership in the organisation.

Led by an Aboriginal and Torres Strait Islander majority Board, and with Aboriginal leaders holding key community-facing roles, we heard that SRWA has embedded strong Aboriginal leadership and governance within the organisation. Participants unanimously agreed that there is still room to grow, and that this is a key priority for the organisation as they've become incorporated.

### SRWA has worked to build a common agenda, shared vision and shared language with their coalition members.

Through the use of two sub committees (Law Reform and Justice Reinvestment), SRWA has deeply involved their coalition members in building out campaign goals and strategies, and in crafting messaging and communications.

While this approach to working is changing as the organisation has grown and incorporated, in the early days, this method was crucial to getting the work done with a small number of people and has worked strategically to generate stronger buy in from members.

*"We have campaign goals and everyone has had input and agreed upon them. If we have to talk about something new, we bring people together and make a decision about what we might say."*

*"It's been about being more powerful when we work together - this is both about shared resources and sharing the work."*

### SRWA's coalition members and networks amplify their messaging.

We heard that SRWA strategically leverages their partner base to extend the reach of their messaging. Participants stated that SRWA's approach to crafting shared messaging with their coalition partners, and then providing partners with resources and tools to distribute this messaging within their networks has been a strategically effective approach to managing resourcing and building the credibility and legitimacy of their messaging.

*"The policy and strategic setting is the engine room and then they [SRWA] leverage their partner base for communications dispatch."*

### SRWA's approach to movement building is deeply relational

We heard that SRWA's approach to building their network and carrying out their work is highly relational. We heard that they progress their work based on trust and relationships, working at the 'speed of trust' to generate real change. Participants felt this rang true for all of SRWA's movement building work - with the coalition, with building relationships for advocacy work and principally, in working with JR communities.

*"For SRWA a lot of time has been spent building relationships."*



*It's better to go slow + deep than fast + shallow*



## What is SRWA doing?

### SRWA is building a movement for JR - in WA and nationally.

Through operating as a peak for community-led JR in WA, hosting JR forums, organising the annual JR Summit and establishing a JR Community of Practice in WA, as well as working with JR peaks nationally, we heard that SRWA has grown the movement for JR in WA and is also shaping the national movement.

We heard that SRWA's work has also been foundational for other peak bodies at a national level. Participants gave examples of SRWA facilitating workshops for national peak bodies to build their governance structures and strategy.

*"You were the first one, on the national stage and in WA and you've had to establish an enormous amount of ground work just to get people to know we are here and we talk about these things; this has been invaluable to everyone who has come after - its those webs of change that you make."*

*This is covered in more detail on page 31.*

### SRWA has built a mobilised support base.

Through building strong relationships and networks, a common agenda and a shared vision, we heard that SRWA has done the work to create a 'response' unit that can be mobilised quickly when there is a crisis.

*"The tone and the media route we take - its already agreed upon - the rules and norms of the group are agreed. We have our own 'gospel' of what we all agree on so we can immediately talk to the topic."*

*"There is an immediate response unit and relationship network that exists that can be harnessed and used when a crisis happens."*

## Outcomes:

### SRWA's Aboriginal governance and growing Aboriginal leadership builds confidence for staff and coalition members.

We heard that the Aboriginal governance and leadership within the organisation is core to the organisation's success and has grown over the years; enhancing their sense of security in performing their roles and providing coalition members with confidence in SRWA's strategy and approach.

*"From the oversight group, there is solid, strong and wise cultural leadership. We wouldn't have got to where we got without the right people."*

★ *For a detailed impact story see page 55.*



## Outcomes

### SRWA has a strong, united front and message, building legitimacy and trust.

We heard that SRWA's approach to inviting the coalition in to plan and design work and then leveraging the partner base to distribute their messaging has created a sense of critical mass behind their presence and messaging. We heard that this both increases visibility for SRWA, helping to grow their presence, and legitimises their message, helping to build trust for SRWA. Ultimately we heard that this creates a 'united voice' when it comes to justice reform in WA and this holds weight when speaking publicly or with key decision makers.

*"We are safer when we all speak together and the voice is a lot stronger when it is united - that's how you get a meeting with the minister, because you speak with that weight."*

*"SRWA is a trusted network - not an outfit for its own purposes - it is based in such a broad network and has become a respected voice that has done the work to figure out what to say and how to say it."*

*"Our profile has increased over the years - we now get looked at as experts in the field and we get more opportunities to talk at things. This all comes from our coalition members - its the whole coalitions' input into our resources and our voice."*

*"SRWA is seen as peak body in this space, its reputation is a strength."*

*"Talking through an advocacy strategy gives us confidence - that we're doing this in line with all of these voices."*

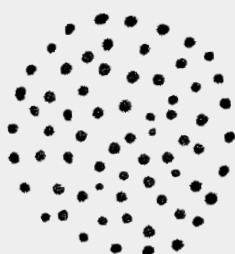
### SRWA's work is adaptable and place-based which builds capacity.

We heard SRWA's relational approach to movement building has enabled them to work in nuanced and place-based ways with their partners. Participants agreed that while they have clear strategies and methods for campaigning and JR, the approach they take is varied and is tailored to suit the needs of the particular community or the requirements of a particular campaign.

We heard that their approach of involving their networks and community in the work is empowering - it builds capacity for the justice sector and for JR communities.

*"How do you build your capacity as a small team to drive change in communities? You build the capacity of community nudgers and you help to mobilise communities. They [SRWA] have led this work very successfully. Their work at a grassroots level is unbelievably powerful, how this little team is having such an impact for communities."*

community first:  
"It's not a method, it's an approach"



## SRWA facilitates two-way learning and builds a sense of collective expertise.

Participants felt that one of the key benefits of being a part of the SRWA coalition was in the learning it facilitated for their organisation and in providing an opportunity to advocate for reform. SRWA's coalition is made up of diverse organisations, including those reliant on government funding and service providers with limited capacity. They felt that SRWA kept them informed about key movements in the justice space and provided them with the resources and the voice to advocate.

*"Being able to use the resources of the coalition to create change creates combined work and different opportunities."*

*"Giving a forum to a whole bunch of like-minded organisations to come together and advocate for reform is the biggest way SRWA provides opportunity to reform systems."*

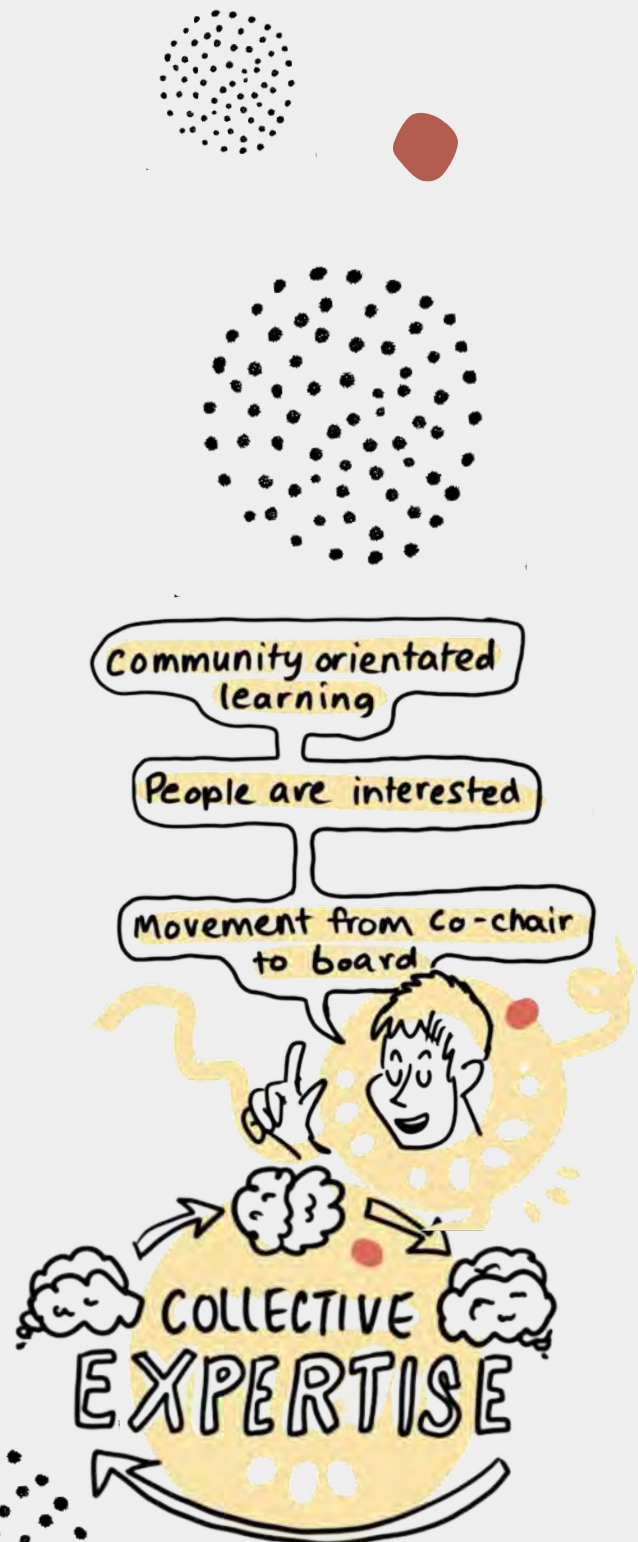
*"In this ecosystem, their activism is where they fit into the narrative and is a very important part of their narrative."*

*"The utility of that information sharing has become very apparent as we haven't attended meetings. We feel out of the loop."*

Equally, SRWA feels that they are able to lean on the on-the-ground expertise of their coalition organisation's and their practice knowledge when building work strategies.

*"I can get advice from multiple different organisations on the work if I am stuck."*

This sense of mutual learning and collective expertise was considered not only helpful, but essential to generating systems change.



# Justice Reinvestment Yarning Group

Social reinvestment Western Australia  
Noongar boodjar



What makes Change real?  
Community first:  
"It's not a method, it's an approach"

RELATIONAL CHANGE > PROCEDURAL CHANGE

LEARNINGS from the WORK

- You can't force outcomes
- Community must choose their leaders
- It's better to go slow + deep than fast + shallow

BARRIERS TO PROGRESS

- Constant fatigue
- Organisational distrust
- Performative allyship
- Government red tape

the POWER of PRESENCE  
"We just keep showing up"  
VISIBILITY BUILDS LEGITIMACY

TENSIONS AROUND CONTROL  
Who leads? → Elders?  
Government?  
community?

WHAT ROLE SHOULD WE PLAY?

- SRWA as a catalyst, not a controller
  - offering "space holding" + independent facilitation + toolkits
- "we're not funders. we're not service providers"

MOMENTS OF IMPACT (AND COLLAPSE)



Halls creek example:  
Rapid early success, then external pressure and shining a spotlight on this site destabilised trust

## Yarning about Justice Reinvestment

### Overview

SRWA supports Aboriginal communities to design and lead local justice reinvestment initiatives. This includes providing tools, resources and advocacy to trial place-based solutions, ensuring communities have a genuine voice in decisions and access to the resources needed to reduce incarceration, strengthen culture and create safer, healthier futures.

In a yarning group comprised of a mix of internal SRWA staff, representatives from JR communities who have received support from SRWA and representatives from national JR peak bodies, we facilitated a conversation about how SRWA's work has supported the development and implementation of JR in WA.

Using our Outcomes and Impact Measurement framework and framing from the Advocacy that Builds Power framework (See Appendix Page 73; Centre for Evaluation Innovation, 2021), we facilitated a discussion that centred around impact for communities, exploring if and how SRWA's JR work is strengthening community power, capacity and influence.

# Yarning about Justice Reinvestment

SRWA's impact is visible not only in policy shifts and narrative change, but in how it has enabled communities to lead, connect, and build trust in their own ways. Across Hedland, Halls Creek, and Carnarvon, participants described SRWA's approach to JR as relational, practical, and credible: "It was delivered in a way that made sense to our community... the last thing a community ever wants is for a kid to be locked up, and JR made sense." By providing trusted toolkits, skilled facilitation, and a macro-level view, SRWA acted as a catalyst — speeding up what might otherwise take years, while leaving responsibility and ownership with the community.

## What is SRWA doing?

**SRWA's JR package includes resources and tools, JR expertise, independent facilitation, systems thinking and backbone support. They deliver this package flexibly, adapting to community needs.**

We heard that SRWA have a strong JR offering, being considered by the communities they support as, 'highly skilled, professional experts in their field who are delivering well-researched information that has been intentionally curated into an actionable package.'

We heard that their resources and expertise were fundamental starting points for community. Particularly, participants valued their resources being adaptable and accessible, which allowed community to control the path they took, with expert guidance from SRWA.

"It is not a method, it is an approach - we were given a really good toolkit and a bunch of motivation to kick into gear. Then the responsibility lies with the community."

Participants also felt SRWA's role as an independent facilitator is vital in the early stages when a community is trying to unite around a shared vision and path forward. SRWA's ability to convene and navigate tough conversations was highly commended.

*"A day of consultation with SRWA set the foundation - we needed feedback and guidance, collectively we couldn't get past this issue."*

*"The first step is to get buy-in and trust from the community on who wants to lead this. We need a facilitator to come and bring everyone together."*

*"Without SRWA we would be a silo and there would be no reason for us to break it, because I don't have the time to look into JR. I needed direction and supervision and SRWA provided this."*

*"The role they played for us was in facilitating those first workshops, getting ourselves together in the early stages."*

SRWA's ability to balance deep expertise with macro-level thinking was also considered valuable in moving the community along with strategic thinking and planning.

*"It's the macro view SRWA can provide too - when you're on the ground you don't see it."*

*"They help with strategic thinking - they take you off the dancefloor and to the balcony."*

*"We haven't got that government speak so SRWA help us with that systems language so they can translate for us."*

*"SRWA understands the granular level without being operationally involved."*

Ultimately, participants felt that SRWA's approach enabled them to be a strong backbone organisation.

*"SRWA have supported us in every [funding] application we have done. They see our vision and they support us in any way they can- if its a letter of support or just a booster if we've been knocked back for more funding. They connect us to other people, and support and uplift us when we're are getting disheartened."*



## What is SRWA doing?

### SRWA is approaching JR work relationally to centre communities and build trust.

We heard that SRWA works at the grassroots level, alongside communities, tailoring their approach to the community's needs and to build their capacity.

Participants noted the immense value of SRWA's roadshows, where the team would spend time in community introducing the concept of JR and setting those early conditions for success, using language and methods that make sense to that community.

*"The SRWA team can cut through the language and get to the core."*

We heard that the SRWA team are known personally to the communities they work with and they move at the community's pace. Participants felt this relational approach to the work is SRWA's unique strength.

*"Other state peak bodies don't have the same relationality that SRWA have been able to create - its truly unique."*

*"SRWA came to do info gathering for us - since then, we have relationships with each and every one of them - they know who we are and we can approach them about any issues. They are selfless, they're not doing it for the credit, they're doing it because someone needs to do it."*

Highlighted as core to their success in building trust with communities was their investment in Aboriginal leaders who hold these community-facing roles expertly.

*"SRWA came for a week long visit in Carnarvon and had a lot of resources. They went about it in a good way - starting with the Elders. They populated the idea, and it was bubbling away. We had 65 people turn up on the last community day."*

*"Something helped progress our JR work was having Aboriginal people leading those workshops - particularly in new communities to build trust."*

### SRWA is building a JR community in WA and shaping the movement nationally.

As well as walking alongside communities to initiate, support and sow the seeds for JR, we heard that SRWA is simultaneously working to shape state and national level conversations around JR.

Through operating as a peak for community-led JR in WA. They are:

- Hosting JR forums
- Organising the annual JR Summit
- Establishing a JR Community of Practice in WA
- Working with JR peaks nationally

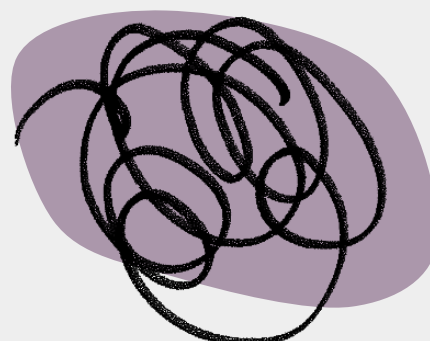
We heard that participants found immense value in the JR Summits describing them as key learning moments.

We heard that SRWA's work is well established in WA and their reputation as a leader in the JR space nationally is growing.

*"Now people know who we are, they know what we're coming for and they are keen and interested."*

*"They have built their own credit in their own state."*

*"Even in Fitzroy, where we didn't have a footprint, we met with them and they started speaking to us about the things that we do well - we have built trust in our work overtime and it is interesting that this is happening in communities where we don't necessarily have a footprint."*



## What is SRWA doing?

We heard that SRWA's JR work has also been instrumental in building the movement in other states by enabling other peak bodies, including; Change the Record (CtR), Justice Reinvestment Network Australia (JRNA), Justice Reform Initiative (JRI) and Just Reinvest NSW.

*"CTR, JRNA, JRI are all members or partners in different ways. We hold knowledge over time that we are able to share nationally and we have been able to help shape governance, structure and strategy for these organisations."*

We heard that SRWA has developed strong relationships and with these national peaks and works collaboratively with them to set the JR agenda nationally.

*"We had a joint strategy meeting with JustReinvest NSW and JRNA before the Attorney's General meetings so we were on the same page - we have good collegiality."*

### SRWA is building an evidence base for JR.

Through supporting multiple JR sites in WA and empowering these communities to share their stories, SRWA is building an evidence base for what works in JR.

*"The early stories from Halls Creek, helped us build our SRWA toolkits and we were able to use this to push the federal government for money."*

### Outcomes:

#### SRWA is empowering JR communities and community leaders.

Overwhelmingly, we heard that SRWA's approach to JR work - providing resources, learning, guidance and tailored approaches - empowers communities and builds capacity.

*"The learning they provide is incredible - they give the tools to the community so they know what to do at their local level, so they can speak to their local politicians. They haven't strayed from his path of being the peak and building the capacity of communities."*

*"Knowing when to step in and when to step behind - they navigate this so well locally and at the national level."*

*"The uniqueness of this organisation aside from their skill set, is that they are capacity builders rather than building **for** those local communities."*

*"One year you'll see a group at the JR Summit, the next they're up on stage talking about what they're doing."*

#### SRWA is a catalyst and legitimiser for JR communities.

We heard that SRWA's JR package and presence can act as a catalyst for change within communities, or providing momentum and a sense of legitimacy to what already exists.

*"What would take us a year, could take SRWA 3 months. They bring incredible content - we don't have the time to be a specialised in this [JR] work and that's where SRWA comes in."*

*"They provide a vehicle for leaders to stand up in communities. There are already strong leaders in community, but where do you actually channel that? Having SRWA's presence in communities allows community leaders to come together."*

*"We have the programs, we just need people to come together and work together. It's not always about resources, it's about how a community is using their resources differently and collaborating differently."*

For Halls Creek, it was SRWA's strategy and advocacy that moved the community from disconnected JR activities to being a JR site 'on the map'.

*"SRWA helped us get on the board as a JR site. We were doing it, but we didn't know it was JR. The other part was advocating at a state level to get funding. SRWA had our gang outside parliament handing members our strategy. Then funding for Halls Creek become an election commitment."*

★ For a detailed impact story see page 49.

*"We just keep showing up"*  
 VISIBILITY BUILDS LEGITIMACY

## Outcomes:

### SRWA is considered a thought leader in JR across Australia.

With a strong presence in the WA JR space and national connections, we heard that SRWA is establishing as a thought leader on justice practice and policy across Australia.

*"The people in the room look to me to speak about the justice stuff, the actions that need to be taken. I'm not a professional, but they look to me."*

*"We were invited to the international crime conference in Melbourne to speak about our Blueprint and learn about other movements and systems."*

*"NT and SA organisations without their own peak use our resources and call us."*

### SRWA is providing a platform for WA JR communities to be represented at the national level.

We heard that SRWA is able to leverage their national relationships and utilise their strong local knowledge to ensure WA JR communities are being represented at the national level.

*"SRWA has existing relationships with WA communities - they feed into our work at a national level so JRNA isn't duplicating what's happening at a local level and to ensure WA community voices are heard at a national level."*

*"Having SRWA alongside us in those meetings to elevate grassroots, community voices has been impactful - to have government understand that it's not just one organisation saying this, it is the collective voice of JR communities across the country."*

### SRWA has been instrumental in shaping national funding and guidelines for JR.

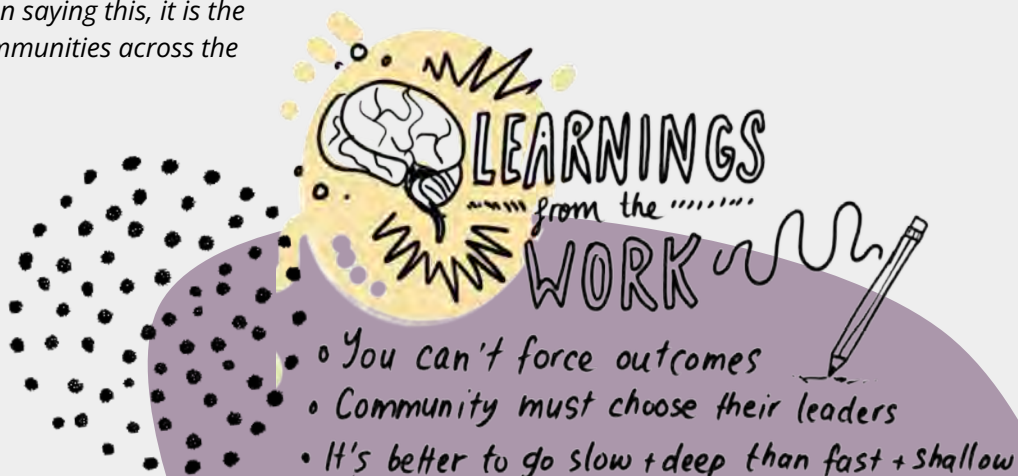
Through their work at a national level, we heard that SRWA played a key role in shaping the national funding guidelines for JR.

★ *For a detailed impact story see page 45.*

### SRWA has assisted WA JR sites to access national JR funding.

As well as advocating strongly for local JR people and communities to be sitting on the national funding selection panel, we heard that SRWA supported several WA JR sites to submit applications for national funding.

*"Through our work there is now funding for JR sites across the country and now there is 6 communities in WA that have funding for JR and 10-15 communities that are actively engaged in JR and actively seeking support from us, joining our community of practice - this is also the movement building work."*



The background is a solid teal color with several large, abstract, hand-drawn brushstroke patterns in a slightly lighter shade of teal. These strokes are scattered across the page, creating a dynamic and artistic feel.

# **SRWA ways of working**

# Portfolio Approach

Through our analysis of SRWA's work and impact, it became evident that they were operating as a portfolio-driven organisation. A portfolio approach in systems change is a method of managing a coordinated set of interconnected initiatives that collectively address a complex issue from multiple angles. Instead of relying on single, isolated projects, it balances short-term improvements, medium-term innovations, and long-term transformation (MOTION Handbook, 2022; Seppälä, 2021).

It allows organisations to:

- ✧ Test and learn across multiple pathways at the same time
- ✧ Balance risk by holding both safe and experimental work in the same strategic frame
- ✧ Adapt quickly to emerging opportunities or shifting contexts (UNDP, 2021)

The United Nations Development Programme notes that portfolio approaches are well-suited to complex, dynamic challenges because they help “manage a coherent set of options, test multiple pathways, and adapt based on feedback” (UNDP, 2021).

## Applying the 'Portfolio' approach to SRWA's three streams of work

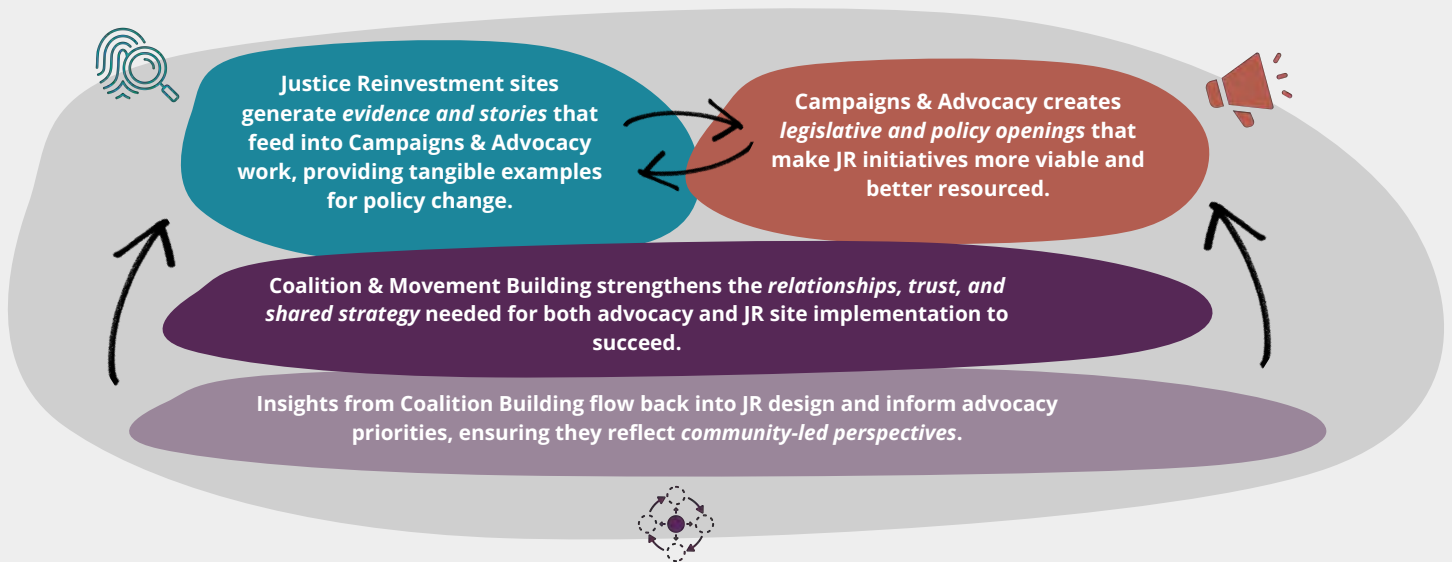
SRWA works across three interrelated streams, each of which addresses different leverage points in the justice system and community landscape:

	Campaigns & Advocacy	Justice Reinvestment (JR)	Coalition & Movement Building
<b>Focus:</b>	Policy and legislative change, shifting public attitudes, and influencing government priorities.	Community-led, place-based initiatives that redirect resources from incarceration into prevention, diversion, rehabilitation and reintegration.	Strengthening the collective capacity and alignment of the justice reform sector in WA.
<b>Activities:</b>	Statewide campaigns such as Raise the Age WA, evidence-based policy submissions, media advocacy, and storytelling to shift narratives about justice and safety.	Establishing trial sites, designing culturally safe toolkits, mapping community needs, providing capacity building and tracking outcomes.	Coordinating the SRWA coalition of Aboriginal leaders and service providers, hosting the WA Justice Reinvestment Community of Practice, running summits, and facilitating cross-sector learning.

# Portfolio Approach

## How the streams interrelate

In a portfolio frame, these three streams are not separate silos. Instead, they are mutually reinforcing. Some non-exhaustive examples:



The various activities; **generating evidence and stories**, **creating legislative and policy openings**, **strengthening relationships, trust and shared strategy** and **reflecting community-led perspectives** all pull on different system levers to aim to shift the justice system, however they are all interlinked and mutually reinforcing.

## The Approach Behind SRWA's Impact

Using a portfolio approach allows SRWA to:

- ✦ Align diverse activities under a shared vision of reducing incarceration, strengthening communities, and centring Aboriginal leadership (MOTION Handbook, 2022).
- ✦ Balance time horizons: improving current systems (H1), trialling new approaches (H2), and building towards a future justice system grounded in self-determination and equity (H3) (Seppälä, 2021).
- ✦ Adapt strategy as political opportunities, community priorities, and evidence evolve (UNDP, 2021).
- ✦ Demonstrate impact by showing how work across all three streams collectively moves the system, rather than measuring initiatives in isolation

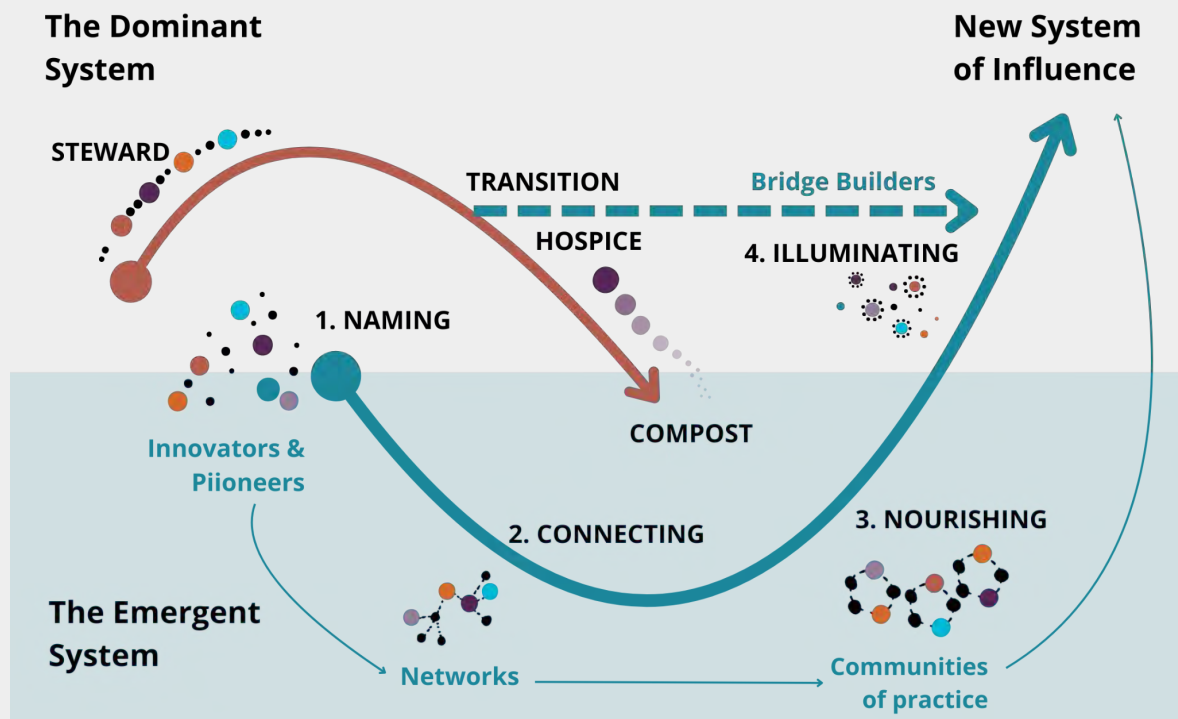
## In Summary

Adopting a portfolio approach gives SRWA a whole-of-organisation strategy that connects Justice Reinvestment, Campaigns & Advocacy, and Coalition & Movement Building into one coherent change agenda.

Maximised to its fullest potential, it ensures that:

- ✦ Place-based action, policy reform, and sector capacity-building inform and amplify each other;
- ✦ Investments and partnerships are targeted for maximum systems leverage; and
- ✦ SRWA can show stakeholders the bigger picture — how diverse workstreams fit together to achieve long-term systemic change.

Fig. 1 Two Loop Model (adapted from Wheatly and Frieze)



The Two-Loop Model, (Wheatley and Frieze of the Berkana Institute), is a non-linear theory of change that describes how complex systems transform. The overlapping curves represent a dominant, established system that is no longer fit-for-purpose, and an emerging "new" system that is arising. This model is useful in illustrating how SRWA's dynamic portfolio of work is playing a role in both 'stewarding' and 'hospicing' elements of the established justice system, while simultaneously doing the work to build and nourish a new system of thinking and practice.

Element	Description	SRWA's application
<b>Steward</b>	Those who protect and maintain what is still working in the old system while making space for new approaches to emerge.	SRWA has helped steward parts of the old system by holding government accountable and ensuring that, even within failing youth justice structures, children's rights and welfare are not completely lost (e.g. advocating for improvements in Unit 18 conditions such as minimum out of cell hours, and for review of the Youth Justice Act) while bigger reforms are pursued.
<b>Hospice</b>	Supporting the respectful winding down of practices, structures, or mindsets that no longer serve.	SRWA has worked to respectfully wind down harmful or outdated practices, such as use harmful practices (e.g. figure four restraints in youth detention), punitive fines enforcement laws and "tough on crime" narratives, helping communities and policymakers let go of ways that no longer serve.
<b>Transition</b>	Bridging between old and new, carrying lessons forward and helping people cross over with trust.	In sites like Halls Creek, SRWA has played a bridging role: supporting early momentum, learning what is possible, and then stepping back so the locus of control shifts to community and ACCOs, showing how to transition leadership.
<b>Compost</b>	Breaking down what is ending into insights, skills, and resources that can fertilise the new system.	Lessons from places where progress stalled or fractured (e.g. the challenges in Halls Creek or the RTA campaign setbacks) have been broken down into learning that strengthens SRWA's approach to new sites, toolkits, and campaigns.
<b>Name (Innovators)</b>	Early pioneers who identify emerging alternatives and demonstrate that new ways are possible.	Communities like Carnarvon, Hedland, and Halls Creek are innovators, experimenting with JR and demonstrating that alternatives to incarceration can be real.
<b>Connect (Networks)</b>	Linking innovators and communities so learning and momentum can spread across boundaries.	SRWA's national relationships, WA summits, subcommittees, and coalition forums connect these innovators so they learn from each other, share tools, and build collective momentum across the state.
<b>Nourish (CoPs)</b>	Providing support, resources, and safe spaces where new practices can deepen and grow.	By offering toolkits, coaching, and backbone support, as well as convening a JR CoP, SRWA nourishes emerging JR sites and Aboriginal leadership, enabling them to deepen practice and grow local ownership.
<b>Illuminate (System of influence)</b>	Making the new visible and credible to the wider system so it can scale, influence, and take hold.	Through the Blueprint, media advocacy, and national JR funding guidelines, SRWA has illuminated alternatives at a state and national level, giving credibility and visibility to community-led justice reinvestment.

# “Hallmarks of Practice”

In reflecting on SRWA’s portfolio approach and the insights gathered through our Outcomes and Impact Measurement Framework and yarning circles, we distilled what we heard into four overarching principles. These represent SRWA’s *non-negotiables* — the ‘hallmarks of practice’ that define how they work across all streams. These key drivers of impact capture the elements most frequently identified as critical to SRWA’s effectiveness and success in creating and contributing to meaningful change.



**Two-way learning and convening at different levels**



**Courageous and consistent care**



**Unified and relational positioning**



**Long term scaffolding and an intergenerational view to change**

## Two-way learning and convening at different levels

A defining strength of SRWA is its ability to foster two-way learning and convening across different levels. By breaking down silos between service providers, advocates, community members, and policymakers, SRWA creates spaces where knowledge flows in multiple directions. As one participant explained, *“it breaks down the silos and you hear from people at HOPE, at Banksia doing the programs, or ALS (Aboriginal Legal Service) in court and you can speak more powerfully when you understand the full context.”*

This exchange of perspectives and knowledge strengthens advocacy with lived experience and on-the-ground insights, while also enhancing coalition work.

***“All these people contributing means you get something that is better than the sum of its parts.”***

Through summits, toolkits, and coordinated campaigning, SRWA extends this learning statewide and nationally, positioning itself as a credible expert body and a model for other coalitions.

## Courageous and consistent care

SRWA demonstrates courageous advocacy through its persistent, credible voice in justice reform, even in the face of systemic resistance and hostile political climates. Communities and stakeholders consistently described SRWA as a “clear narrative spearhead” that made reform ideas both credible and steadfast in public debate. As one participant noted, *“Part of the reason there was a government commitment (to JR) is the work we did here, advancing and socialising these ideas.”*

Through holding government accountable, mobilising evidence quickly, and equipping advocates and MPs with trusted briefings, SRWA has shifted narratives, challenged misinformation, and built the political will needed for reform.

***“When we began, no one wanted to talk about Aboriginal incarceration: now it’s on the agenda.”***

Media engagement and campaigns such as *Stories from the Inside* and the *Blueprint* were highlighted as tools that changed community attitudes while amplifying Aboriginal voices. What distinguishes SRWA is not just advocacy, but it’s consistent, fearless presence: *“There have always been voices before, but what’s different now is that there is now a body doing this consistently and persistently, rather than a few community members.”*

# Hallmarks of Practice

## Unified and relational positioning

A defining hallmark of SRWA's practice is its ability to maintain trust and unity in diversity. Communities noted that SRWA was recognised as a *"trusted network, not an outfit for its own purposes."* This trust was especially important in places like Hedland and Carnarvon, where mistrust due to previous extractive activities or failed co-ventures runs deep: *"Everything is relational... these forums can go pear-shaped, but it was so well-handled."* By being consistent, independent, and community-driven, SRWA has been able to hold the role of facilitator and connector, enabling collective governance and preventing single organisations from taking a dominant voice that is not broadly representative or open to feedback. This relational strength allows SRWA to manage tensions, share risks, and keep a "broad church" of organisations aligned under a common message. This foundation of trust enables the coalition to speak with one voice, amplifying its influence and resilience.

***"Within the coalition, it's about the strength of your relationships... it's built on relationships and time."***

As for fostering community ownership and balancing short term objectives with the long term vision of shift of power, one community leader put it, *"It is that peak body and the dance between organisations and communities: you can say it, but are you going to shift power back to community?"* This relational credibility has allowed SRWA to walk a fine line: advocating with strength while being trusted to "hold the space" in highly charged environments.

## Long term scaffolding and an intergenerational view to change

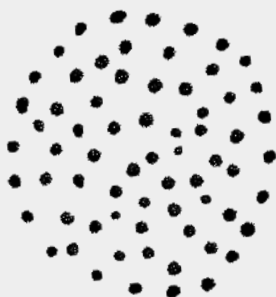
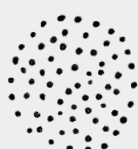
SRWA's long-term orientation and commitment to Aboriginal and community leadership was consistently named as vital. Elders spoke of their role in scaffolding younger leaders:

***"As an Elder, supporting the younger generation... sometimes you need to provide that cultural competence for the team and give them the opportunity to be the leader they need to be."***

At the same time, younger advocates expressed the complexity of carrying leadership in "two worlds": *"I feel empowered doing it, but I'm always like, where am I sitting back home?"* Communities with JR projects underway stressed the importance of leadership models that allow people to "tap in and out" to avoid burnout and prevent over-reliance on single figures, noting that this is long term work. In Carnarvon, participants reflected that building the fundamental enabling conditions takes time: *"Bourke took nine years to land on their governance"*, underscoring the need for patience, endurance, and collective scaffolding.

SRWA's intergenerational approach, grounded in Aboriginal cultural authority, while still drawing on the passion and drive of young and emerging leaders and community members, was described as its most durable contribution: enabling leadership to emerge, evolve, and sustain itself across time, even under pressure.

***"How do we build out our strategies to be intergenerational and set up a clear vision for the next generation of children? The work is trying to look beyond this political cycle to establishing a longer-term mindset and vision shift."***



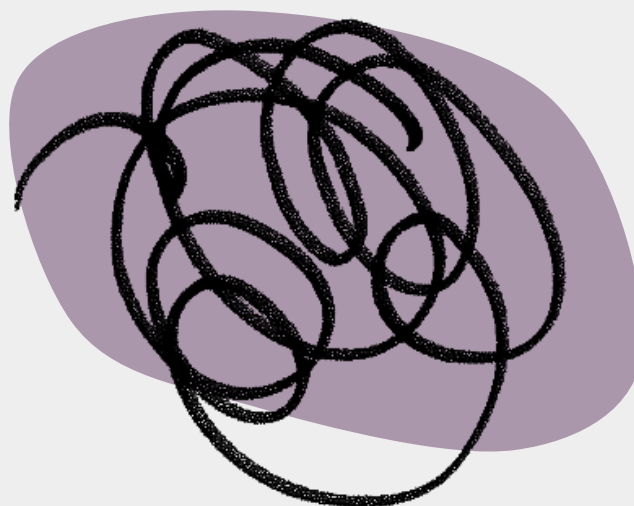
# Findings

# Findings – evidence of impact

In this section, we apply the Outcomes and Impact Measurement Framework to what we heard in the Yarning Circles. The framework helps organise the findings across different phases of systems change — from the development of enabling conditions, through to evidence of system shifts and outcomes for individuals, communities, and populations. We also considered the durability of these gains and what they mean for SRWA's future capacity to affect meaningful change driven by their portfolio of work.

To bring this evidence to life, we highlight key impact stories drawn from participant reflections, cross-referenced with the Hallmarks of Practice. Additionally, we use a tagging system to show which Hallmarks were particularly evident in each impact story. These stories and insights demonstrate how SRWA's impact sits across relational, structural, and transformational levels, and how change is unfolding over different time horizons, illustrated in an overall Theory of Change and Program Logic.

All together, these findings provide a picture of the multifaceted ways SRWA is influencing systems behaviour and creating outcomes on the ground.



# Level 1: Conditions for Systems Change

Outcome	Questions
<b>Level 1: Conditions for Systems Change</b>	<ol style="list-style-type: none"> <li>1. How is SRWA creating opportunities to shape the systems behaviour in new and different ways?</li> <li>2. Where are making the most progress? Why? Least progress? Why?</li> </ol>

In our Yarning Circles, we applied our Outcomes and Impact Measurement Framework and our Layered Framework to ask *how SRWA is creating opportunities to influence systems behaviour in new and different ways*.

Participants reflected on where the greatest progress is being made, where change has been slower, and why. This approach connected lived experience with broader systems change conditions, showing progress across relational, transformative, and structural tiers, with “people, place, practice, and policy” all playing a role.

**At the relational tier**, SRWA’s cultivation of trust and reconciliation was described as foundational. By fostering a non-competitive environment and convening diverse organisations (*“not necessarily all lawyers”*), SRWA created the trust and shared rules of engagement needed for reform. As one participant put it, *“Reconciliation was a core part of how this started,”* with the tone, media approach, and norms of collaboration themselves acting as conditions for change.

**At the transformative tier**, SRWA’s independence and Aboriginal leadership — *“nothing about us without us”* — were seen as critical enablers.

**At the structural/policy tier**, SRWA’s evidence base and policy influence were cited as key levers, with the *Blueprint* consistently identified as a cornerstone reform tool.

Overall, SRWA’s strongest progress lies in creating trusted spaces for collaboration and shifting narratives to make reform possible, while the hardest frontier remains structural change, where entrenched political and cultural forces can stall or reverse progress.



# Level 1 – Impact Stories

## The Blueprint For a Better Future

The [Blueprint for a Better Future](#) is trusted, independent roadmap for justice reform, framed by the message “*Smart Justice, Safe Communities.*” It collates research and evidence relating to best practice in justice from across Australia drawing on the expertise of over 40 non-profit organisations, researchers, community leaders, young people, people with lived experience, and justice experts in WA.

It became a lightning rod for SRWA’s advocacy, cited in parliamentary Hansard, published by the Australian Human Rights Commission, National Children’s Commissioner’s ‘Help Way Earlier’ report, and the Analysis & Policy Observatory, and used by coalition partners in pre-budget submissions. It is also referenced by notable justice reform advocates including Dr Fiona Stanley and Dr Hannah McGlade. Recognised with a Community Services Excellence Award for Outstanding Collaboration Leading to Change and an IPAA finalist for best practice, *the Blueprint* has shifted debate, set the agenda for the sector and is now informing policy development in WA.

*“The Blueprint for Change is such a well-researched, well-credentialed founding document as a model for integrated practice across multiple sectors.”*

*“It’s been a key enabler for long term work - it’s set the agenda for the sector.”*

## How the ‘hallmarks of practice’ are embedded.



**Developed over two years of consultation, the Blueprint brought together lived experience, community voices and expert input, facilitating conversations between these diverse voices. The Blueprint has set the agenda for justice reform acting as a model for integrated practice across multiple sectors.**



**The Blueprint aims to shift justice policy and practice to focus on the underlying drivers and needs of people entering prisons. The underlying message is ‘help, not harm.’**



**SRWA has ensured that justice reform has bipartisan support. Through strategic relationship building, they’ve managed to make sure both political ends have a role to play.**



**Principally, the Blueprint recommends the WA Government commit to a whole-of-government reform agenda for youth justice. We heard that the Blueprint has been a key enabler for longer-term work.**

## Level 2: Systems Change

Outcome	Questions
<b>Level 2: Systems Change</b>	<ol style="list-style-type: none"> <li>1. To what extent did our efforts trigger changes? (these changes might be changes to behaviours, actions and/or practices in a 'system')</li> <li>2. To what extent do the changes in behaviour we've just discussed contribute to the ultimate impact we're trying to achieve?</li> </ol>

In our Yarning Circles, we applied our Layered Framework by asking: *To what extent have our efforts triggered changes in behaviours, actions, or practices within the system? And how do these changes contribute to the ultimate impact we seek?* These reflections linked immediate shifts with longer-term goals of justice and community empowerment, allowing participants to explore both tangible evidence of change and the deeper systems-level transformations required. This helped clarify how SRWA's work is driving toward its broader vision of impact.

**At the relational level**, organisations that once worked in isolation are now coming together through SRWA's forums and coalitions, sharing strategies and coordinating advocacy rather than competing.

**At the transformative level**, political and community discourse has shifted. Issues once avoided, such as Aboriginal incarceration and children being imprisoned, are now openly debated, with SRWA recognised as a steady and credible voice that keeps reform on the agenda.

**At the structural and policy level**, SRWA's advocacy contributed to the WA Premier's 2018 commitment to reduce Aboriginal overrepresentation in custody, embedding this goal into Closing the Gap priorities through submissions.

These changes illustrate SRWA's capacity to catalyse collaboration, reshape narratives, and secure policy commitments: early-stage outcomes that show the system beginning to behave in new and different ways.



## Level 2 – Impact Stories

### Influencing National Justice Reinvestment Funding

SRWA has played a pivotal role in shaping national funding and design frameworks for JR. When the federal government committed to JR without clear parameters, SRWA convened with national partners and peak bodies to collectively determine a common language and shared definition of what constitutes a JR site. As one participant recalled,

*“When there was a national commitment to funding but no money on the table, SRWA led national discussions with their coalition members and other peak bodies to work on defining the key elements of a JR site.”*

This framing was reflected in the federal government’s *Justice Reinvestment Design* discussion paper and directly influenced the guidelines for the national JR grant program and Central Australia grant program.

*“Through our work there is now funding for JR sites across the country and now there is 6 communities in WA that have funding for JR and 10-15 communities that are actively engaged in JR and actively seeking support from us, joining our community of practice - this is also the movement building work.”*

### How the ‘hallmarks of practice’ are embedded.



**SRWA brought together voices of WA communities and community leaders and convened national partners to develop a shared intent and common language around JR.**



**SRWA has been a tireless advocate for WA JR communities, balancing on the ground support with state and national level advocacy efforts to ensure political will and funding for JR.**



**Through holding strong relationships with local communities and with national JR bodies, SRWA has been able to ensure that community-driven priorities are reflected in the national agenda.**



**SRWA’s systems-level view of JR has influenced national thinking, ensuring government funding initiatives embed community-led principles into how JR funding is understood and delivered nationally.**

## Level 2 – Impact Stories

### Shifting the Narrative on Youth Justice

Since its inception, SRWA has helped move WA away from a “tough on crime” mindset and towards recognising alternatives to incarceration. Participants reflected that, *“Eight years ago, there wasn’t a view that a punitive approach to youth justice doesn’t work — the general public had no insight into how youth justice actually worked.”*

Through persistent advocacy exposing conditions in Banksia Hill and Unit 18, SRWA has “cracked” the issue open, contributing to a growing public perception that children “need help, not harm.”

This shift is visible in both media and politics. A conservative outlet recently adopted SRWA’s framing of “smart justice, healthy families, and safe communities,” while at the last state election, all major parties referenced diversion, early intervention, prevention, and Aboriginal-specific approaches to justice reform — language absent a decade earlier.

As one participant noted, *“Getting something in the news isn’t the win, but it is part of those conditions for change.”*

The visibility of SRWA’s media work has not only shaped public debate, but also created pressure within government and departmental leadership, with participants describing it as *“a sign of success in the long-term change journey.”*

*“Their media work has been visible and has had a significant impact in shaping the narrative. It has led to people feeling hot under the collar and uncomfortable in departmental and political leadership.”*

### How the ‘hallmarks of practice’ are embedded.



**SRWA’s messaging used in media and across their campaigns has been crafted alongside coalition members and people with lived experience, aiming to resonate with community members and members of parliament. The language they use distills complex issues and ‘cuts through’.**



**SRWA maintains vigilant watch on system failings in youth justice. Their persistent, credible voice around youth justice reform, even in the face of systemic resistance and hostile political climates, keeps youth justice issues on the agenda.**

**Their message is cohesive and united and their strategy generates media and public interest into the mistreatment of children in prisons. With SRWA tirelessly acting as a ‘watchdog’, system leaders must respond.**



**SRWA’s support base - built on deep trust - extends the reach of SRWA’s messaging by sharing it with their networks, increasing the credibility and legitimacy of SRWA’s voice, giving it weight with media and politicians.**

**SRWA interfaces with government, activists and media keeping the dialogue open with all of these groups - they’ve got a broad church, with a tone that is well set in the message.**



**While SRWA operates distinct campaigns like Raise the Age and Close Unit 18, the thread tying all of their advocacy together is a long-term vision of youth justice reform that requires collaboration across multiple sectors.**

# Level 3: Systems Change Durability

Outcome	Questions
<b>Level 3: Systems Change Durability</b>	<ol style="list-style-type: none"> <li>1. Have the actions of SRWA and its members been sufficient to “tip” the system into new behaviours?</li> <li>2. Are there indications that the system might “snap back” into old patterns?</li> </ol>

In our Yarning Circles, we turned to questions of durability: *Have SRWA’s actions been sufficient to “tip” the system into new behaviours? And are there signs that the system may still “snap back” into old patterns?* These reflections explored whether emerging changes are likely to be sustained, where fragilities remain, and what this means for long-term reform. This helped surface insights about both the resilience of new behaviours and the risks of regression.

**At the relational level**, participants highlighted that while policy can be fickle and funding uncertain, relationships built on mutual trust and respect endure. SRWA’s consistent presence and credibility have helped “scale deep” (Fraser, 2023): embedding values of collaboration and reconciliation so that foundations cannot be easily blown over when political winds shift. These relational shifts make regression harder, because new norms of working together are now anchored in trust. However, local challenges remain, particularly where mistrust between organisations risks pulling communities back into siloed or competitive patterns.

**At the transformational level**, SRWA has helped tip narratives into new territory, making JR and Aboriginal incarceration visible in public discourse. Yet durability here remains precarious. The RTA campaign, for instance, saw backsliding in Queensland and the Northern Territory.

In WA, SRWA made a strategic choice to “hold the line” by staying intentionally quiet during the state election to avoid sparking a racially divisive “tough on crime” debate — particularly sensitive in the wake of the 2023 Voice referendum.

These moments underline both the gains made in shifting narratives and the fragility of those gains under political pressure.

**At the structural level**, SRWA’s advocacy has delivered enduring reforms such as changes to *Fines Enforcement Legislation* and general bipartisan support for youth justice reform. Yet other areas demonstrate the limits of SRWA’s locus of control. The Halls Creek JR site illustrates how, even with intensive support, large systems-change projects ultimately rest on community and government decisions — SRWA can catalyse and scaffold, but cannot determine outcomes. Similarly, while SRWA has contributed to the new *Model of Care* for youth detention Banksia Hill, implementation is still incomplete and vulnerable to shifting priorities. These examples show how progress at the structural tier can both embed long-term change and remain exposed to political and institutional backsliding.

Taken together, these insights suggest that SRWA has tipped the system towards new patterns — deeper collaboration, stronger narratives, and embedded policy commitments. Yet the risk of “snap back” remains real, particularly in politicised areas where progress is vulnerable to electoral cycles, government turnover, and community tensions. SRWA’s durability lies in its ability to pair structural wins with deep, relational foundations that make change harder to undo.

# Level 3 – Impact Stories

## Holding the line on youth justice reform

At the structural level, despite narrative gains, reforms such as *raising the age of criminal responsibility* and *closing Unit 18* remain stalled, showing how fragile political will can be in hostile climates. Participants noted that while behaviour change is visible — more collaboration, stronger narratives, community voices shaping agendas — these shifts are not yet fully embedded, and translating commitments into tangible reinvestment in communities remains one of the hardest frontiers.

While the ultimate goals of these campaigns remain unmet, participants agreed that there have been evident shifts in interim conditions and that SRWA's presence in WA 'holds the line' on these issues. With SRWA's constant vigilance and advocacy around Unit 18, there have been improvements made to conditions and a public commitment from government to close unit 18, though no timeline has been given.

In jurisdictions that do not have a strong advocacy body like SRWA, in recent times we have witnessed the regression in progress or "snap back" on these key issues. For example, the NT government reversing their 2023 decision to raise the age of criminal responsibility to 12, "lowering the age" back to 10 in 2025. Queensland too, has introduced what has been called an "Adult Crime, Adult Time" law that runs counter to the messaging of SRWA and it's national counterpoint JRNA. Participants felt that while there is a way to go, SRWA's presence in WA was a distinguishing factor as to why our latest state election did not descend into a divisive "tough on crime" debate.

SRWA's vigilance in system oversight was highlighted in their daily attendance at the coronial inquest into the death of Cleveland Dodd. SRWA provided meticulous documentation, reporting and support for the Dodd family during this time.

*"To be present and hear every word throughout that inquest - they [SRWA] deeply understand the systems piece...I wonder if people would have paid attention if the system's failure and leadership wasn't put on display."*

## How the 'hallmarks of practice' are embedded.



Through its coalition building work, SRWA has had a hand in unifying multiple organisations across sectors around a common vision for youth justice coalescing into collective action for reform.



With SRWA's constant vigilance and advocacy highlights failings in the current youth justice system, generating media and public interest. Ultimately, SRWA has improved conditions for young people and secured a public commitment from government to close Unit 18.



SRWA's trusted coalition partners act as a 'mobilised' base that kicks into action when there is a crisis in youth justice - with the strategy and language jointly agreed. SRWA is trusted to lead the response - acting as the advocacy arm for those organisations that may not have the independence or resourcing to advocate themselves.



SRWA 'holds the line' at strategic moments walking the line between forging forward and sparking public debate that might feed fear and trigger backslides. While holding the line, their ultimate vision for change is held collectively by the coalition (as outlined in the Blueprint), embedding a sense of collective responsibility for reform.

# Level 3 – Impact Stories

## Halls Creek

SRWA began supporting Halls Creek with their JR site Olabud Doogethu in 2018. The community had already united around this initiative but we heard that SRWA's involvement increased momentum and political support for the site.

SRWA hosted a JR workshop with the community and organised a community launch for Olabud. They supported 13 community leaders to lobby at parliament in Perth, handing out their site flyer and strategy to members of parliament. In 2021, the WA state government announced a \$1.5 million commitment to Olabud. We heard from Halls Creek community members that it was SRWA's strategy and advocacy that moved the community from disconnected JR activities to being a JR site 'on the map'.

*"SRWA helped us get on the board as a JR site. We were doing it, but we didn't know it was JR. The other part was advocating at a state level to get funding. SRWA had our gang outside parliament handing members our strategy. Then funding for Halls Creek become an election commitment."*

*"When we started there was 600K for young people in our community, now there is 3 mil. There was a 30% reduction in burglary, a 20% reduction in car theft and we employed 38 local staff."*

At the same time, progress has been uneven. While early wins in Halls Creek drew political attention, this, coupled with a myriad of consequences from COVID also created pressures that were difficult to sustain locally.

*"We helped build the power for Olabud, which gave it the standing to push back against decision makers and stand on its own, but then it puts pressure on communities."*

With their role as convenor and facilitator, SRWA can catalyse and scaffold, but cannot determine outcomes. In some communities, mistrust runs deep and establishing the groundwork takes time.

*"We can't control what communities want to do. By design, we can only guide."*

How the 'hallmarks of practice' are embedded.



**In Halls Creek, Hedland and Carnarvon SRWA's support and convening role built momentum, legitimacy and unison around the idea of JR. In tandem, SRWA is building a movement for what JR looks like within WA and nationally, establishing its credibility and legitimacy an alternative approach to justice.**



**SRWA's persistent advocacy around JR has contributed to political will via state and national funding. Like the example in Halls Creek, SRWA's advocacy and lobbying expertise can support communities to ensure election commitments are realised.**



**SRWA's ability to relate to communities at a grassroots level to explore JR was consistently acknowledged. Their ability to facilitate and hold space for tough conversations to move communities forward was also considered vital. However, as this example highlights, there are many external factors within communities and success is outside of SRWA's control.**



**SRWA has grown their portfolio of JR sites over the years, supporting multiple communities at various stages of implementation and development. By pivoting to provide more overarching support to multiple sites, SRWA is strategically trying to build a sustainable evidence base for JR without localising political and public attention on one site.**

## Level 4: Mission Level Impacts

Outcome	Questions
<b>Level 4: Mission Level Impacts</b>	<ol style="list-style-type: none"> <li>1. Because of our efforts, what changed for individuals and communities? (which people and communities are we talking about? And what did we do?)</li> <li>2. What changed at a whole-of-population level (e.g. state-wide or whole country, through legislation change or economic policy change)? How did our efforts contribute?</li> <li>3. As a result of our efforts, what has changed for our target group/s? (e.g. JR communities, or demographic-specific)</li> </ol>

In our Yarning Circles, we asked: *Because of SRWA's efforts, what has changed for individuals and communities? What has shifted at a whole-of-population level? And as a result, what has changed for our target groups such as JR communities or specific demographics?* These reflections highlighted how SRWA's work is changing lives, shifting narratives, and embedding reforms at different scales.

**At the relational level** SRWA has enabled communities like Carnarvon and Hedland to move from fragmented responses to collaborative leadership. Toolkits, facilitation, and trusted convening have accelerated local efforts and built durable foundations for community-led justice reform.

**In terms of the mindset shift, or transformational tier**, SRWA has had a hand in the shift of public and political narratives. Alternatives to incarceration are now on the agenda, even conservative media has adopted SRWA's framing, and all major WA parties now reference diversion, prevention, and Aboriginal-led approaches.

**On the structural horizon** of systems change, SRWA has secured tangible reforms, from changes to *Fines Enforcement Legislation* to influencing the design of the federal JR funding guidelines. Its advocacy on Banksia Hill and Unit 18 has also triggered modifications and contributed to the rollout of a new *Model of Care* for Banksia Hill (noting that implementation is incomplete and vulnerable to shifting priorities).

Taken together, these changes show SRWA is reshaping relationships, narratives, and policies — creating real impacts for communities, young people, and the broader system.



# Level 4 - Impact Stories

## Whole-of-Population Impact: Fines Enforcement Reform


SRWA's coalition advocacy was instrumental in securing changes to WA's *Fines Enforcement Legislation*, a reform that reduced the imprisonment of people for unpaid fines.

In 2017, SRWA began advocacy to end imprisonment for unpaid fines in WA, following the death of an Aboriginal woman in custody. By 2020, the WA parliament effectively ended imprisonment for unpaid fines.

We heard that SRWA's strategic advocacy, which included the development of a policy paper, a petition, letters to MPs, social media campaigning, a briefing with 14 Members of Parliament, and a review of the draft legislation tabled in parliament, was critical to achieving this legislative change.

This shift addressed the criminalisation of poverty and created fairer pathways for thousands of Western Australians. Prior to this reform, in some years, up to 1,100 people were being imprisoned for unpaid fines.

### How the 'hallmarks of practice' are embedded.



**SRWA's strategic approach to advocacy created momentum for this policy shift. Their evidence-based messaging and lobbying saw their voice and resources being relied on in parliament.**




**By amplifying Aboriginal voices, providing evidence, and building media pressure, SRWA helped ensure that a long-standing injustice was addressed at a systemic level — setting a precedent for future reforms.**


## Community-Level Impact: Carnarvon Justice Reinvestment

In Carnarvon, SRWA's support enabled the community to move from fragmented responses toward collective leadership. By providing toolkits, skilled facilitation, and trusted expertise and guidance, SRWA created the enabling conditions for Elders, ACCOs, service providers, and local leaders to collaborate around shared goals. What began as conversations sparked by negative media coverage has grown into an organised, community-led JR effort — with over 65 people attending the most recent community day. This illustrates how SRWA has helped a town shift from isolation to collective action, grounded in local leadership and trust.


### How the 'hallmarks of practice' are embedded.



**SRWA's suite of JR tools and their guidance has been shaped by evidence, national influence and on the ground experience working alongside diverse voices and packaged this into an actionable approach that can be adapted for communities.**



**Foregrounding the importance of relationships, listening, and centering Indigenous governance and voice in justice reform, SRWA spends time in community getting to know the leaders and understand the unique issues within the community. Their approach aims to build the capacity of the community. This is underpinned by Aboriginal leaders within SRWA holding community-facing roles.**



**SRWA's approach to JR is grounded in establishing the enabling conditions needed for success - building trust and capacity, collective governance and community ownership. This can take time and looks different for every community. By tailoring their support and embedding the enabling conditions first, SRWA is taking a long-term view to ensuring the durability of JR in communities.**

## Level 4 – Impact Stories

### Individual-Level Impact: Children at Banksia Hill and Unit 18

SRWA's persistent advocacy around conditions at Banksia Hill Detention Centre (BHDC) and Unit 18 has translated into real, tangible changes for children in detention. Media campaigns, coalition pressure, and evidence presented through inquests and parliamentary briefings led to improved conditions, increased visibility of children's rights, and the adoption of a new *Model of Care*. While systemic reform remains incomplete, these gains show how SRWA's efforts can directly improve the lives of some of the state's most vulnerable young people, even within challenging environments. While Unit 18 remains open, we heard that there are fewer complaints from young people within Unit 18 and BHDC.

Some specific outcomes relating to improved conditions that are strongly aligned to SRWA's asks:

- Adherence to minimum of 4 hours out of cell a day
- Figure 4 restraint banned
- A new Model of Care for BHDC that is therapeutic, trauma informed and culturally appropriate (in development)
- Cultural framework for BHDC (in development)
- New Training for Youth Justice Officers
- Convening of a taskforce, including Aboriginal Elders and community leaders to improve care for children in prison
- A government commitment to close Unit 18, though timeline has not been provided

### How the 'hallmarks of practice' are embedded.



**SRWA has strategically convened and leveraged their partner base and relationships to advocate for these changes. SRWA worked alongside Aboriginal Legal Service (ALS) in 2022 to get the Supreme Court of WA to declare the lockdowns imposed on children at BHDC as unlawful. Since this ruling, there has been a heavy focus on out of cell hours within these facilities.**



**SRWA has maintained consistent pressure on decision makers and system leaders to improve conditions within BHDC and Unit 18. Through consistent messaging and evidence-based campaigning, SRWA's asks are clear. While these improvements are not the ultimate outcome, they have tangible impact on the lives of children inside these facilities.**



**The SRWA coalition's strength is in its foundation of trust that enables the coalition to speak with one voice, amplifying its influence and resilience. These demands for better conditions have been echoed by coalition members - and for those who don't have the independence or resourcing to advocate, SRWA is their voice.**



**SRWA's long-term vision for youth justice is whole of government reform, as outlined in their Blueprint. While they work towards this vision, SRWA is maintaining vigilance on the failings within the current system, and it guiding toward a better future.**

## Level 5: Increased Capacity and Strategic Learning

Outcome	Questions
Level 5: Increased Capacity and Strategic Learning	<ol style="list-style-type: none"> <li>1. What are the strengths and limitations in our capacity to influence change?</li> <li>2. How has our capacity changed over time?</li> <li>3. What do we need to do to enhance our capacity moving forward?</li> </ol>

In our Yarning Circles, we asked: *What are the strengths and limitations in SRWA's capacity to influence change? How has this capacity shifted over time? And what do we need to strengthen moving forward?* These reflections explored how SRWA has built capacity across people, practices, and systems, while also identifying the limits and pressures that continue to shape its work.

**At the relational level**, participants described SRWA's greatest strength as its credibility and trust with communities, coalition partners, and government stakeholders. Relationships were forged and seen as enduring assets that *"make it possible to get people in the room and move things forward."* This relational capacity has grown over time as SRWA has consistently shown up, responded quickly, and provided safe, non-competitive forums. Yet participants also noted the limits of a small team: deep engagement across multiple communities can stretch capacity, and without sustained funding and support for staff, particularly Aboriginal staff, there are risks of burnout and dependency on a few individuals.

**At the transformative tier**, SRWA's ability to shift narratives and act as a consistent public voice was described as a critical strength. From exposing the realities of youth detention to embedding justice reinvestment in national policy debates, SRWA has shown capacity to operate at both grassroots and systems levels. Over time, this visibility has increased: SRWA is now regularly cited in media, consulted on policy, and seen as a trusted interpreter of complex justice issues.

The limitation, however, is that sustaining this influence requires continual resourcing, strategic communication, and the ability to navigate hostile political climates without overextending staff or diluting community voice.

**Structurally**, SRWA has grown from being a small coalition to a recognised peak body shaping state and national agendas. Examples include influencing *Fines Enforcement Legislation* in WA and contributing to federal JR grant guidelines. This demonstrates a maturing capacity to influence institutional design. At the same time, participants highlighted the limits of SRWA's locus of control, for example, intensive support in Halls Creek could not guarantee outcomes when local governance and political factors intervened. To enhance capacity moving forward, SRWA will need both greater resourcing (staff, funding, infrastructure) and clearer mechanisms for sharing responsibility and power with JR with communities, so that the burden of systems change does not fall disproportionately on a small team.

Taken together, these reflections suggest that SRWA's capacity has grown significantly — from trusted local convener to influential state and national advocate. Its strengths lie in relational credibility, narrative leadership, and structural influence. Its limitations lie in scale, resources, and reliance on a small core team. Building sustainable capacity will require investment in Aboriginal leadership, diversified and long term funding, and stronger infrastructure to ensure that SRWA can continue to learn, adapt, and drive reform without overreach.

# Level 5 – Impact Stories

## Impact Story: Pivoting from Intensive Delivery to Enabling a Movement

In its early years, SRWA invested heavily in *Halls Creek*, providing intensive, hands-on support to establish justice reinvestment. While this generated early visibility, it also revealed limits: too much resourcing concentrated in one site and outcomes resting outside SRWA's decision making power.

Learning from this, SRWA has strategically pivoted to a scalable model — providing facilitation, toolkits, coaching, and backbone support, while leaving ownership firmly with communities. This shift from direct delivery to empowerment has enabled SRWA to nurture a portfolio of JR sites now monitored across four stages of engagement:

1. Interested/Curious
2. Emerging/Applying
3. Setting Up/Early Grant
4. Established

As of May 2025, SRWA is supporting sites in different stages, including Halls Creek/Olabud Doogethu as established, Carnarvon, Balga (Ebenezer), Old Ways New Ways (Perth), Derby, and the Martu Justice Reinvestment Tribal Council (Newman) as 'setting up', and Hedland, Meekatharra, Geraldton, Kununurra as 'emerging'. In addition, other communities — including Northam, Karratha, Kwinana, Midland, Collie, the Dampier Peninsula, and Kurrawang — have expressed interest in learning more about JR.

*"We could've made the choice to support a couple of sites intensively but there were too many external factors in those communities and we need to ensure the success of JR, so we have chosen to go broad."*

*"The staggering of JR sites has been a smart approach because we learn along the way."*

## How the 'hallmarks of practice' are embedded.



**SRWA's work remains adaptive, collaborative, non-siloed and open to new ways of knowing.**



**By adapting their approach, SRWA is maintaining fidelity to their relational way of working and convening. With limited capacity internally, working with a scaffolded approach allows the JR team to still work alongside communities, but at strategic moments and for a limited duration, ultimately building the capacity of the community to take full ownership.**



**By moving from an "all eggs in one basket" model to a structured, tiered approach, SRWA has built the capacity to guide multiple communities on their JR journey at once, strengthening the movement and making it more resilient and enduring.**

# Level 5 – Impact Stories

## Impact Story: Building Independent Aboriginal Governance

SRWA's incorporation and transition to an Aboriginal-majority board marked a major step in strengthening its independence and capacity. Moving out from under the auspice of another Aboriginal organisation has allowed SRWA to forge its own relationships, free from complex cultural ties or associations, while maintaining deep accountability to Aboriginal communities.

*"The committee moving to an Aboriginal majority has been beneficial - there are now so many more people to call upon within our own movement when something happens - you can immediately get good advice."*

Participants described the deliberate choice of some coalition board members to step aside in order to make space for Aboriginal leaders, reflecting a commitment to shared power and cultural authority.

*"I learned a lot being on the board, particularly around what does Aboriginal leadership and allyship look like for an organisation - some of this might not be visible but it is a teaching to others in the space on how we work and create space for Aboriginal leadership."*

This shift not only enhances SRWA's credibility but also positions it for the next stage of governance evolution — cultivating stronger roles for ACCOs in the movement and embedding Aboriginal leadership within new strategic advisory groups (the evolution of their previous "subcommittee" model).

*"When we go out to advocate, we advocate confidently because we know this is right for the community and we wouldn't be able to do this without SRWA."*

*"We have a broader remit of who we can employ now because we have the staff to provide cultural safety and mentorship."*

## How the 'hallmarks of practice' are embedded.



**SRWA is creating space for Aboriginal voices and leadership and allowing others to learn what allyship looks like for an organisation.**



**While still growing, SRWA's commitment to Aboriginal leadership enhances and underpins its systems accountability work - giving staff and members confidence that their advocacy strategies reflect community and Aboriginal perspectives.**

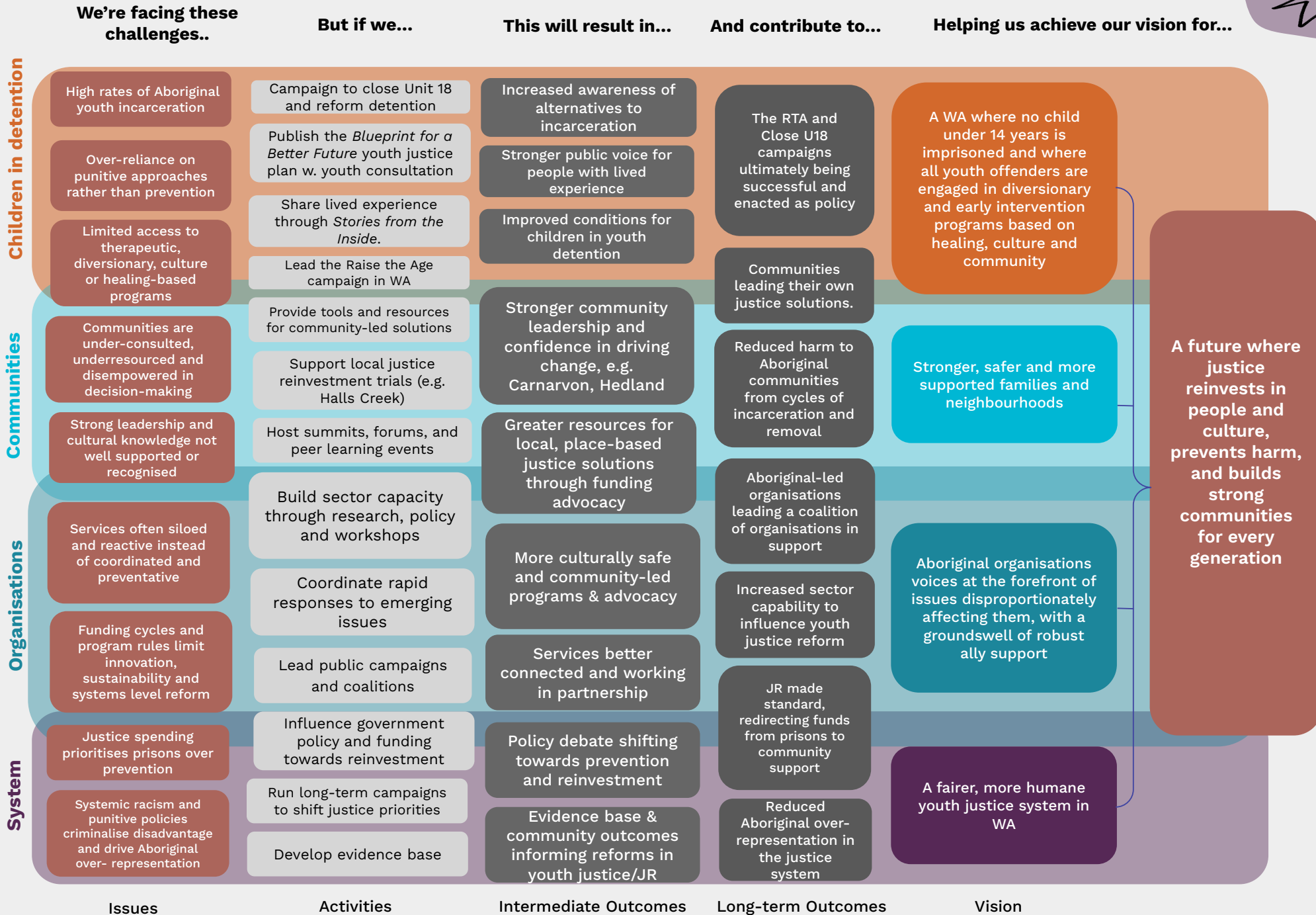


**Centring Aboriginal governance and voice in justice reform and advocacy helps SRWA build trust and legitimacy across coalitions and movements - particularly in JR communities.**



**The move to formal Aboriginal-led governance was seen as a signal of maturity and a foundation for long-term sustainability.**

# Theory of Change



A future where justice reinvests in people and culture, prevents harm, and builds strong communities for every generation

# Program Logic

## OUTCOMES

### Inputs

### Activities

### Outputs

### Short-term

### Intermediate

### Long term

Aboriginal leadership and cultural authority; independence

Coalition of 20+ community, legal, and social service organisations

Expertise in youth justice, policy, advocacy, communications

Strong networks with media, government, sector and communities

Evidence base, research and lived experience voices

Campaigns and advocacy (e.g. Raise the Age, Close Unit 18, Blueprint for a Better Future)

Media engagement and public narrative shaping

Coalition building and coordination (membership, committees, JR Summit)

Policy submissions and government relations (*Blueprint*)

Lived experience and youth leadership & narrative programs (*Stories from the Inside*)

Community education and awareness raising (JR)

Published reports (*Blueprint*, policy submissions, open letters)

Media coverage and public campaigns with consistent “smart justice, safe communities” messaging

Sector-wide coalition actions and submissions

Engagement with decision-makers, inquiries, and parliamentary processes

Community forums, youth leadership and lived experience voices amplified

Greater public awareness of justice reinvestment and smart justice alternatives

Increased credibility of SRWA as a trusted voice in youth justice reform

Stronger coalition relationships across community, sector, and government

Youth and lived experience voices recognised in public debate and in policy development (discussions with Attorneys General's Office and Justice Reinvestment Design paper)

Increased funding for JR initiatives; Crafting of shape and language of this funding (national JR grant program and Central Australia grant program)

Tangible reforms achieved (fine default reform, increased investment in justice reinvestment, improvements at Banksia Hill)

Greater government and media reliance on SRWA for evidence and commentary

Communities and young leaders more empowered and confident to advocate (Carnarvon, Hedland, Meekathara, Halls Creek JR communities)

Stronger political and public support for prevention over punitive approaches (adoption of “smart justice, safe communities” language in WA media, political parties’ policy platforms)

Reduced incarceration of Aboriginal children and young people

Justice reinvestment embedded as standard government policy

Shift in political and public narratives away from “tough on crime”

Shift in power to facilitate communities and young leaders driving local solutions

Lasting systems change towards a just, fair, and culturally strong WA

The background is a solid teal color with several large, abstract, light-teal brushstrokes that create a sense of movement and depth. The strokes are thick and have a slightly textured appearance, resembling hand-drawn lines.

# **Barriers and limitations**

# Barriers and Limitations

## SRWA is working to shift a 'thorny' public issue in a tough political environment.

Justice is historically rife with deeply entrenched attitudes across WA. We heard that SRWA has been operating in a hostile environment with popular political figures directly opposing their agenda. Without bipartisan support for campaigns like *Raise the Age*, SRWA has been relying on individual champions to progress their agenda, which slows progress.

*"What they have done to keep this on the agenda in WA, navigating complex personalities - Perth is a hard place and they have managed to navigate the systems."*

## There's a tension between immediate and long-term work.

SRWA's ultimate goals are long-term, systems change efforts. This type of work requires future planning, adaptive strategy, strong collaboration and time for reflective learning.

However, as the only organisation dedicated to justice advocacy in WA, SRWA feels a responsibility to respond to most justice issues - especially crisis situations.

Operating responsively diverts the attention and resourcing of a small team and poses challenges for embedding longer term, strategic work into their day-to-day operations.

*"When do we hold the line and when do we progress and move forward?"*

*"How do we build out our strategies to be intergenerational and set up a clear vision for the next generation of children? The work is trying to look beyond this political cycle to establishing a longer-term mindset and vision shift."*

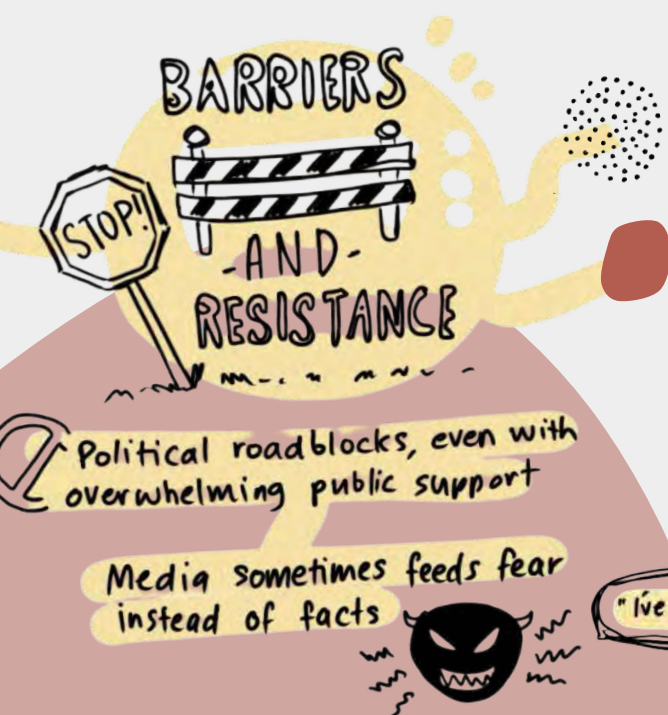
*"There is an expectation for us to do something - people expect us to act because they trust us to act, which is great, but it's also a really hard space to be in because we know change is going to take a really long time."*

## Securing sustainable funding and resourcing is an ongoing challenge for the work.

SRWA has limited funding and resourcing to execute a broad remit of work. Reviewing policy and legislation, lobbying, maintaining media and government relations and creating visual and cohesive campaign messaging and resources for a range of platforms is time and resource intensive. Maintaining independence in this stream of work is also critical.

*"Funding sustainability is hard at a grassroots level and also for peak bodies. Often the work of government doesn't fund advocacy, particularly in the JR space, there isn't that sustainability of longer funding."*

*"You can't plan and execute long term shifts about changing minds and hearts in youth justice without secure funding and we can't take government money, which impacts our independent voice."*



*"I've never seen so much pressure NOT lead to change before"*

# Barriers and Limitations

Their relational approach to supporting JR sites also requires significant time and resourcing. With a small team, SRWA has pivoted to providing more underarching support to multiple sites, in an attempt to establish more locations, rather than providing more intensive support to a select few locations.

*“Due to capacity (3 FTE for JR), we can't work that intensively with different sites, so we became more clear on the role of SRWA as a facilitator and a catalyst. We could have super-charged JR in WA if we had the capacity to be the backbone for each community.”*

## **Relationships take time to build and collaboration requires resourcing.**

SRWA's advocacy and JR work is balanced with maintaining strong coalition relationships and keeping members informed and updated.

These relationships are critical to SRWA's work and foundational to their success.

SRWA understands that a lot of their progress and success hinges on strong relationships and trust - with media, with members of parliament with community leaders, with coalition members and with the wider sector. Systemic change frameworks also acknowledge that these are critical conditions required for genuine, sustainable and community led change.

This way of working takes time and requires proper resourcing, however, results are not always tangible making it harder to justify to funders. There was a unanimous sentiment from participants that relationship building and collaboration work is systemically not recognised and underfunded. Securing long-term funding for this way of working is a challenge and a risk for the organisation.

*“So much of the effort, work and stress and day to day is in the relationship building and management, which isn't always appreciated.”*

## **Burnout and fatigue for staff and coalition members.**

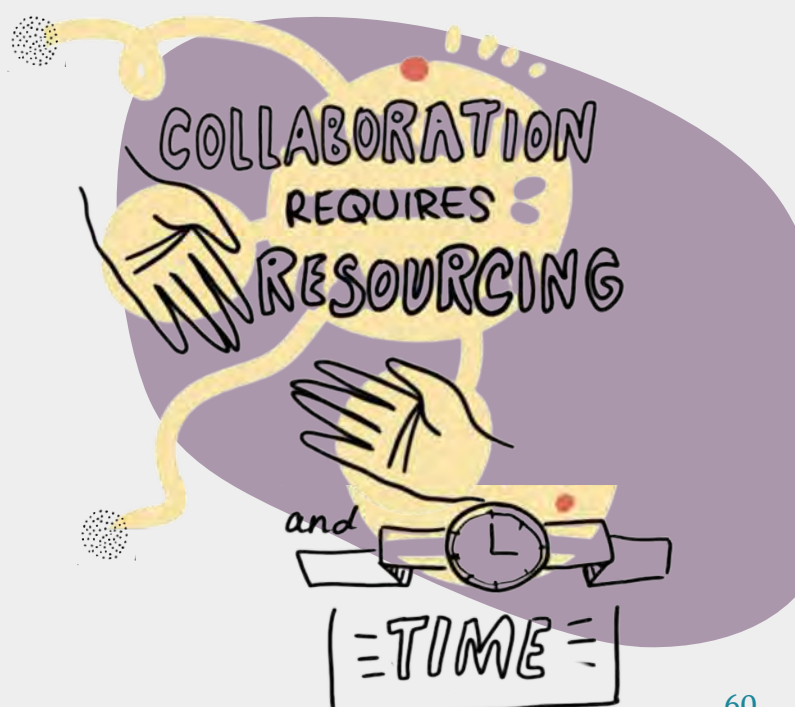
Relational, long-term work also takes a toll on staff - it is emotionally taxing, especially for Aboriginal staff who have connections with the communities SRWA is working in - and exacerbated when resourcing is limited. Managing advocacy fatigue and burnout in systems work is a challenge for SRWA as a young staff navigating confronting issues.

*“Not seeing results - it does get tiring.”*

*“We don't always have the life experience and emotional strength and resilience to keep going and people burn out without the right support networks.”*

For coalition members, particularly service providers, capacity is spread thin and advocacy work is often done without resourcing, which increases the risk of burnout.

*“The organisations who deliver service as opposed to advocacy will always have advocacy as their secondary function.”*



# Barriers and Limitations

## Managing lateral tensions.

We heard that managing relationships and expectations of allies is a challenging aspect of SRWA's work. In instances where their approach, messaging or commitment have been questioned, feelings of disillusionment and mistrust rise. Balancing new relationships, maintaining established relationships and being responsive to the needs of multiple diverse JR communities, while trying to drive the work forward, is an ongoing challenge of working collaboratively.

*"There is an expectation for us to do something - people expect us to act because they trust us to act, which is great, but it's also a really hard space to be in because we know change is going to take a really long time."*

## SRWA needs a simpler way of telling their story of systems change and systems reform.

SRWA is committed to building the evidence base for alternatives to prison and diversionary approaches to provide a compelling case for change. However, we heard that getting decision makers and community leaders to the table to understand that this is a whole of justice reform agenda is complicated. While SRWA's *Blueprint* lays out a path forward for justice in WA, it might not cut through when there is a low-level of literacy and awareness around what works.

*"When we would talk to people about Raising the Age, they would say, 'we agree, but what do we do instead?' The Blueprint intended to speak to this but there is still a low level of literacy amongst members of parliament. When we stepped them through it, they immediately jumped to specific programs. How do we shift this programmatic way of thinking? SRWA has struggled to articulate this and needs collateral that can tell that story in a simple way."*

*"This isn't new - it's about framing it in a way that community and government understand - how do you shift power back to communities?"*

## In systems work, tangible results can take years to materialise.

Shifting the mindsets of what success looks like, particularly for JR, is an ongoing challenge and risk.

*"This is long-term change, not just politics or programs, it is hearts and minds, racism and Australian culture - just being in there and doing that work is important and we won't always know what the critical things are that make the difference."*

Participants were particularly concerned that JR will be seen as a 'fix all' solution with immediate results expected.

*"You don't get to measure the healing that happens when communities come together because it is not a KPI - but it is in JR. We need to get to setting up our own community measurements."*

*"This is slow work - everyone is looking for the results and the reductions in crime but we are building the framework and setting expectations of what this looks like. Communities are talking, they have a shared vision - this is a huge success, but how do you justify this? There might be education and justice outcomes 20 years down the track but getting government to understand this is a real risk."*



# Barriers and Limitations

We heard that SRWA also needs to balance the drive to gather evidence with a need to protect communities that are working to shift entrenched challenges in fraught conditions.

*"We need to be able to tell the stories to change minds but we need to balance this with allowing the community to get off the ground."*

Participants from Halls Creek spoke about how the increased external attention led to increased pressure to demonstrate results for a budding JR site with expected teething issues.

*"It increased scrutiny around the state and in the town because it [Olabud Doogethu] had been framed as a solution."*

*"We built the power for Olabud, which gave it the standing to push back against decision makers and stand on its own, but then it puts pressure on communities."*

Further, while SRWA wants to see JR succeed in every community, they are not in control of progress or outcomes.

*"SRWA doesn't control whether communities succeed or fail, we can be the catalyst and provide toolkits and support in a jam, but only if a community wants us to."*

*"We can't control what communities want to do. By design, we can only guide."*

## **Emergence of silos in subcommittee groups.**

We heard that the approach of working via subcommittees had limited opportunities for learning and sharing across the different streams of work. Thinking about how ideas and approaches cross-pollinate across work will be an important consideration for SRWA as they move forward.

## **Aboriginal leadership has been central but under strain.**

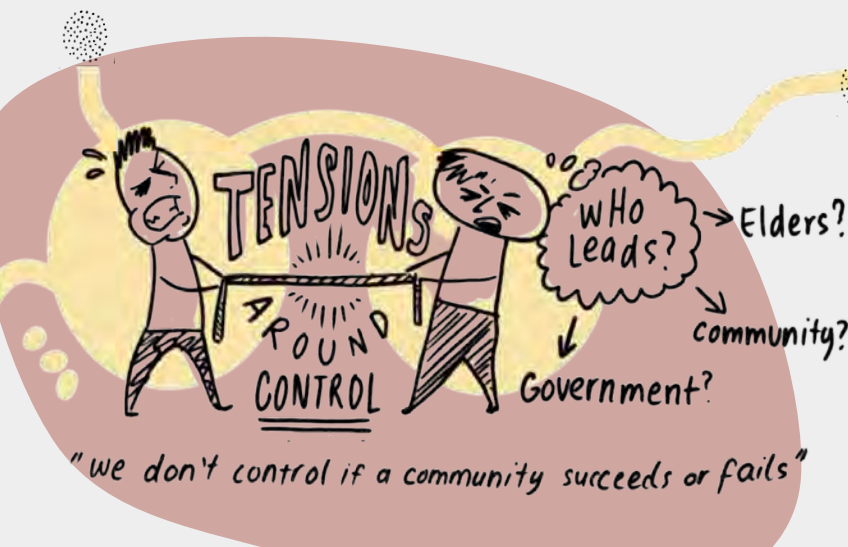
Participants stressed the need for models of leadership that allow people to "tap in and out" to avoid burnout, the importance of sustaining intergenerational voices, and the risk of over-reliance on individuals in high-pressure contexts. This has been coupled with challenges in sustaining reciprocal relationships with Aboriginal communities, navigating lateral tensions, and resourcing culturally safe support for staff.

## **The unfortunate reality that momentum for change is built through avoidable loss of life.**

Participants viewed their role during the inquiry into the death of Cleveland Dodd as a support to the family and by virtue of that support, the responsibility to advocate for change and highlight the systemic injustices experienced by this young man and his family.

The mechanism for change was grounded in a deep recognition of the loss of life of this young person, for his family and his community.

Though moments such as this serve as an opportunity to activate the network and profile the issues, participants carry a deep acknowledgement that ideally this would not be the case.





# Recommendations & Opportunities

# Recommendations & Opportunities

This evaluation highlights SRWA's achievements in shifting narratives, strengthening coalitions, and catalysing Justice Reinvestment (JR) in WA. It also surfaces opportunities to consolidate these gains, address risks, and build towards long-term impact.

## 1. Strengthen Aboriginal governance and ACCO representation

- Grow the representation of Aboriginal Community Controlled Organisations (ACCOs) within the coalition to continue to embed Aboriginal authority at the centre of justice reform efforts.
- Continue investing in Aboriginal leadership within SRWA itself, ensuring pathways for Aboriginal co-leadership roles and decision-making authority across all levels.

## 2. Continue to build succession planning and leadership sustainability

- Address key person risk by diversifying leadership and developing clear succession pathways, particularly given the highly relational and personal connection-based nature of SRWA's work, and the reliance on trusted networks.
- Support capacity building for Aboriginal staff and emerging leaders to carry relationships and advocacy forward over time.

## 3. Refine and expand Justice Reinvestment (JR) approaches

- Continue the staggered rollout of JR sites, which has proven effective in creating multiple stories of impact and reducing dependency on any single site.

- Consider developing a tiered JR support model, offering flexible packages of tools, training, and facilitation depending on the readiness and needs of communities.

- Increase regular contact and practical support for JR communities, ensuring momentum is sustained and capacity continues to grow.

## 4. Strengthen coalition structures and cross-pollination

- If planning to re-establish sub-committees as strategic advisory groups or alternative mechanisms, continue to recognise and draw on their proven value to SRWA and the coalition.
- Unlock the further potential of these groups, which are already highly valued by coalition members, by refining their purpose and supporting them to operate at fuller effect (e.g. through skill exchanges, shared trainings, or Communities of Practice).
- If aligning the new groups with SRWA's three arms of work, as previous sub-committees were, also create mechanisms for regular interaction across groups to foster cross-pollination — connecting subject matter experts with interested members and ensuring ideas flow across streams.
- Provide structured opportunities for peer learning, enabling coalition members to share expertise, build knowledge bases, and strengthen collective capacity.

# Recommendations & Opportunities

## 5. Embed cultural safety and ethical practice

- Formalise an approach to checking back with First Nations people whose likeness, voice, or stories are shared, seeking ongoing consent to ensure cultural safety and respect.
- Continue embedding Indigenous Data Sovereignty (IDS) principles and lived experience frameworks into SRWA's advocacy, research, and storytelling. Given the close connection of SRWA's Hallmarks of Practice to the Relational Science Model of Indigenous Learning - utilising more of this resource could be a fruitful pairing.

## 6. Consolidate growth and pace strategically

- Maintain a deliberate pacing of organisational growth, balancing broad impact with the need to embed internal supports for staff wellbeing, cultural safety, and sustainable workloads.
- Align new initiatives with SRWA's Hallmarks of Practice to ensure growth does not compromise the relational and culturally grounded ways of working that underpin SRWA's impact.
- Given that SRWA's impact is achieved through its Portfolio Approach, it is important to seek funding that recognises this and supports the full ambit of SRWA's interconnected activities.

In summary: SRWA's early wins demonstrate strong traction in shifting enabling conditions for justice reform. By strengthening Aboriginal control, addressing succession risks, pacing growth, and deepening coalition and community supports, SRWA can consolidate its role as the backbone organisation for intergenerational change in WA.

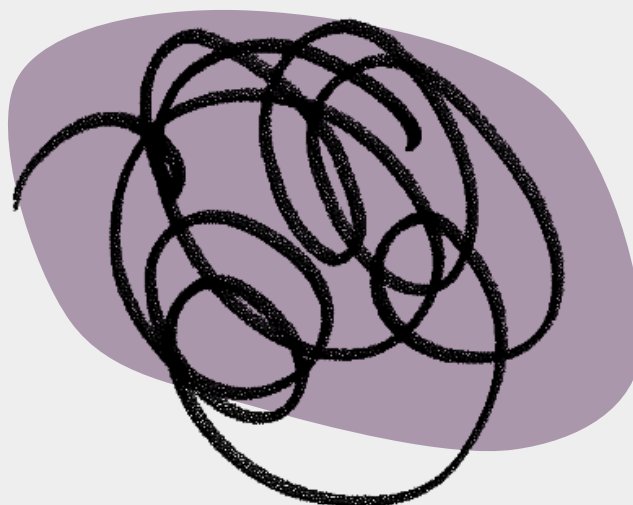


# Conclusion

SRWA has significantly shifted the youth justice landscape in WA (and Australia) by raising awareness, shaping public narratives, and building a trusted coalition that amplifies Aboriginal voices and evidence-based alternatives. Through persistent advocacy, strategic media engagement, and strong relationships across government, community, and sector allies, SRWA has achieved tangible wins such as fine default reform, increased investment in justice reinvestment, and improvements to conditions in Banksia Hill. At the same time, SRWA's influence extends beyond policy change: it has built community capacity, empowered young leaders, and created a consistent, credible voice that government and media now look to for expertise.

More than the 'what' of how SRWA operate, we have heard it is the 'how' that is leveraging the greatest impact. SRWA's portfolio approach to their three arms of work and the cross fertilisation between these, is their greatest asset and should be cultivated not just as an impact multiplier, but as a way of scaling deep, and standing steadfast against any time the system appears to be snapping back into old behaviours, patterns and beliefs.

While challenges remain in the face of entrenched "tough on crime" politics, limited resources, and the risk of reform setbacks - SRWA's coalition model, cultural authority, and long-term persistence have proven powerful in holding the line, shifting hearts and minds, and creating the conditions for lasting systems change.

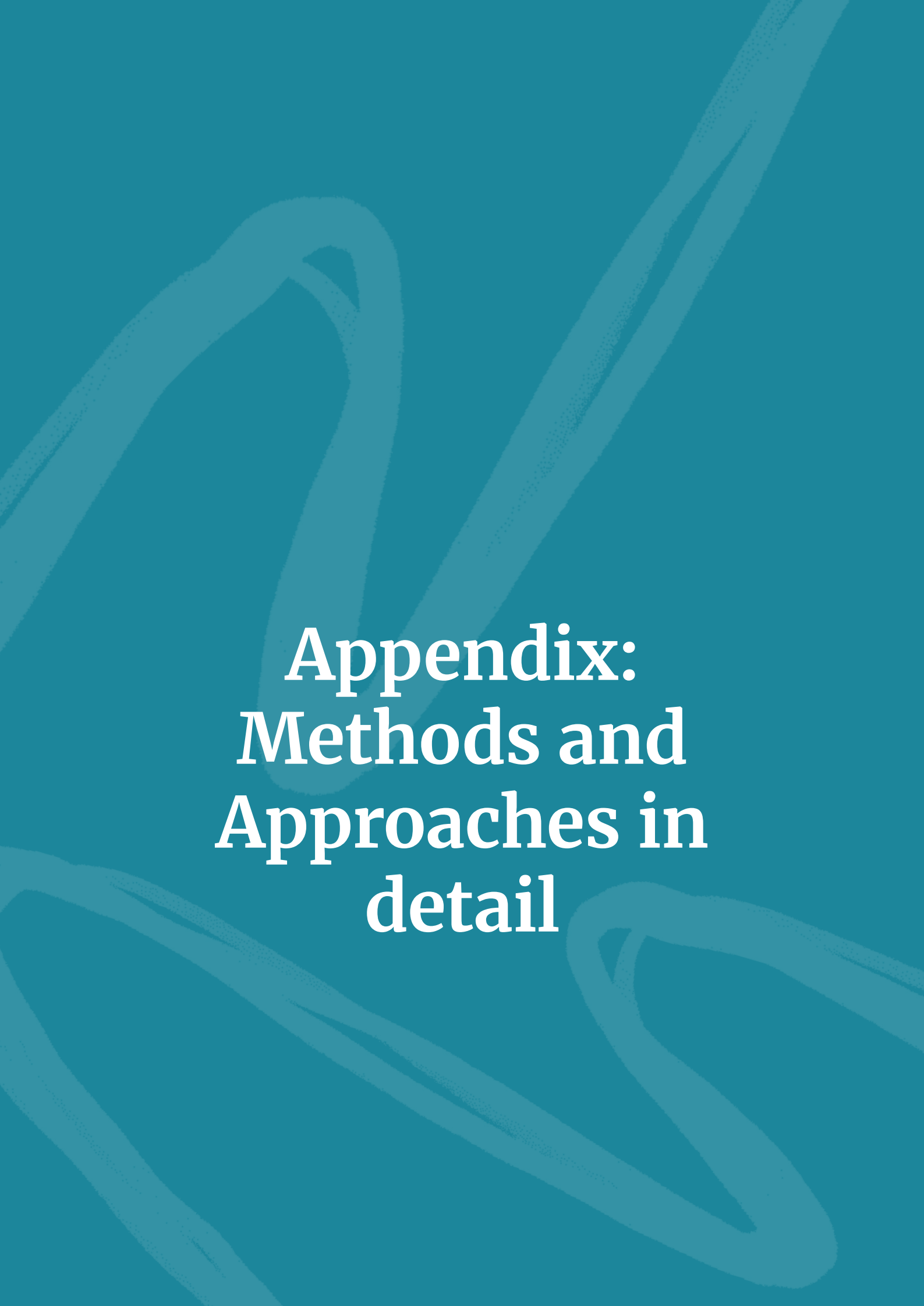


The background is a solid teal color with several large, abstract, light-teal brushstrokes that create a sense of movement and depth. The strokes are thick and have a slightly textured appearance, resembling hand-painted lines.

# References

# References

- Australian Law Reform Commission (ALRC). (2018). *Pathways to Justice – Inquiry into the Incarceration Rate of Aboriginal and Torres Strait Islander Peoples*.
- Cabaj, M. (2018). *Evaluating Policy Change*, Retrieved from the Tamarack Institute - <https://www.tamarackcommunity.ca/library/evaluating-progress-in-policy-change>
- Cabaj, M. (2019). *Evaluating Systems Change Results: An Inquiry Framework*. Retrieved from the Tamarack Institute - <https://www.tamarackcommunity.ca/articles/paper-evaluating-systems-change-results-an-inquiry-framework>
- Centre for Evaluation Innovation. (2021). *Advocacy that Builds Power*. - <https://evaluationinnovation.org/wp-content/uploads/2021/04/Advocacy-that-Builds-Power.pdf>
- David-Chavez, D. M., Gavin, M. C., Ortiz, N., Valdez, S., & Carroll, S. R. (2024). A values-centered relational science model: Supporting Indigenous rights and reconciliation in research. *Ecology and Society*, 29(2), Article 11. <https://doi.org/10.5751/ES-14768-290211>
- Fraser, T. (2023). *The Art of Scaling Deep: Research in Summary*. The Systems Sanctuary. Retrieved from <https://ashokacanada.org/wp-content/uploads/2023/10/The-Art-of-Scaling-Deep-2023.pdf>
- Kane, L., Levine, C., Orians, C., & Reinelt, C. (2017). *Contribution Analysis in Policy Work: Assessing Advocacy's Influence*. Retrieved from <https://evaluationinnovation.org/publication/contribution-analysis-in-policy-work-assessing-advocacys-influence/>
- Kania, J., Kramer, M. & Senge, P. (2018). *The Water of Systems Change*. FSG. Retrieved from [https://www.fsg.org/wp-content/uploads/2021/08/The-Water-of-Systems-Change\\_research.pdf](https://www.fsg.org/wp-content/uploads/2021/08/The-Water-of-Systems-Change_research.pdf)
- Kania, J., & Kramer, M. (2011). *Collective Impact*. Retrieved from Stanford Social Innovation Review at [https://ssir.org/articles/entry/collective\\_impact](https://ssir.org/articles/entry/collective_impact)
- MOTION. (2022). *Handbook – Systems Innovation Transition Research, Australia*.
- NSW Department of Education. (2024, November 15). *What does Yarning mean?* In *Re-imagining Evaluation: A Culturally Responsive Evaluation Framework*. Centre for Education Statistics and Evaluation.
- Seppälä, M. (2021). *Radical Uncertainty Requires Radical Collaboration*.
- Social Reinvestment WA. (2022). *Blueprint for a Better Future: Paving the way for youth justice reform in Western Australia*. Social Reinvestment WA.
- United Nations Development Programme (UNDP). (2021). *Guidance on Portfolio Approaches to Complex Development Challenges*.

The background is a solid teal color with several large, abstract, light-teal brushstrokes that create a sense of movement and depth. The strokes are thick and have a slightly textured appearance, resembling hand-painted lines.

# **Appendix: Methods and Approaches in detail**

# Our Approach – Process on a Page

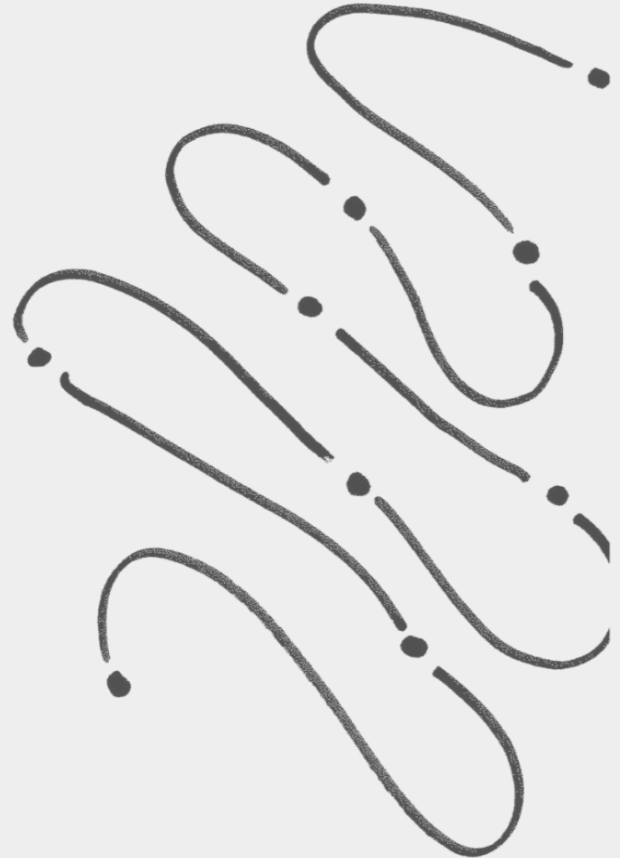
Project Phase	Framework	Methodology	Tools & Activities	Output
<b>Yarning to create evaluation tools</b>		Empowerment Evaluation  Relational Narrative Yarning	Note taking	Outcomes and Impact Measurement framework  Cultural Principles
<b>Yarning to create evaluation learnings</b>	Layered Framework of: <ul style="list-style-type: none"> <li>• Policy Change and Systems Change (Cabaj, 2018; Cabaj, 2019),</li> <li>• Water of Systems Change (Kania, 2018)</li> <li>• Advocacy that Builds Power (Centre for Evaluation Innovation, 2021)</li> <li>• Collective Impact (Kania and Kramer; 2011)</li> </ul> Collectively - our Outcomes and Impact Measurement Framework	Yarning Circles  In-depth, targeted interviews	Timeline mapping  Live visual Scribe  Note taking and audio recording  Thematic analysis	Findings and insights to inform contribution analysis and final reporting
<b>Contribution Analysis</b>	Contribution Analysis in Policy Work (Kane, Levine, Orians, and Reinelt, 2017)	The H Form Exercise (Contribution Analysis in Policy; Kane, Levine, Orians, and Reinelt, 2017)	Gallery walkthrough at JR Summit with 1:1 engagements  Timeline mapping  Contribution claims and impact stories	Refined, reviewed and verified impact stories for final reporting

# Our Approach – Frameworks

Through close collaboration with SRWA and with reference to evidence-based frameworks developed for policy evaluation, systems change evaluation and collective impact assessment, we developed a comprehensive, layered Outcomes and Impact Measurement Framework .

In developing this framework, we balanced a need to assess the unique impact of each stream of work with a need to understand how the interlinked streams work in concert to generate impact - and what this means for SRWA. As well as allowing for both deep and broad impact analysis, the framework needed to hold space for collective impact assessment, acknowledging SRWA’s work as a coalition.

To hold these considerations jointly, we created a bespoke framework that captures the key elements we sought to measure. The framework developed for SRWA draws upon the below frameworks:



<p><b>Framework:</b></p>	<p><b><u>Evaluating Policy Change</u></b> (Cabaj, 2018) and <b><u>Systems Change</u></b> (Cabaj, 2019)</p>	<p><b><u>The Water of Systems Change</u></b> (John Kania, 2018)</p>	<p><b><u>Advocacy that Builds Power</u></b> (Centre for Evaluation Innovation, 2021)</p>	<p><b>Collective Impact Framework</b> (Kania &amp; Kramer, 2011)</p>
<p><b>Why we chose it:</b></p>	<p>To track incremental wins, adaptive strategies, and policy shifts.</p>	<p>To assess structural, relational, and mindset shifts.</p>	<p>To evaluate how advocacy strengthens community power and influence.</p>	<p>Applied to one stream of engagement (coalition building) to measure shared goals and collaboration.</p>

# Our Approach – Frameworks in Detail

<b>Framework</b>	<b>Evaluating Policy Change</b> (Cabaj, 2018) and <b>Systems Change</b> (Cabaj, 2019)
<b>Why we chose it</b>	To track incremental wins, adaptive strategies, and policy shifts.

The **Evaluating Policy Change** framework, designed to assess results of a policy change effort, moves through five domains of results or outcomes that policy advocates want to consider as they go about their work. These include, increased capacity, improved conditions, policy change, behaviour change and mission level impacts.

While the outcome domains are distinct, they are highly interrelated and enable an analysis of the different levers being pulled to effect systems change.

The **Systems Change** framework offers similar depth of analysis across domains, while adding in a broader layer of assessment of systems impact.

Both frameworks highlight the importance of adaptive learning and reflection in long-term systems change work. In combination they provide a useful frame of 'zooming in' and 'zooming out'. These frameworks were used as a starting point in developing our Outcomes and Impact Measurement Framework for SRWA.

<b>Framework</b>	<b>The Water of Systems Change</b> (John Kania, 2018)
<b>Why we chose it</b>	To assess structural, relational, and mindset shifts.

The **Water of Systems Change** framework, designed to assess the impact of complex systems change initiatives, brings breadth to the thinking about and framing of results. Through conceptualising impact as structural, relational and transformational, Kania's Water of Systems Change acknowledges the stages of change and helps to visualise impacts as short, medium and long term.

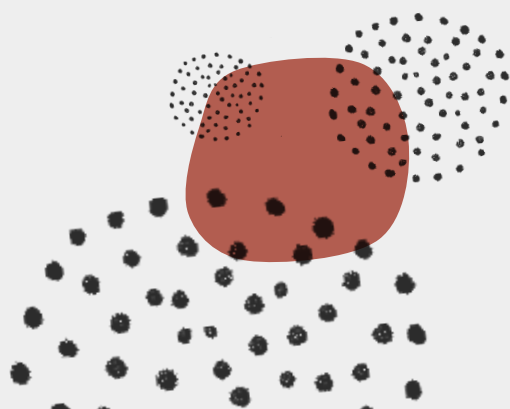
<b>Framework</b>	<b>Advocacy that Builds Power</b> (Centre for Evaluation Innovation, 2021)
<b>Why we chose it:</b>	To evaluate how advocacy strengthens community power and influence.

The **Advocacy that Builds Power** framework centres power building for communities as the core goal of advocacy work aiming to shift policy and transform systems. It asks, in the process of working toward change, are impacted communities centred and is their power and influence strengthened?

Given SRWA's ultimate goal to improve the lives of Aboriginal and Torres Strait Islander people, this framework is well aligned. It influenced our thinking and shaping of the discovery questions, particularly in the advocacy and campaigns stream, as it moves beyond assessing 'wins' and losses' in short-term campaign cycles and looks toward the ultimate goal of whether marginalised communities are empowered by the work itself (See image p.g. 12). This is particularly relevant given that some of SRWA's key asks remain unmet.

<b>Framework</b>	<b>Collective Impact Framework</b> (Kania & Kramer, 2011)
<b>Why we chose it</b>	To measure shared goals and collaboration.

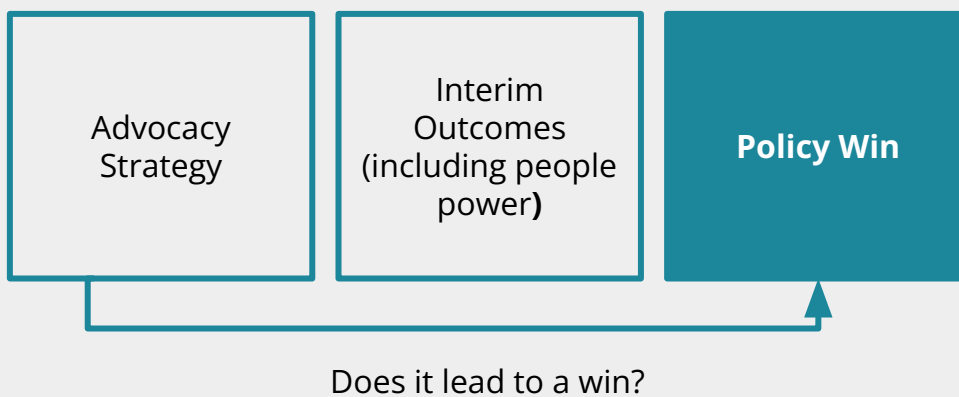
The **Collective Impact** Framework brings in measures of, a common agenda, shared measurement, mutually reinforcing activities, continuous communication, and a backbone support organisation, which shaped our discovery questions for the 'movement and coalition building' stream of work.



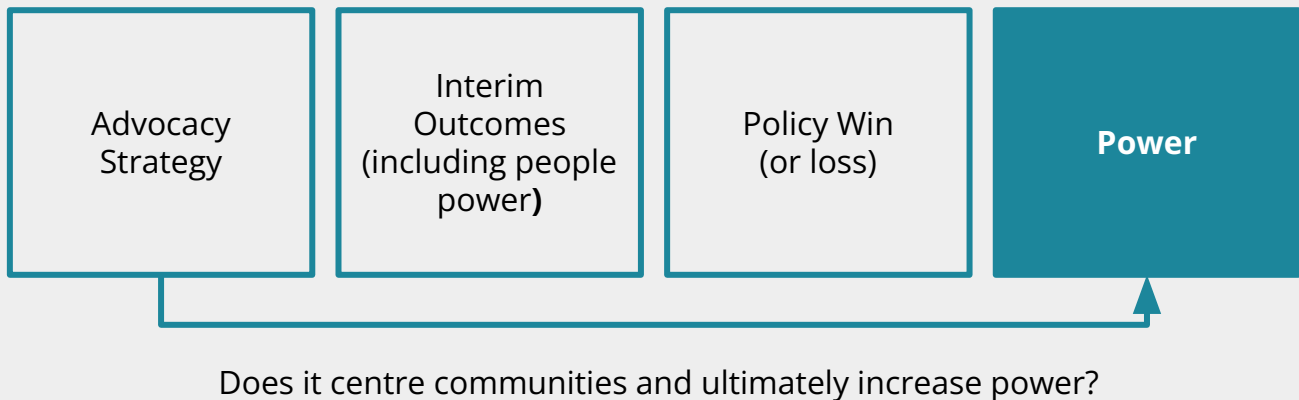
# Our Approach – Frameworks in Detail

Framing from **Advocacy that Builds Power** (Centre for Evaluation Innovation, 2021) that influenced our approach, particularly in evaluating the advocacy and campaigns stream of work. This framework shifts the intent of advocacy work from solely focusing on policy wins to looking at whether the advocacy strategies ultimately empower communities.

Advocacy that **prioritises a win**



Advocacy that **prioritises power building**



# Our Approach – Layering Frameworks

## How we combined these frameworks:

In applying these frameworks, we layered various elements of each together. Throughout the report, when referring to the **layered framework**, we are referencing the table below.

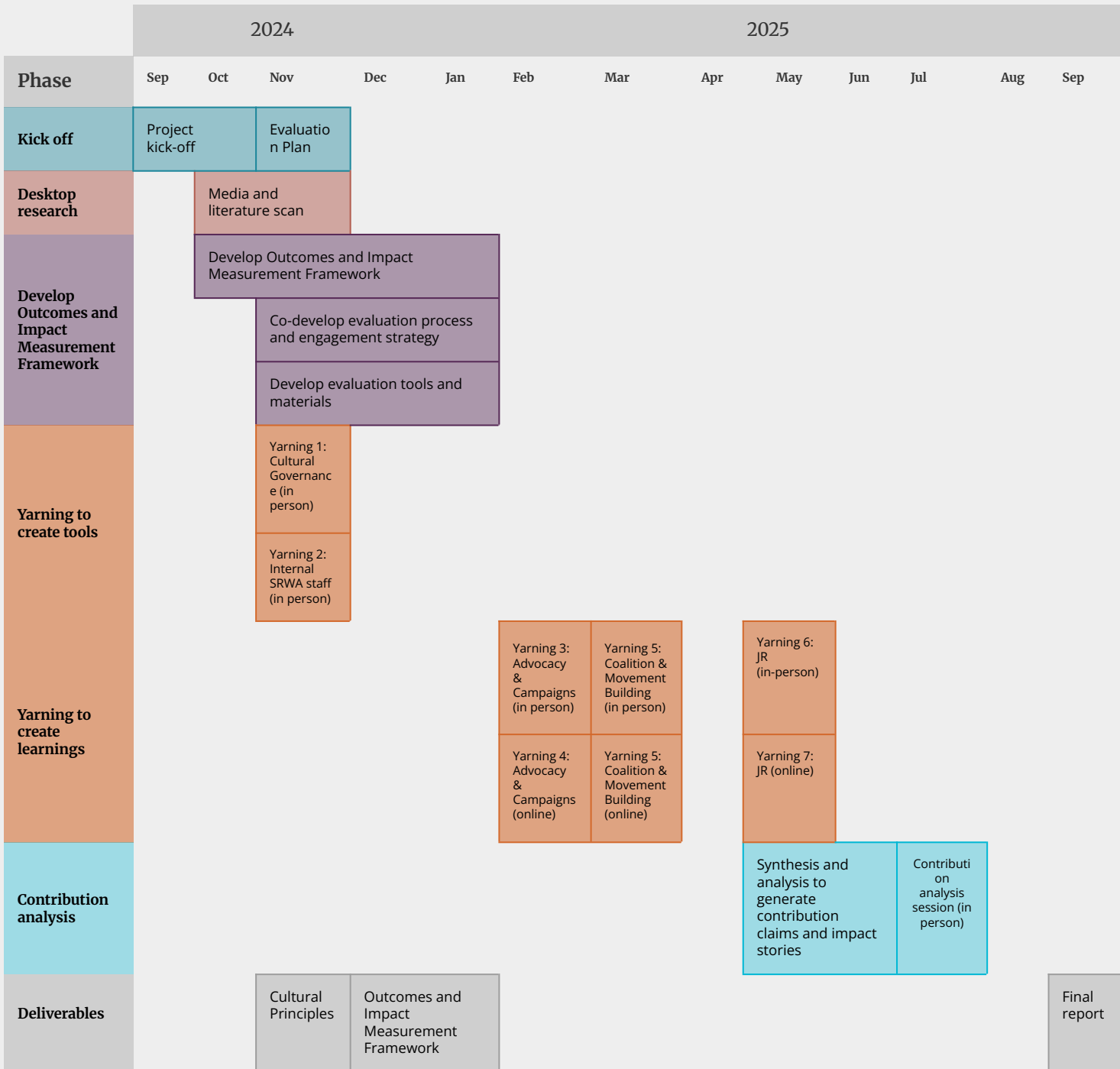
## Benefits of Layering:

- **Captures complexity** – Tracks change at multiple system levels and across different timeframes.
- **Reinforces SRWA’s theory of change** – Reflects how justice reinvestment, advocacy, and coalition-building work together to create change.
- **Improves adaptability** – Encourages real-time learning and course corrections.
- **Builds credibility** – Combines recognised frameworks with tailored application for SRWA’s context.

Frameworks:					
	Water of Systems Change (Kania, 2018)	Evaluating Policy Change (Cabaj, 2018)	Systems Change (Cabaj, 2019)	Advocacy that Builds Power (Centre for Evaluation Innovation, 2021)	Collective Impact (Kania & Kramer, 2011)
How do the elements relate?	Structural Relational Transformational	Level 1: Increased Capacity	Strategic Learning	Building Power (Capacity)	Assessing the role of common agenda, shared measurement, mutually reinforcing activities, continuous communication, and a backbone support organisation across all change.
		Level 2: Improved Conditions	Systems Change	Exercising Power (Strategies)	
		Level 3: Change Agenda		Having Power (Outcomes)	
	Structural Relational Transformational	Level 4: Behaviour Change	Mission Outcomes Individuals Targeted groups/ geographies Populations	Expanding power (Growth) Individuals Organisational Ecosystem Geographic	
	Structural Relational Transformational	Level 5: Mission Level Impact			

# Timeline of activities

Our process for this work moved through seven key phases, including kick off, desktop research, developing Outcomes and Impact Measurement Framework, developing evaluation materials, carrying out yarning groups, and findings and reporting.



# Our Approach – Process Overview

In line with our methodology, and in close collaboration with SRWA, we applied the Outcomes and Impact Measurement Framework through facilitating a series of eight yarning groups and a contribution analysis session with key stakeholders.

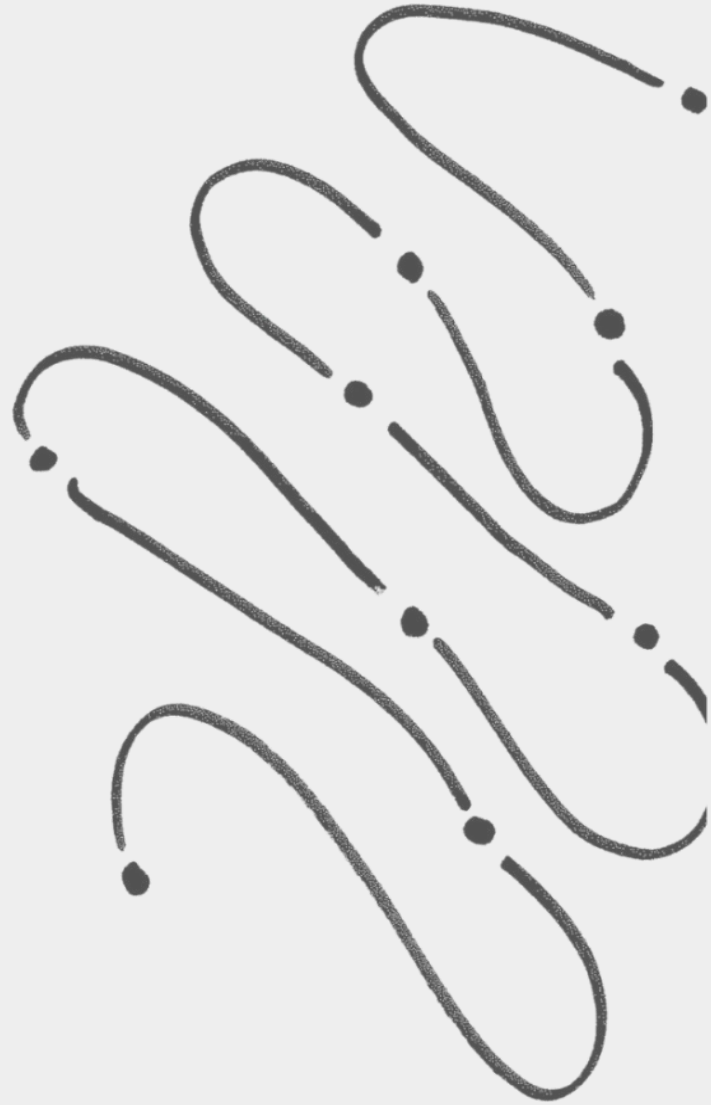
These yarning groups were delivered in-person and online and involved a mix of internal SRWA staff and board members, former and current coalition members, staff of national and interstate JR bodies and representatives from JR communities.

The first two yarning groups were utilised to develop the evaluation materials. The first was held with exclusively First Nations staff and leadership from within SRWA to develop a set of cultural principles for the evaluation process. The second was held with SRWA staff only to test the Outcomes and Impact Measurement Framework and get feedback.

The following yarning groups were utilised to generate the evaluation learnings. Each group focused on a specific stream of SRWA's work; Advocacy and Campaigns, Movement and Coalition Building and JR. The same questions from the framework were used to guide and direct the conversation within each group. Following the yarning, we undertook a brief activity where participants plotted the key activities of SRWA, as well as activities occurring in the broader context, on a timeline for each stream of work.

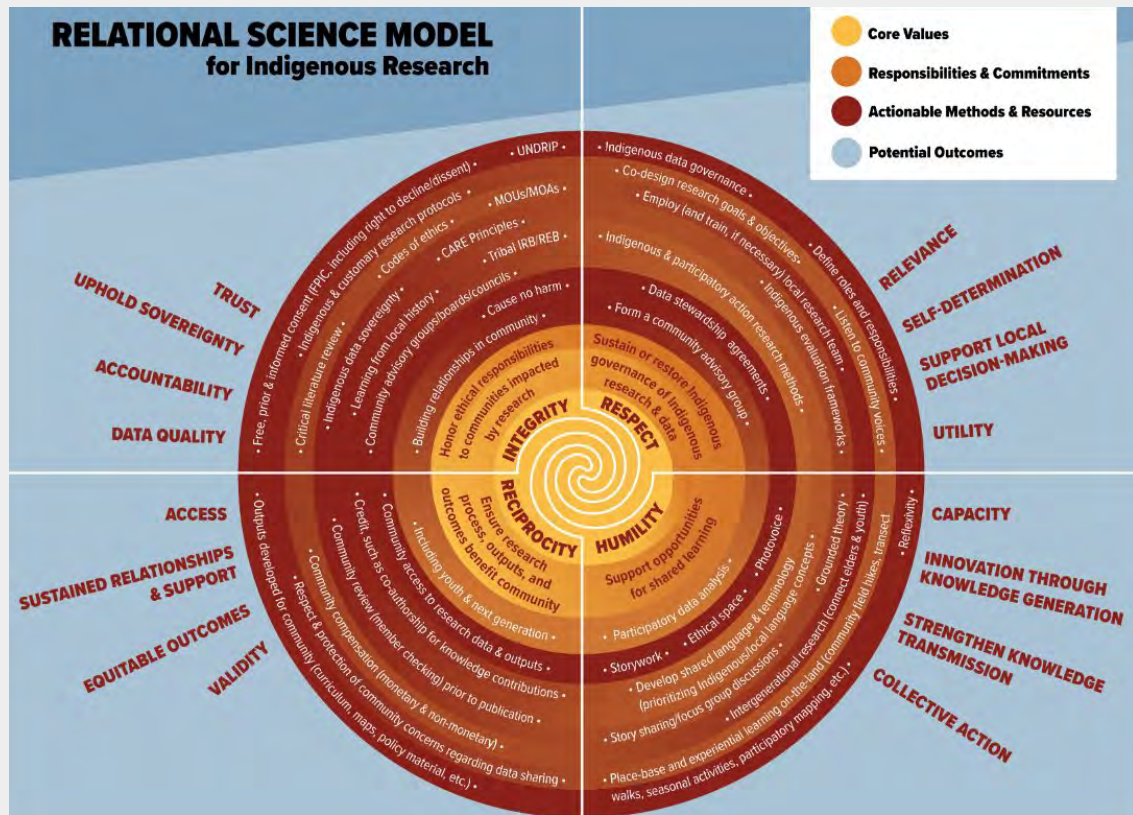
Using insights and stories gathered through these yarning groups, as well as the timelines, we identified core themes emerging across all streams of work and generated a series of emerging contribution claims that spoke to SRWA's broad impact.

Our final engagement was a contribution analysis, where we presented the strongest emerging impact stories and contribution claims back to key stakeholders at SRWA's 2025 JR Summit. This provided participants an opportunity to provide feedback on the stories and claims.



# Linking SRWA’s ‘Hallmarks of Practice’ to the Relational Science Model for Indigenous Learning

The *Relational Science Model for Indigenous Learning* (David-Chavez et al., 2023) centres research and practice around four core relational values: integrity, respect, humility, and reciprocity. These values create the foundation for ethical, accountable, and impactful engagement with Indigenous communities, knowledge systems, and intergenerational change.



SRWA’s four ‘Hallmarks of Practice’ align directly with these relational values, providing a strong evidence base for why SRWA’s approach is so impactful. This alignment shows that their “hallmarks” are not just internal strengths, but are rooted in a broader Indigenous knowledge framework that emphasises relational accountability, long-term responsibility, and collective benefit.

SRWA’s ‘Hallmarks of Practice’	The Relational Science Model for Indigenous Learning
<b>Two-way learning, convening across levels</b>	Correlates to <b>humility</b> , recognising that all parties bring knowledge and insights, and that learning flows in multiple directions (community ↔ system, grassroots ↔ policy). This ensures SRWA’s work remains adaptive, collaborative, non-siloed and open to new ways of knowing.
<b>Courageous and consistent care</b>	Anchored in <b>integrity</b> , showing a deep commitment to ethical responsibility, moral clarity, and persistence in the face of systemic resistance. This hallmark ensures SRWA sustains accountability to the communities they serve.
<b>Unified and relational positioning</b>	Reflects <b>respect</b> , foregrounding the importance of relationships, listening, and centring Indigenous governance and voice in justice reform and advocacy. SRWA’s relational approach builds trust and legitimacy across coalitions and movements.
<b>Long-term scaffolding and an intergenerational view to change</b>	Resonates with <b>reciprocity</b> , as SRWA invests in creating benefits that last across generations, ensuring that today’s advocacy contributes to future community wellbeing and systemic transformation.

# ThirdStory

## Contact us

If you have any further questions about this report,  
please contact Jethro Sercombe at  
*[jethro.sercombe@thirdstory.org](mailto:jethro.sercombe@thirdstory.org)*

[www.thirdstory.org](http://www.thirdstory.org)