

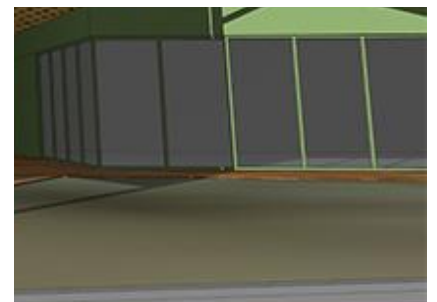
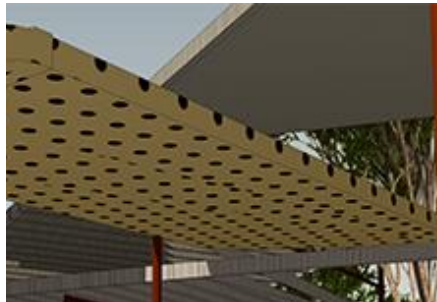
**Badgebup Training and Cultural Facility:
A Model to Alleviate Aboriginal Economic Disadvantage in the
Central Great Southern Region
Strategic and Operational Business Plan 2017 – 2020**

**Badgebup
Aboriginal
Corporation**



Badgebup Training and Cultural Facility: A Model to Alleviate Aboriginal Economic Disadvantage in the Central Great Southern Region

Strategic and Operational Business Plan 2017 – 2020



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Document Status

Version	Purpose of Document	Orig	Review	Review Date
Draft 1.0	Work in progress draft for client review	ST	TC	04/11/16
Draft 2.0	First draft for client review	ST	TC	05/12/16
Draft 3.0	Updated draft for review	TC	ST	28/03/17

Approval for Issue

Name	Signature	Date

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This business plan is a journey of opportunity and hope and centres around a new model of Noongar governance and leadership to alleviate the economic and social disadvantage in our local communities.

It is based on the implementation of land based projects with practical outcomes to strengthen our spiritual, cultural and environmental connections to country.

Julie Hayden
Chairperson Badgebup Aboriginal Corporation

Executive Summary

Nothing destroys families, traditional culture, the opportunity to take control of your life and to provide for your own and your children’s future more than dependency.

In 2010, a group of passionate community and business leaders formed the Badgebup Aboriginal Corporation. The Badgebup Aboriginal Corporation – in collaboration with the Aboriginal communities of Kojonup, Broomehill, Gnowangerup and Katanning – has been working with key stakeholders for the past few years to develop a range of initiatives which will deliver real, long-lasting impacts on employment outcomes for Aboriginal residents across the Central Great Southern; and provide a template for initiatives across other regions of disadvantage.

To support this objective, the Badgebup Aboriginal Corporation, in collaboration with project partners (Great Southern Development Commission and Indigenous Land Corporation), RPS Group and Shawn Boyle & Associates commenced a formal strategic and operational planning exercise in October 2016. This plan documents the key findings, resource requirements and implementation steps required to ensure the positive impacts on the region’s Aboriginal population are achieved and the proposed initiative operates viably over the medium and long term.

The initiative described in this report – the Badgebup Training and Cultural Facility (BTCF) – represents a shift from treating the symptoms of entrenched disadvantage to one that aims to prevent it. If implemented, the initiative will prepare those who are capable but lack the necessary skills and motivation with the training to enter the workforce. It will create opportunities, engage and provide incentives for Aboriginal people, prevent disadvantage and support the next generation of young Aboriginals to break the cycle of dependency, dependency and social ills.

At the core of the initiative is, unashamedly, a focus on Aboriginal employment. There are approximately 1,000 Aboriginals in the Central Great Southern and they are some of the most disadvantaged Aboriginals in the country. An adult Aboriginal in the region is more than eight times more likely to be unemployed than a non-Indigenous adult. For male Aboriginals aged between 15 and 34 – a key target for this initiative – the unemployment rate is 50%.



Figure 1 Summary of Aboriginal Unemployment Characteristics, Central Great Southern Region

In the Central Great Southern, Aboriginal employment outcomes have led to poor health outcomes, with the majority of Aboriginals in the region unlikely to live past 45 years old. The broader community is also paying a high price for poor employment outcomes in the region through welfare and services, crime and drug and alcohol abuse.

Removing one Aboriginal adult in the region from welfare to sustainable employment can achieve savings of \$171,000 over a ten-year period.

According to a major government review of Indigenous disadvantage and policy responses, education was found to have the most success in addressing these social issues. However, education levels among the Aboriginal population in the Central Great Southern region are poor. A non-Indigenous young adult in their twenties in the region is five times more likely to complete year 12 than an Aboriginal young adult in the region. Meanwhile many young Aboriginals in the region have not continued on to further education or pursued certificate level qualifications (approximately 15.2% of Aboriginals in the region aged in their twenties had completed certificate level qualifications or above compared to 47.4% for the non-Indigenous population) despite evidence demonstrating that an Indigenous adult with certificate III or higher qualifications is three times less likely to be unemployed than an Indigenous adult with certificate I/II or no qualifications.

There is a need for change. Around half of the 1,000 Aboriginals in the Central Great Southern region are under the age of 20 and many of these Aboriginals face the same prospects in the coming years if the status quo continues.

As such, the BTCF initiative has been developed to proactively address employment outcomes through education rather than apply ad-hoc reactive approaches to social ills. In other words, this initiative aims to address the cause rather than the symptom of the local Aboriginal population's disadvantages.

Ending Aboriginal disadvantage has however defeated successive well-intentioned governments of every political persuasion at the Commonwealth, state and territory levels for decades. This initiative is therefore based on an understanding of what works in Aboriginal employment and training schemes.

At the heart of the project is recognition of the positive social and economic development outcomes of land management, cultural tourism, bush foods industries and Aboriginal enterprise initiatives. These four areas align with priorities identified through community consultation.

Secondly, the Badgebup Aboriginal Corporation recognised that in order to provide Aboriginal people with a real chance to take control of their lives, to find a job, to earn a wage and to support their family, training needs to guarantee employment and the delivery of training has to be inextricably bound to work outcomes. Training programs have therefore been designed to be coupled with mentoring and cultural programs and be delivered in a short but intensive manner in a supportive environment – away from negative influences.

Lastly, and most importantly, it was recognised that the success of any employment initiative is dependent on stakeholder buy-in. The proposed BTCF model is therefore locally driven and owned by Aboriginal communities that – for the first time – are working in collaboration with the community, industry and government. Many of these stakeholders have been on a journey with the Badgebup Aboriginal Corporation over the last three years in identifying solutions to meet the social, economic and cultural needs of the local Aboriginal communities.

Underpinning the delivery of this initiative is the development of a training and cultural facility on the Badgebup Reserve to deliver training and employment programs. A training and cultural facility is the preferred infrastructure to facilitate the delivery of integrated training program in a safe, culturally appropriate

environment and in isolation from social distractions of urban areas. Badgebup has been selected as a preferred location for such a facility given its central location in the region near native vegetation, wetlands and lakes which require retention, protection and management, its remoteness and its cultural significance.

In recognition of the potential need to stage the delivery of the facility, two concept options have been prepared.

- **Concept Option One – Purpose Built Facility:** In early 2014, BAC worked closely with Formworks Architecture to develop a preferred concept option for the proposed culture and training facility in Badgebup. The proposed facility comprises of accommodation, commercial kitchen, classrooms, multipurpose culture and arts space, workshops and therapeutic garden. The concept has been developed to enable the facility to expand as necessary to accommodate additional training programs and support a range of new business enterprise opportunities. The delivery of this concept was indicatively costed at \$9.06m + GST as of February 2015, including site works, construction and landscaping.
- **Concept Option Two – Modular Design Facility:** In recognition of the potential need to stage the delivery of the facility, RPS Group in late 2016 prepared a stage one design based on the incorporation of modular design buildings. The design accommodates approximately 24 staff and students and a caretaker family within self-contained accommodation. The project includes the delivery of a reception, classrooms, resource rooms, multi-purpose rooms, workshop and horticulture garden; centred around communal dining (including commercial kitchen) and recreation space. The delivery of this staged concept option has been costed at \$4.18m + GST.



Figure 2 Conceptual Imagery of Proposed Facility

The Badgebup Aboriginal Corporation will be responsible for the ongoing operation and maintenance of the Badgebup Training and Cultural Facility. Its responsibilities will be guided by an asset management plan. A caretaker and associated professional staff are expected to manage and undertake required maintenance and facility cleaning and provide required travel arrangements.

The facility will provide the necessary physical amenities to enable trainees to learn in a culturally appropriate environment. The facility concepts have been developed with an understanding of the need for social and training support spaces as well as structures to accommodate future business enterprise opportunities.

The proposed facility is the major investment required to support this initiative. However there are also a range of ongoing components which will ensure the facility achieves the employment objectives of the Badgebup Aboriginal Corporation and project partners. This strategic and operational plan has recommended a model for the Badgebup Training and Cultural Facility which includes four key elements. These include:

- **Training** – South Regional TAFE in collaboration with BAC has developed a Noongar Aboriginal ranger training program (Ngoolark “Stepping Stone” Program) that will deliver certificate-level training programs in conservation and land management and a culturally-appropriate horticulture training program (Merentj “Bush Tucker” Program) that will deliver certificate-level training in horticulture production;
- **Mentoring and Support** – housing, life skills training, employment services and career mentoring will be provided to trainees throughout the training and whilst trainees are in the workplace;
- **Arts and Culture** – the facility will support the delivery of local cultural and heritage programs and tourism and business opportunities; and
- **Career Pathways** – the transition from training to employment will be delivered through partnerships with local businesses and government agencies and development of business enterprise opportunities.

Overall, the aforementioned elements form the region’s first holistic training and cultural initiative aimed at addressing socio-economic disadvantage in the Aboriginal community in the Central Great Southern Region. This holistic model is expected to simultaneously:

- Improve regional collaboration amongst Aboriginal communities;
- Build the capacity of individuals to successfully engage in training and employment;
- Provide adequate support for individual trainees and workers;
- Develop a Training and Cultural Hub on country; and
- Create and enhance sustainable employment opportunities.

An independent social return on investment study has found that the initiative will have a substantial ongoing impact. In particular, the initiative would support:

- **Direct employment** of five staff (e.g. caretaker, project manager, cook, cleaner) and indirectly support five jobs (e.g. trainers, mentors, support service professionals);
- **Construction employment** of 10.5 to 23.7 full-time equivalent jobs directly.
- **Sustainable employment** for an estimated 60-72 Aboriginal adults (20-24 per annum) over the first three years of operation (i.e. 2018-2020) which would have the following economic and social benefits:
 - » Reduced welfare payments (equivalent to \$532,900 per annum);
 - » Reduced crime costs and related services (equivalent to \$107,000 per annum);
 - » Improved economic contribution and taxation revenue; and
- **Sustainable ongoing revenue** through business enterprise initiatives.

In order to successfully implement this initiative, the project team has collaboratively developed project budgets and identified funding options. Underpinning this exercise has been the need for the initiative to both make a positive impact on the region’s Aboriginal population and operate viably over the medium and long term. It has been recognised that the delivery of the initiative will require a combination of capital investment and ongoing funding in the initial three to five year period to ensure its ongoing success. Initial investment in the initiative will enable Badgebup Aboriginal Corporation to develop sustainable revenue streams through business enterprise initiatives.

Cash flow requirements have been assessed for the five key project initiatives which form the initiative. These include:

- (1) **Training and Cultural Facility** – construction and operation of dedicated training and cultural facility in Badgebup;
- (2) **Project and Partnership Management** – consolidation of community, government and business partnerships and project establishment resourcing to apply for the necessary program and capital resources;
- (3) **Ngoolark “Stepping Stone” Program** – training and delivery of dedicated Noongar Ranger Program to enhance natural assets and manage threats posed by bush fires, invasive species, agriculture and mining operations and species extinction;
- (4) **Merentj “Bush Tucker” Program** – training in horticulture production and management for local Noongar food products; and
- (5) **Aboriginal Enterprise Development** – development and implementation of enterprise opportunities, in particular the priority implementation of ENVIROBAC Pty Ltd and BADJEEBUPP Tourism Ventures.

Cash flow projections have been undertaken for the calendar years 2017 to 2020. All cash flows are exclusive of GST and include inflation allowances based on the Western Australia forecast Consumer Price Index (“CPI”) and Wage Price Index (“WPI”) where appropriate.

Table 1 Indicative Operating Costs

Initiative	2017	2018	2019	2020
Training and Cultural Facility	\$4,179,600	\$190,000	\$193,800	\$197,676
Project and Partnership Management	\$80,000	\$125,000	\$127,500	\$130,050
Ngoolark “Stepping Stone” Program	-	\$236,000	\$240,720	\$245,534
Merentj “Bush Tucker” Program	-	\$115,000	\$117,300	\$119,646
Total	\$4,259,600	\$666,000	\$679,320	\$692,906

A three-phase approach to implementing the business plan has been proposed. In summary, the initial phase will help to consolidate the community, government and business partnerships developed through the business planning phase and secondly support project management to apply for the necessary program and capital resources identified in the business plan. The second phase will include the initial deliver of training programs and related support services and work experience initiatives. The third phase will enable the development of sustainable employment opportunities through business enterprise development, further training and employment partnerships.

Project partners will be responsible for overseeing the delivery of this initiative. It is proposed that a sub-committee comprised of project partners will form the Project Control Group which will be responsible for the day to day overview of the implementation of the project and execution of funding for capital works.

The Project Control Group will meet monthly to review the progress of the implementation of the initiative. This group will then report back to project partners on a quarterly basis or as required. This process ensures the effective monitoring of project deliverables and milestones, probity compliance, and procurement and contract policy consistency. The Project Control Group will make recommendations to project partners on any material changes or developments to the project that may necessitate a variation or amendment to funding agreements in place.

The Project Control Group is responsible for risk management for the project delivery. This process will be guided by a risk register to enable the ongoing review and management of the identified risks.

It is recognised that accountability is the key to ensuring effective implementation. This plan therefore applies accountability for results, unlike many service delivery and welfare systems that entrench passive income lifestyles for providers and recipients. This plan presents an approach which will be accountable to employment outcomes rather than training outputs and deliverables. That is, success is completion of training and delivery of employment rather than enrollment. Key result areas will be monitored and evaluated on a regular basis, strategies implemented to address concerns and the business plan updated to reflect the changing environment and findings as required.

I.0 Introduction

I.1 Background

The Central Great Southern Region – which spans the town sites and surrounding areas of Katanning, Kojonup, Gnowangerup, Broomehill/Tambellup, Woodanilling and Kent – has a proud indigenous heritage and culture. The Noongar peoples are recognised as the traditional custodians of the land, with archaeological excavations indicating continuous habitation of the broader region for at least 20,000 years.

However, the Central Great Southern Region's Aboriginal population experiences significantly higher overall levels of disadvantage in terms of socio-economic status. The region's Aboriginal population is more likely to be unemployed, underemployed or not in the workforce than non-Aboriginal residents. In particular, these challenges have exacerbated long term welfare dependency, high crime rates, drug use and a range of community, cultural and health related issues¹.

Aboriginals in the Central Great Southern are more than 8 times more likely to be unemployed than non-Indigenous adults²

Against this backdrop, Badgebup, which is centrally located within the Central Great Southern region and has a rich cultural significance among the region's Aboriginal residents, has become a focal point for ideas aimed at addressing a range of economic and social disadvantages that have become increasingly prominent in recent years.

The collaboration of ideas has been led by Aboriginal residents – past and present – which came together with the aim to improve the lives of fellow residents in the region and future generations.

Badgebup, located between Katanning and Nyabing, is derived from nearby Badgebup Well, and is an Aboriginal word said to mean "place of wild rushes".

In 2010, this group of passionate community and business leaders formed the Badgebup Aboriginal Corporation. The Badgebup Aboriginal Corporation is a member-based not-for-profit Aboriginal corporation with more than 60 members. The Badgebup Aboriginal Corporation has been working with key stakeholders for the past few years to develop a range of initiatives which will provide much needed community support and employment opportunities for disadvantaged residents throughout the region. Importantly, this collaboration of ideas has been led by Badgebup Aboriginal Corporation in partnership with the Aboriginal communities of Kojonup, Broomehill, Gnowangerup and Katanning. This partnership approach recognises that initiatives pursued by the Badgebup Aboriginal Corporation need to be regional initiatives that can deliver real, long-lasting impacts on employment outcomes for Aboriginal residents across the Central Great Southern; and provide a template for initiatives across other regions of disadvantage.

¹ SBA (2014) Katanning Community Engagement Governance and Leadership Project: Phase 1 Report, Shawn Boyle + Associates, Perth

² ABS (2012) Census of Population and Housing, 2011, Australian Bureau of Statistics, Canberra

Through the initial planning and partnership development phase, the Badgebup Aboriginal Corporation has developed a concept to deliver and facilitate programs and services that contribute to the health, wellbeing and economic outcomes for Aboriginal people. This concept has been informed by an understanding of:

- **What Aboriginal disadvantage programs work and why;**
- **What the current and future job opportunities available and associated training requirements are;**
- **What the barriers and challenges to long-term Aboriginal employment outcomes in the Central Great Southern region are; and**
- **Which project partners need to be identified to ensure success.**

In recognition of the positive social and economic development outcomes of land management, cultural tourism and Aboriginal enterprise initiatives, the Badgebup Aboriginal Corporation has identified the development of a training and cultural facility on the Badgebup Reserve to deliver employment programs and initiatives. The proposed training and cultural facility is the preferred infrastructure to facilitate the delivery of integrated training program in a safe, culturally appropriate environment and in isolation from social distractions of urban areas. Badgebup has been selected as a preferred location for such a facility given its central location in the region, but also its remoteness and cultural significance.

There was however a recognised need to interrogate the resource requirements to ensure the success of the training and cultural facility approach in Badgebup. The Badgebup Aboriginal Corporation, in collaboration with project partners (Great Southern Development Commission and Indigenous Land Corporation), therefore commenced a formal strategic and operational planning exercise in October 2016.

1.2 Purpose of the Plan

The overall purpose is to establish a versatile and sustainable model which will respond to changing economic conditions to alleviate Aboriginal economic disadvantage.

Ensuring the success of economic and social development programs requires the effective and efficient allocation of scarce resources. Many government agencies and community-based organisations have therefore recognised that there is a fundamental need to develop a rigorous and effective plan with wide stakeholder engagement to ensure both funding and community support; and to ensure the project achieves and surpasses the planned objectives and outcomes.

RPS Group has been engaged as part of project team to develop an evidence-based business plan for the Badgebup Aboriginal Corporation to guide the implementation of the Badgebup training and cultural facility model (the BTCF model). The development of the plan has been supported by Shawn Boyle & Associates which was engaged to undertake Aboriginal community and stakeholder engagement.

Underpinning the planning exercise has been the need for the BTCF model to both make a positive impact on the region's Aboriginal population and operate viably over the medium and long term. This strategic and operational plan therefore recognises that funding is required to support activities in the short term; activities that will produce significant economic and social returns for government and the region's communities.

After subsequent months of reflection, discernment and discussion by Badgebup Aboriginal Corporation members, together with input from key external stakeholders and partners, a strategic and operational planning exercise has endeavoured to:

- Identify the strategic priorities and opportunities for the BTCF model; and
- Identify the resource requirements and implementation approach for the BTCF model.

A funding strategy and financial analysis is a fundamental element of the plan to inform the operational risks and opportunities for the BTCF model.

1.3 Structure of the Plan

This document is structured under the following headings:

- **Strategic Context** – summary of socio-economic attributes, stakeholder roles, relevant plans and strategies and opportunities for BTCF model; and
- **Training and Cultural Facility Model** – overview of proposed BTCF model, objectives and resource requirements;
- **Implementation Strategy** – the roadmap to implement the model over the next four years.

1.4 Supporting Documents

A range of documents have been developed previously which have informed and complement the strategic and operational business plan. The following supporting documents have been appended to the business plan.

- **Appendix A:** *A Training and Cultural Hub for the Central Great Southern Region of Western Australia: Interim Community Engagement Report*, Shawn Boyle & Associates.
- **Appendix B:** *Badgebup Training and Cultural Facility Concept*, Formworks.
- **Appendix C:** *Badgebup Training and Cultural Facility Stage Concept Option and Costings*, RPS Group.
- **Appendix D:** *Badgebup Training and Cultural Facility: Social Return on Investment Study*, RPS Group.
- **Appendix E:** *Badgebup Training and Cultural Facility: Cash Flow Analysis*, RPS Group.
- **Appendix F:** Site details and request to lease.
- **Appendix G:** Letters of support.
- **Appendix H:** South Regional TAFE program details.
- **Appendix I:** *Stepping Stones – Cobline Project Plan*.

In addition to above, numerous key studies have informed the analysis and approach adopted in this business plan. Key documents of reference include:

- *Katanning Community and Engagement Governance and Leadership Project: Phase 1 Report*, Shawn Boyle & Associates;
- *Great Southern Regional Investment Blueprint*, Great Southern Development Commission;
- *Great Southern Health Profile*, Western Australian Country Health Service;
- *The Forrest Review – Creating Parity*, Commonwealth Government;
- *Increasing Indigenous Employment Rates*, Australian Institute of Health and Welfare;
- *The Guide to Good Practices in Indigenous Employment, Training & Enterprise Development*, University of Queensland;
- *Igniting the Indigenous Economy*, KPMG;
- *Enabling Prosperity: Success Factors for Indigenous Economic Development*, Urbis; and
- *Overcoming Indigenous Disadvantage*, Productivity Commission.

2.0 Strategic Context

The development of the Badgebup Training and Cultural Facility Model has been based on an understanding of the region's socio-economic attributes, stakeholder roles, relevant plans and strategies and economic development opportunities.

2.1 Strategic Approach

It is widely recognised that employment leads not only to improved incomes for the individual, family and communities but also enhances self-esteem, increases opportunities for self-development and reduces social isolation. However, all too often, good-intentioned initiatives have failed to deliver long-lasting tangible outcomes.

The business plan is therefore evidence-led and informed. It has been based on a range of recent comprehensive reports that have explored the key factors that have contributed to positive and negative Aboriginal economic development.

In particular, to ensure the success of the BTCF model, this planning exercise has focussed on identifying:

- The **socio-economic characteristics and trends** influencing the health, wellbeing and economic outcomes of Aboriginal people in the region;
- The **needs of industry** based on existing strategic planning for the economic, community and workforce development of the region and input from industry partners;
- The **roles and responsibilities of stakeholders** in the region, including government, Aboriginal Corporations, not-for-profit organisations and private enterprise;
- The **policy and planning priorities** for the region; and
- The expected **social and economic development benefits** for trainees and the wider region.

This business plan does not present all the literature and analysis of relevance to the region's economic opportunities. It instead affords focus to the key areas of opportunity for the region's Aboriginal population in relation to the BTCF model.



Figure 3 Evidence-Based Planning Approach

2.2 The Central Great Southern Region

2.2.1 Overview

The Central Great Southern region forms part of the wider Great Southern region in southern Western Australia. The Central Great Southern region includes the main town sites of Katanning, Kojonup, Gnowangerup, Broomehill, Tambellup, Nyabing, Woodanilling and Kent and surrounding areas.

The main industries in the region are agriculture, fishing, forestry, meat processing, tourism and viticulture. There is also growth in mining exploration and operations involving gold and magnetite. This emerging growth was the main instigator for the identification of Katanning as a SuperTown – a state government initiative aimed at supporting economic and population growth opportunities in regional Western Australia.

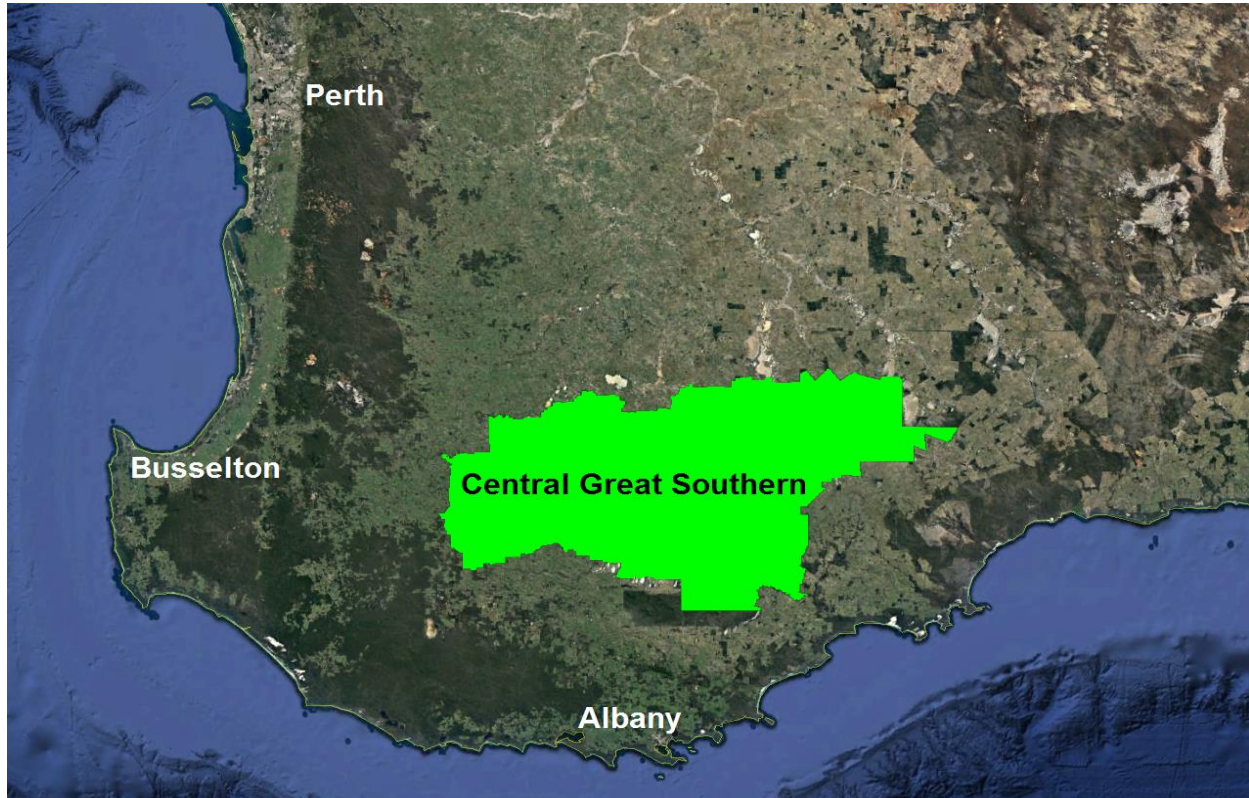


Figure 4 Map of Central Great Southern Region

Within this broadly rural region, the population has decreased in recent years to 10,692 residents as of 2015 (from 11,249 residents in 2005)³. The Shire of Katanning is the most populated local authority in the region and was home to 4,350 residents as of 2015.

The region is located within one of the planet's biodiversity hotspots which provides habitat for many endemic, rare and threatened species and communities.

A considerable amount of native vegetation, wetlands and lakes exist in the region which require retention, protection and management.

³ ABS (2016) Regional Population Growth, Australia, 2014-15, Cat No. 3218.0, Australian Bureau of Statistics, Canberra



Figure 5 Cobline Flats

2.2.2 Aboriginal Population

The Central Great Southern region has a proud indigenous heritage and culture. The Noongar people are recognised as the traditional custodians of the land, with archaeological excavations indicating continuous habitation of the broader region for at least 20,000 years.

There were an estimated 941 Aboriginal people living in the region as of 2011 which represented 9.6% of the region's population⁴. The majority of the local Aboriginal population resides in the Katanning area and Broomehill/Tambellup area where one in five persons are Aboriginal. Aboriginals in the region are generally young, with half of the Aboriginal population aged less than 20 years old⁵.

Representing a large number of Aboriginal families, several key Aboriginal Corporations have established in recent years to deliver improved social and economic opportunities. These include: Badgebup Aboriginal Corporation; Katanning Aboriginal Corporation; Gnowangerup Aboriginal Corporation, Kojonup Aboriginal Corporation and Tambellup Aboriginal Corporation which form the local steering committee for the BTCF model.

The Central Great Southern region forms part of the South West Native Title Settlement which is the most comprehensive native title agreement proposed in Australian history. The settlement comprises the full and

⁴ ABS (2013) Estimates of Aboriginal and Torres Strait Islander Australians, 2011, Cat No. 3238.0, Australian Bureau of Statistics, Canberra

⁵ Torrens (2016) Public Health Information Development Unit, Social Health Atlas, December 2016, Torrens University, Adelaide

final resolution of all native title claims in the South West of Western Australia in exchange for a package of benefits (equivalent to \$1.3 billion in land and other benefits). The historic agreement involves around 30,000 Noongar people and covers approximately 200,000 square kilometres. The settlement represents a significant investment in both the Noongar community and the shared future of the Western Australian community as a whole.

The settlement is expected to provide the Noongar people with long-term benefits and opportunities for developing Noongar interests. Regional Corporations will be responsible for cultural programs and cultural governance, land management, joint management (of parks, reserves and other assets⁶), community development, cultural programs and operations related to the agreement in their region.

2.2.3 Key Challenges

A number of reports and analysis into economic and social status of Aboriginal people have highlighted disadvantages in education, labour and health outcomes in comparison to mainstream Australians. In particular, the recent *Closing the Gap* progress report noted that no progress has been made since 2008 in addressing the gap in employment outcomes between Indigenous and non-Indigenous Australians. The subsequent *National Aboriginal And Torres Strait Islander Social Survey* confirmed that this trend continued into 2016, with less than half (46%) of Aboriginal and Torres Strait Islander adults employed compared to 52% in 2008. Moreover, more than 70% of those employed were working on a part-time basis.

In the Central Great Southern region, the challenges are stark. Aboriginal people are much more likely to be unemployed or not seeking work and earning low wages. According to the Centre for Aboriginal Economic Policy Research (CAEPR) which publishes the Indigenous Relative Socioeconomic Outcomes index (IRSEO), the region was ranked in the bottom 20% of all Indigenous areas across Australia according to a number of socio-economic indicators⁷.

Understandably, unemployment and under-employment among the Aboriginal population has led to a number of challenges in the region's communities. A comprehensive community consultation identified key issues such as drug and alcohol abuse, limited cultural awareness in the community and complex and multifaceted youth issues⁸. Meanwhile, a desktop review of indicators of wellbeing has confirmed that the disparity in employment outcomes has resulted in despondency, dependency and poor lifestyles. On average, an Aboriginal adult in the region is more likely to be⁹:

- **Receiving limited income**, with an Aboriginal adult in the region earning on average 37.6% less than a non-Indigenous adult;
- **Living in social housing**, with 35.1% of Aboriginal households in the region within government and community housing; and
- **A single parent**, with half of Aboriginal families in the region (48.8%) with children considered single parents compared to 18.4% for non-Indigenous families across Western Australia.

⁶ The Central Great Southern region is home to 38,776 hectares of National Parks and a further 128,000 hectares of protected areas and nature reserves which offer land management opportunities for the region's Aboriginal population.

⁷ The wider region is defined in this instance by the "Indigenous Areas" of "Kojonup – Gnowangerup" and "Narrogin – Wagin – Katanning".

⁸ Katanning Community Engagement Governance and Leadership Initiative Phase 1 Report.

⁹ Torrens (2016) Public Health Information Development Unit, Social Health Atlas, December 2016, Torrens University, Adelaide

These challenges inevitably lead to poorer health outcomes. For Aboriginals in the Katanning region, the median age of death was just 45 years old over the 2009 to 2012 compared to 81 years old for all Australians¹⁰. Anecdotally, the region has a large Aboriginal suicide rate and incarceration rate.

Poor employment outcomes also manifest themselves as increased crime and drug and alcohol abuse in the region. A review of crime statistics for the region found that reported assaults were 33.9% higher than the Western Australian average during 2015¹¹. More broadly, research has demonstrated that the unemployed are nearly twice more likely to be illicit drug users than the Australian average¹².

According to a major government review of Indigenous disadvantage and policy responses, education linked to employment has had the most success in addressing this disparity¹³. As such, the BTCF model has been premised on proactively addressing employment outcomes rather than social ills. In other words, the model aims to address the cause rather than the symptom of the local Aboriginal population's disadvantages.

Across Australia, an Indigenous adult with certificate III or higher qualifications is three times less likely to be unemployed than an Indigenous adult with certificate I/II or no qualifications¹⁴. However, only 1-in-13 young Aboriginals in the region has completed Certificate III or higher qualifications¹⁵.

Education levels among the Aboriginal population in the Central Great Southern region are poor. A non-Indigenous young adult in their twenties in the region is five times more likely to complete year 12 than an Aboriginal young adult in the region, with only 12% of Aboriginal residents in their twenties with year 12 qualifications¹⁶. The gap between year 10 and above completion rates of Aboriginal and non-Indigenous young adults in the region is less stark. Nonetheless, a young non-Indigenous adult in the region is 52% more likely to complete at least year 10 than an Aboriginal young adult. Meanwhile many young Aboriginals in the region have not continued on to further education or pursued certificate level qualifications. As of 2011, approximately 15.2% of Aboriginals in the region aged in their twenties had completed certificate level qualifications or above compared to 47.4% for the non-Indigenous population¹⁷.

2.2.4 Key Opportunities

Analysis and stakeholder input has identified a range of opportunities to ensure the success of the BTCF model. These opportunities have been briefly summarised below.

- **Cultural Tourism:** Cultural tourism is one of the largest and fastest-growing global tourism markets¹⁸. Culture and creative industries are increasingly being used to promote destinations and enhance their competitiveness and attractiveness. Many locations are now actively developing their tangible and intangible cultural assets as a means of developing comparative advantages in an increasingly competitive tourism marketplace, and to create local distinctiveness in the face of globalisation. The

¹⁰ Torrens (2016) Public Health Information Development Unit, Social Health Atlas, December 2016, Torrens University, Adelaide

¹¹ Police (2016) < <https://www.police.wa.gov.au/Crime/Crime-Statistics-Portal/Statistics> >

¹² Rural Health (2015) Illicit Drug Use in Rural Australia, National Rural Health Alliance Inc., Canberra

¹³ Forrest (2014) The Forrest Review: Creating Parity, Andrew Forrest for Commonwealth Government

¹⁴ The unemployment rate for Indigenous adults with certificate III or higher qualifications was 9.2% as of 2011 compared to 28.0% for Indigenous adults with certificate I/II or no higher level of qualifications. ABS (2012) Census of Population and Housing, 2011, Australian Bureau of Statistics, Canberra

¹⁵ ABS (2012) Census of Population and Housing, 2011, Australian Bureau of Statistics, Canberra

¹⁶ Ibid.

¹⁷ Ibid.

¹⁸ OECD (2009) The Impact of Culture on Tourism, Organisation for Economic Co-Operation and Development, Paris, France

region's rich history, Aboriginal residents and proximity to a range of culturally significant reserves present a significant opportunity for increased culture-related tourism operations which provide visitors with a greater understanding of the unique spiritual connection the Aboriginal people have with their country. The Western Australian Aboriginal Tourism Strategy has however highlighted the need for structured, innovative and culturally appropriate mentoring and training for Aboriginal people to develop relevant skills to be engaged and employed in tourism industry¹⁹.

- **Land Management:** An array of training, career pathways and employment opportunities offered through land management programs Australian wide have been found to serve a critical role in assisting rehabilitation and revegetation, endangered species protection, fire management and control of invasive species. Within the Central Great Southern region, there are a number of natural reserves which are recognised as requiring increased land management. There are also a number of current and future mining operations which will require rehabilitation services.
- **Native Food Production:** There are potential opportunities in the cultivation of Australian native food which could be incorporated with a range of accredited training to enable the community to develop a business enterprise outcome in the community.
- **Agribusiness Labour:** According to the United Nations Food and Agriculture Organization (FAO), the world must increase agricultural output by 70 per cent to feed its growing population by the year 2050. However, the world is estimated to be losing 12 million hectares of agricultural land each year to desertification and urbanisation. Regions such as the Central Great Southern are therefore well placed to meet increasing demand for high quality foods, in particular meat products. There is already a growing agriculture and meat processing industry in the region. Western Australia Meat Marketing Cooperative Limited (Western Australia's largest lamb processor) operates in Katanning and is anticipated to expand its operations to include beef processing. This presents an increasing need for workers in meat processing, farm hands, farm managers and tradespersons.
- **Arts and Cultural Activities:** Culture is a key aspect of Aboriginal wellbeing — both knowledge and practice of culture by Aboriginal and respect for that culture among the wider community. Research has found that around two in three indigenous people participate in a selected cultural activity and over one quarter participate in a creative arts activity such as arts and crafts, music, dance or theatre and writing or storytelling²⁰. The effects of arts programs on communities can be transformative as arts and cultural activities provide opportunities for community collaboration and engagement as well as opportunities to build relationship with Elders and heritage background. Dance, painting, ceremonies are seen integral to cultural continuity and cultural maintenance in Indigenous Australian Communities. Research has shown creating a safe place through arts activities allows for community members to work through challenges and potentials for better economic and social outcomes.²¹ Involvement in arts and cultural activities and events are strongly associated with a range of socio- economic indicators including improved physical, social and emotional well-being²².
- **Mining Support Services:** Potential operation of the Katanning Gold mining project is expected to create employment opportunities of up to 300 persons during the construction phase and permanent job opportunities of at least 200 persons during the operational phase²³. This will provide an opportunity in training and workforce development for a number of supply chain industries including structural steel fabrication, storage, shed manufactures, mechanical reprise and air conditioning and refrigeration and

¹⁹ Making a Difference" Aboriginal Tourism Strategy for Western Australia", 2011-2015

²⁰ ACA (2015) Art Facts, Australian Council for the Arts, Canberra

²¹ Supporting Healthy Communities Through Arts Programs (2014)

²² Productivity Commission (2016) Overcoming Indigenous Disadvantage, Key Indicators

²³ Katanning Super Town, Growth and Implementation Plan (2012), Shire of Katanning

construction. There will also be a requirement for ongoing support services for the mine operation, including accommodation, cleaning, maintenance and food services.

2.3 Stakeholder Engagement

The Badgebup Aboriginal Corporation has taken a collaborative approach to stakeholder engagement which has included numerous consultation activities with key stakeholders in the decision making process over a number of years. The engagement with the various key stakeholders has ensured they are given the opportunity to input to the development of the proposed initiative and take responsibility to ensure positive outcomes are achieved.

More recently, Shawn Boyle & Associates has been engaged to undertake Aboriginal community and stakeholder engagement.

Shawn Boyle & Associates previously undertook the *Katanning Community Engagement Governance and Leadership Project* in 2014 which identified the vision and strategic priorities for the local Aboriginal communities in the Central Great Southern region.

Building on the leadership and governance work in the region, Shawn Boyle & Associates and the Badgebup Aboriginal Corporation identified the following key Aboriginal corporations to be consulted in the development of the business plan.

- Tambellup Aboriginal Corporation (May Penny).
- Katanning Aboriginal Corporation (Kath Farmer and Hazel Hanson).
- Gnowangerup Aboriginal Corporation (Robbie Minitier).
- Kojonup Aboriginal Corporation (Craig McFee).

In addition, two other key Aboriginal groups have been identified as important to be consulted in the process.

- Stolen Generations Committee responsible for Carrolup Mission.
- South West Land and Sea Council (SWLASC) Wagyl Kiap governance body.

In November 2016, contact was made with the above bodies individually either in face-to-face meetings or through phone contact and correspondence.

The five Aboriginal Corporations were invited to a community engagement workshop on December 2nd 2016 where a presentation on the proposed BTCF model was provided and a discussion on key issues undertaken. It was proposed and supported that their role in the proposed project is to provide ideas and strategies, help build partnerships, identify trainees and provide support and mentoring for the model and participants.

Key strengths have been identified for each corporation that will need to be collaboratively supported, enhanced and developed through the implementation of the project. These key strengths have been summarised below.

- Badgebup Aboriginal Corporation - training and culture, land management and trades.
- Tambellup Aboriginal Corporation – horticulture, own a farm and art.
- Katanning Aboriginal Corporation – links with social services networks.
- Gnowangerup Aboriginal Corporation – youth, agriculture, training, trades, art and sport.
- Kojonup Aboriginal Corporation – cultural tourism and link with Kodja Place.

It is intended that the above organisations will form a regional collaboration that will positively influence the development of the Wagyl Kiap governance body proposed by the South West Land and Sea Council. This body will have responsibility and resources to support local initiatives derived from the South West Native Title Settlement.

Overall, community members were in strong agreement that:

- A Badgebup training and cultural facility can and should be used by all corporations and communities in the region;
- A training centre out of town as proposed takes people away from negative pressures in their community;
- Trainees can and should come from all communities;
- Initial intakes of senior men and women will help build mentors for future intakes of youth;
- Support to ensure trainees persevere and complete training, work experience and work requirements is essential;
- Using community elders in training in the bush is important;
- Support for women programs is important due to many taking the burden of the effects of social problems like drug abuse and family breakdown;
- Working on community priorities strengthens culture; and
- Training areas should complement and use the existing strengths of the communities.

More detailed findings have been described in the supporting community engagement report.

Early wins in implementation will be essential to build on the local goodwill and retain engagement with Aboriginal community members in the region²⁴

In tandem with the Aboriginal community engagement, RPS Group, Shawn Boyle & Associates and the leadership of the Badgebup Aboriginal Corporation have identified some of the key organisations to be engaged. Core non-community stakeholders engaged with include:

- Indigenous Land Corporation;
- Great Southern Development Commission;
- Shire of Katanning;
- Department of Lands;
- Department of Regional Development;
- Department of the Prime Minister and Cabinet;
- Department of Parks and Wildlife;
- Department of Training and Workforce Development;
- Southern Regional TAFE;

²⁴ SBA (2016) Interim Community Engagement Report – Badgebup Training and Cultural Hub, Shawn Boyle & Associates, Perth

- Katanning Aboriginal Leadership and Governance Committee;
- Katanning Inter-Agency Forum;
- Wheatbelt Natural Resource Management Group; and
- Great Southern Natural Resource Management Group.

In addition to above, Aboriginal corporation partners have identified a need to engage relevant neighbouring local authorities to ensure the project is complementary to local initiatives.

Many of these aforementioned stakeholders have been on a journey with the Badgebup Aboriginal Corporation over the last few years as ideas have been identified and developed along with possible solutions that can meet the social, economic and cultural needs of the local Aboriginal communities. The stakeholders have been particularly helpful in identifying the potential to achieve outcomes.

These organisations are integral to mapping the necessary steps to develop the BTCF model and to identify the sources of collaborative funding that can help implement the business plan.

2.4 Strategic Policy Alignment

The BTCF model will need to align to and complement a range of existing policy priorities in the region. In particular, the model will need to leverage effort to enhance Indigenous employment outcomes through government procurement, targeted training and mentoring. The model will also need to align with initiatives that support wider industry development such as tourism which is considerable focus throughout regional areas in Western Australia.

The key policy priorities of relevance have been summarised over the page.

Table 2 Summary of Strategic Priorities

Strategy/ Policy	Strategic Priorities
National Priorities	
Closing the Gap	Closing the Gap aims to reduce Indigenous disadvantage through whole of government commitment a range of targets in health, education and employment. Key targets relate to life expectancy, mortality rates for Indigenous children, early childhood education, school attendance, reading, writing and numeracy achievements, year 12 attainment and employment outcomes.
Employment Parity Initiative	The Employment Parity Initiative was launched in 2015 and aims to increase the number of large Australian companies with a workforce reflective of the size of the Indigenous population (3%). Specifically, the programme aims to get 20,000 more Indigenous job seekers into jobs by 2020.
Protected Area and Indigenous Ranger Program	Over 170 Indigenous land and sea management projects are supported across Australia to provide employment and environmental outcomes with wider social, cultural and economic benefits for local communities. These community-based projects recognise Indigenous people have strong cultural connections to their country and employ around 2,600 Indigenous people to work on country in full-time, part-time and casual jobs.
Indigenous Advancement Strategy	The Indigenous Advancement Strategy (IAS) is the way in which the Australian Government funds and delivers a range of programmes targeting Aboriginal and Torres Strait Islander peoples. Introduced on 1 July 2014, IAS replaced more than 150 individual programmes and activities with five flexible, broad-based programmes: jobs, land and economy; children and schooling; safety and wellbeing; culture and

Strategy/ Policy	Strategic Priorities
	capability; and remote Australia strategies.
The Community Development Programme	The Community Development Programme (CDP) is a remote employment and community development service. CDP has two parts; helping people find work, and allowing them to contribute to their communities and gain skills while looking for work. The CDP is supporting around 37,000 Australians, more than 80 per cent of whom are Aboriginal and Torres Strait Islander people.
Vocational Training and Employment Centres	The Australian Government has committed to support Vocational, Training & Employment Centers (VTECs) to deliver up to 5,000 jobs for Indigenous jobseekers across Australia. VTEC providers prepare the jobseeker for a guaranteed job before the job starts, and then provide 'wrap around' support for the first 26 weeks of work, at no cost to the employer. The guarantee of a job before job-specific training starts is the key feature of VTECs.
Indigenous Procurement Policy	The purpose of the Indigenous Procurement Policy (IPP) is to leverage the Commonwealth's annual multi-billion procurement spend to drive demand for Indigenous goods and services, stimulate Indigenous economic development and grow the Indigenous business sector. The IPP was launched on 1 July 2015 and has three main parts: a target number of contracts that need to be awarded to Indigenous businesses by 2020; a mandatory set-aside for remote contracts and contracts valued between \$80,000 - \$200,000; and minimum Indigenous participation requirements in contracts valued at or above \$7.5m in certain industries.
State-Wide Priorities	
Aboriginal Economic Participation Strategy	The State Government's Aboriginal Economic Participation Strategy provides a framework for the State Government's investment in Aboriginal economic participation. The Strategy is structured around five foundation themes: respond to Aboriginal aspirations, unlock the potential, grow economic participation, create sustainable wealth and work in partnership.
Regional Development Strategy	This state-wide strategy highlights a priority to develop people's capability . The priority encourages the provision of training programs that align with skills shortages, local business needs and community aspirations and programs that enable the development of life skills through provision of mentoring to ensure Aboriginal people in the community are ready to benefit from employment opportunity in the regional economy.
Aboriginal Business Initiative	In recognition of the Aboriginal Economic Participation Strategy and the potential for government procurement to help grow economic participation through the support of sustainable businesses and creating jobs for Aboriginal people, amendments have been made to the State Supply Commission's Open and Effective Competition policy, which, allows agencies to engage a registered Aboriginal business directly, without undertaking a competitive process for contracts under \$250,000 in value. Contracts in excess of \$250,000 can also be directly purchased where a public authorities' Accountable Authority approval has been granted.
Public Sector Aboriginal Traineeship Program	The Aboriginal Traineeship Program is an employment-based training initiative that provides young Aboriginal and Torres Strait Islander people, 24 years of age and under, with an opportunity to develop public administration skills and competencies through a Government traineeship.
Aboriginal Workforce Development Centres	The role of the Aboriginal Workforce Development Centres (AWDCs) is to achieve sustainable employment outcomes for Aboriginal people in a culturally sensitive way. Centres in Perth and regional WA provide: a safe and culturally secure environment; extensive networks of employers, service providers and Aboriginal community members; online access to resources, information and data relating to Aboriginal employment; and career guidance and information.

Strategy/ Policy	Strategic Priorities
Regional Priorities	
South West Native Title Settlement	The South West Native Title Settlement is the most comprehensive native title agreement proposed in Australian history, comprising the full and final resolution of all native title claims in the South West of Western Australia, in exchange for a package of benefits. The historic agreement involves around 30,000 Noongar people and covers approximately 200,000 square kilometres.
Great Southern Regional Investment Blueprint	The Blueprint sets strategic directions for the future development of the Great Southern out to 2040. It identifies seven project areas that stand out as the key to a strong and bright future for the region: premium food production and value adding; regional energy security; water security; transport and industry hubs connecting to markets; networks and skills for the digital age; iconic and creative tourism; and community cohesion and amenity

2.5 Socio-Economic Rationale

A preliminary social return on investment study has explored the proposed initiative and the positive benefits it can provide to trainees and the broader region (see Appendix D). Overall, the model is expected to:

- Improve employability and the earning capacity of residents;
- Increase workforce participation and reduce welfare dependency;
- Improve the offering of local employment opportunities;
- Help to alleviate socio-economic disadvantages; and
- Improve individual sense of self-worth.

Employment benefits are expected to be significant, with approximately 60-72 people expected to graduate from the training components of the initiative over the first three years of operation and subsequently transition into ongoing employment. This will likely lead to the following benefits:

- Reduced welfare payments equivalent to approximately \$532,900 per annum;
- Reduced crime costs of approximately \$107,000 per annum; and
- Improved economic contribution and taxation revenue.

The construction of the facility will additionally support significant employment opportunities. Based on construction multipliers, the construction of the facility will directly support between 10.5 and 23.7 full-time equivalent roles through the construction phase.

Moreover, the initiative, regardless of the construction option, is likely to directly provide employment for approximately five staff members directly (e.g. caretaker, project manager, cook, cleaner) and will indirectly employ five persons in trainer, mentoring and support service roles.

Additionally, the business enterprise element of the initiative will enable the Badgebup Aboriginal Corporation to develop sustainable revenue to fund a range of medium term initiatives.

3.0 Training and Cultural Facility Model

The model described in this report represents a shift from treating the symptoms of entrenched disadvantage to one that aims to prevent it. If implemented, the model will prepare those who are capable but lack the necessary skills and motivation with the training to enter the workforce. It will create opportunities, engage and provide incentives for Aboriginal people, prevent disadvantage and support the next generation of young Aboriginals to break the cycle of despondency, dependency and social ills.

3.1 Overview

The BTCF model is the region's first holistic training and cultural initiative aimed at addressing socio-economic disadvantage in the Aboriginal community in the Central Great Southern Region. The BTCF model has been designed to provide unemployed Aboriginal adults in the Central Great Southern region with the necessary skills, support and ongoing employment opportunities to break cycle of dependency.

The business model for the Badgebup Training and Cultural Facility includes four elements:

- **Training** – South Regional TAFE in collaboration with BAC has developed a Noongar Aboriginal ranger training program (Ngoolark “Stepping Stone” Program) that will deliver certificate-level training programs in conservation and land management and a culturally-appropriate horticulture training program (Merentj “Bush Tucker” Program) that will deliver certificate-level training in horticulture production;
- **Mentoring and Support** – housing, life skills training, employment services and career mentoring will be provided to trainees throughout the training and whilst trainees are in the workplace;
- **Arts and Culture** – the facility will support the delivery of local cultural and heritage programs and tourism and business opportunities; and
- **Career Pathways** – the transition from training to employment will be delivered through partnerships with local businesses and government agencies and development of business enterprise opportunities.

This holistic model aims to simultaneously:

- Improve regional collaboration amongst Aboriginal communities;
- Build the capacity of individuals to successfully engage in training and employment;
- Provide adequate support for individual trainees and workers;
- Develop a Training and Cultural Hub on country; and
- Create and enhance sustainable employment opportunities.

Based on the evidence of what works in Aboriginal employment and training schemes, stakeholder engagement and community input, five key project initiatives have been identified. These include:

- (6) **Training and Cultural Facility** – construction and operation of dedicated training and cultural facility in Badgebup;
- (7) **Project and Partnership Management** – consolidation of community, government and business partnerships and project establishment resourcing to apply for the necessary program and capital resources;
- (8) **Ngoolark “Stepping Stone” Program** – training and delivery of dedicated Noongar Ranger Program to enhance natural assets and manage threats posed by bush fires, invasive species, agriculture and mining operations and species extinction;

- (9) **Merentj "Bush Tucker" Program** – training in horticulture production and management for local Noongar food products; and
- (10) **Aboriginal Enterprise Development** – development and implementation of enterprise opportunities, in particular the priority implementation of ENVIROBAC Pty Ltd and BADJEEBUPP Tourism Ventures.

These interrelated initiatives form the business model for the project which has been depicted below.

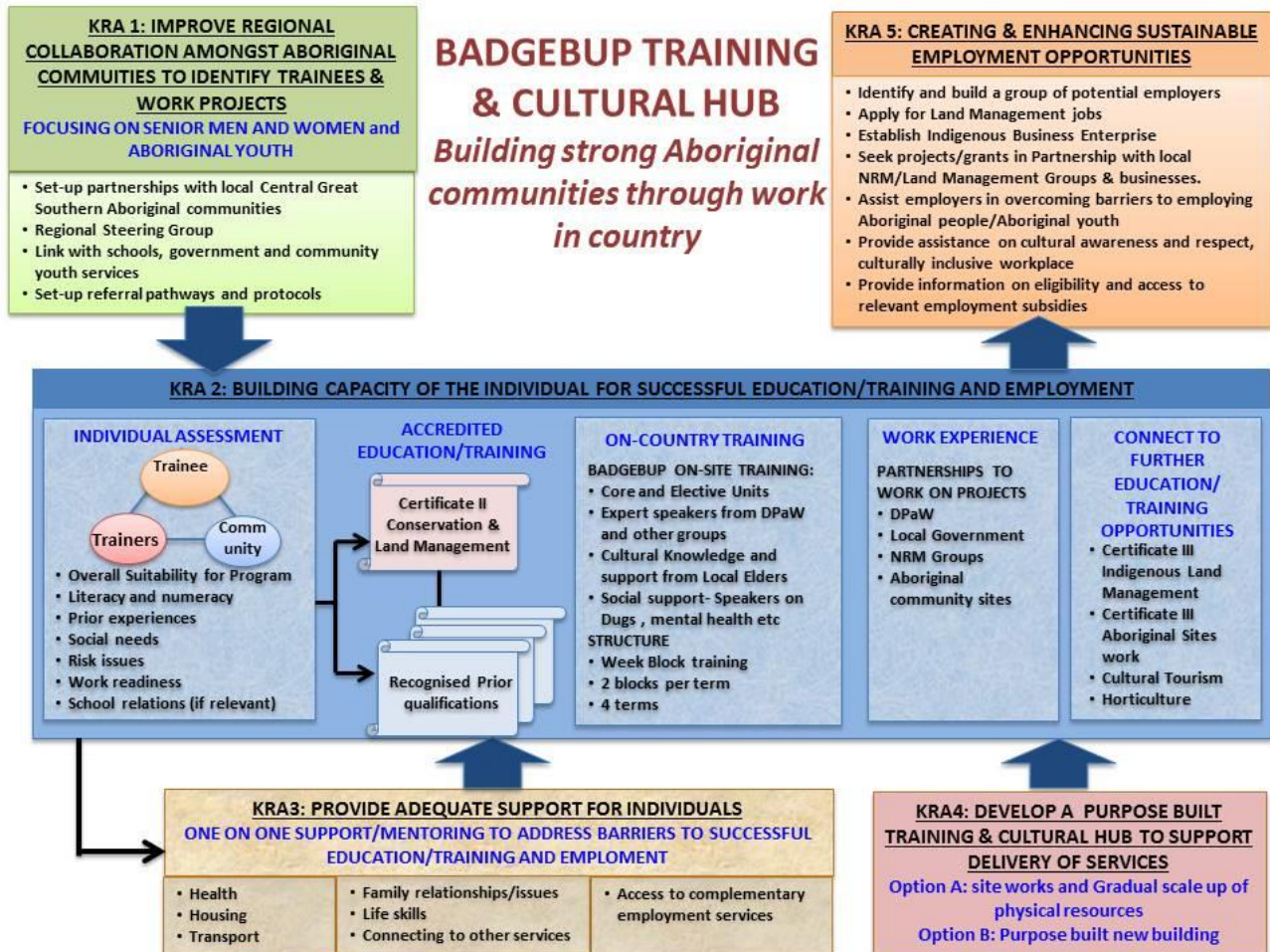


Figure 6 Summary of Business Model

3.2 Project Initiatives

3.2.1 Badgebup Training and Cultural Facility

In recognition of the positive social and economic development outcomes of land management, cultural tourism and Aboriginal enterprise initiatives, BAC recognised the need to provide a physical facility in Badgebup which will allow for training programs to be undertaken. Badgebup has been selected as a preferred location for such a facility given its central location in the region, but also its remoteness and cultural significance. Further, a facility in Badgebup has the potential to take advantage of opportunities generated by proposed gold mining activities in the area.

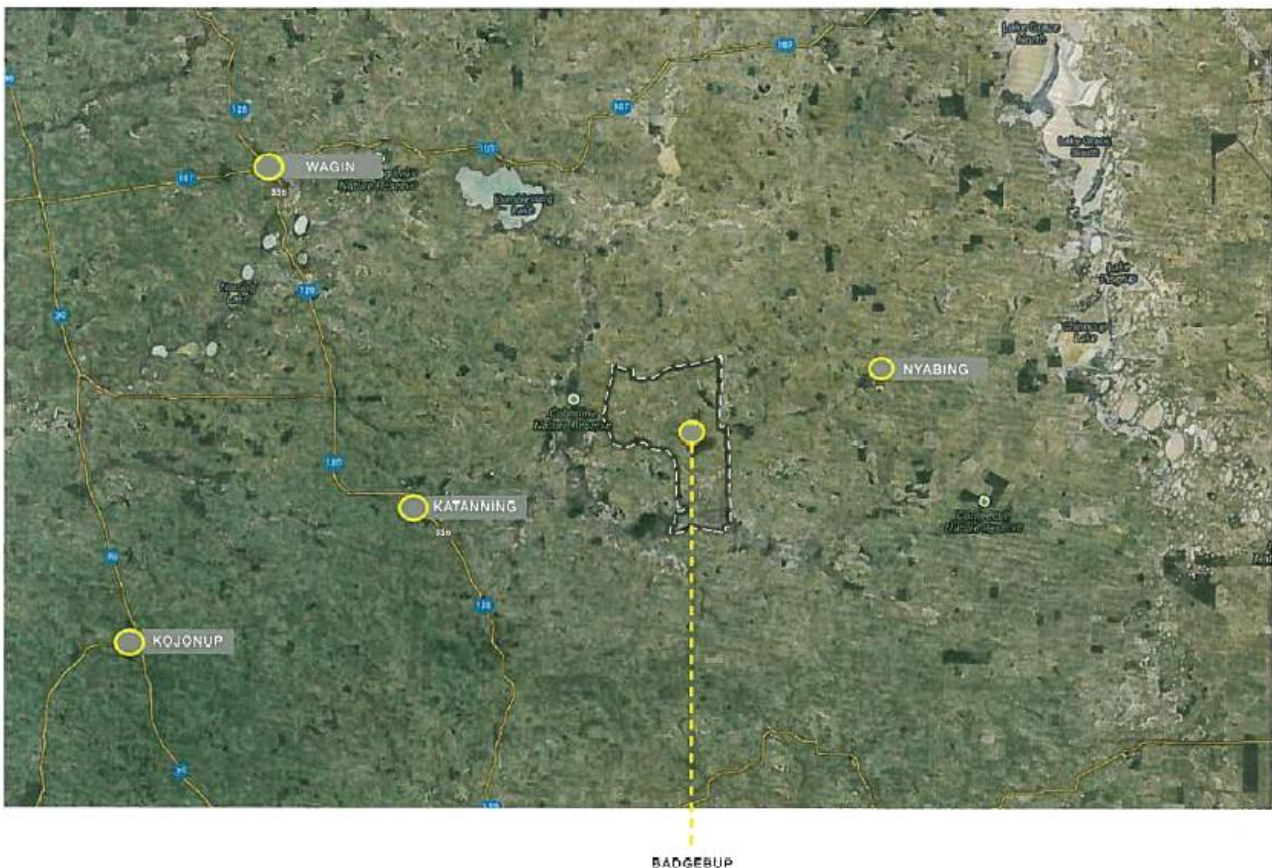


Figure 7 Badgebup Location

A site has been selected for this purpose in Badgebup which is approximately 30 minutes by road north east of Katanning along Katanning Nyabing Rd. The identified project site features proximity to Ausgold mining site and a number of natural reserves.

The site is planned to be home to a dedicated culture and training facility which will provide a safe and culturally appropriate learning environment, away from temptations and distractions of townsites.

In early 2014, BAC worked closely with Formworks Architecture to develop a preferred concept option for the proposed culture and training facility in Badgebup. Underpinning the concept was a need to provide student accommodation for up to 15-20 trainees, 5-10 staff (including teachers, cooks, mentors) and a caretaker.

The proposed facility comprises of accommodation, commercial kitchen, class rooms, multipurpose culture and arts space, workshops and therapeutic garden. Concept options have been developed which enable the facility to expand as necessary to accommodate additional training programs and support a range of new business enterprise opportunities, such as:

- Aboriginal culture tourism, tours and events;
- Native food production;
- Trades services;
- Heritage management; and
- Mining support services.



Figure 8 Concept Option One Layout

The delivery of this concept was indicatively costed at \$9.06m + GST as of February 2015, including site works, construction and landscaping.

In recognition of the potential need to stage the delivery of the facility, RPS Group in late 2016 prepared a stage one design based on the incorporation of modular design buildings. The design accommodates approximately 24 staff and students and a caretaker family within self-contained accommodation. The project includes the delivery of a reception, classrooms, resource rooms, multi-purpose rooms, workshop and horticulture garden; centred around communal dining (including commercial kitchen) and recreation space. The delivery of this staged concept option has been costed at \$4.18m + GST.

The Badgebup Aboriginal Corporation will be responsible for the ongoing operation and maintenance of the Badgebup Training and Cultural Facility. Its responsibilities will be guided by an asset management plan. A caretaker and associated professional staff are expected to manage and undertake required maintenance and facility cleaning.

3.2.2 Project and Partnership Management

Significant partnerships are needed to support the model amongst local Aboriginal corporations, social services, business, environmental groups, training bodies and government agencies. There is therefore an identified need for resourcing to consolidate community, government and business partnerships developed through the business planning phase to date and project establishment resourcing to apply for the necessary program and capital resources.

Furthermore, the operation of the facility will require ongoing management and monitoring and evaluation of outcomes. It will also require skilled resources to ensure new opportunities are advanced and implemented.

A full-time role has been proposed, in addition to a range of networking and engagement forums. Key tasks are expected to include:

- Managing partnerships and funding applications;
- Financial management;
- Board meeting management;
- Program evaluation and monitoring; and
- Business enterprise development.

3.2.3 Ngoolark “Stepping Stone” Program

Badgebup Aboriginal Corporation has been working with project partners over a number of years to establish the Stepping Stone program. A draft management framework has been developed by the Department of Parks and Wildlife called “Stepping Stones” which established the principles and practices and specific projects such as this one to fall underneath the “Stepping Stones” umbrella. When projects become funded and resourced they can work independently with the aim to achieve broader natural (ecosystem resilience) and social (cultural, spiritual and philosophical) outcomes. Through initial planning, the Lake Corycup to Lake Dumblebung through the Cobline flats and pools byway (hereafter called the Cobline flats) ecosystem has been identified as a priority area.

In order to undertake the required land management of the area, there was a recognised need to train local Aboriginal residents. The project team has subsequently worked closely with South Regional TAFE to explore the delivery of certificate-level training in Badgebup to advance students in land management employment and up-skill local residents to deliver the Stepping Stone project.

Courses have been estimated to be delivered to approximately 10-12 trainees per intake and be delivered over a five-month semester. Courses have been planned to be run once per annum each, with the first intake planned for February 2018.

To support the successful training component, mentoring activities (e.g. family support, counselling) and guest presentations have been proposed, as well food and other consumables on-site (for trainees, teachers, guest speakers). Mentoring is not only role modelling, but provides direct assistance through: engagement and training, skills audits, needs analysis, constructive career pathway planning, professional development, counselling and support, building trust and respect, and promoting and sponsoring.

3.2.4 Merentj “Bush Tucker” Program

Cultural tourism is one of the largest and fastest-growing global tourism markets. Culture and creative industries are increasingly being used to promote destinations and enhance their competitiveness and attractiveness. Against this backdrop, the native food industry has been undergoing significant growth in demand through both tourism and export markets.

The project team has worked with South Regional TAFE to tailor a training program to advance students in horticulture employment. Courses have been estimated to be delivered to approximately 10-12 trainees per intake and be delivered over a five-month semester. The course has been planned to be run once per annum, with the first intake planned for February 2018.

As per above, to support the successful training component, mentoring activities (e.g. family support, counselling) and guest presentations have been proposed, as well food and other consumables on-site (for trainees, teachers, guest speakers).

The Bush Tucker program will be supported by the development of the BADJEEBUPP Tourism Ventures initiative.

3.2.5 Aboriginal Enterprise Development

Indigenous businesses and social enterprises differ from most conventional businesses in that they are not based on utilitarian economic models but have broader political, social, cultural, environmental and economic goals. Through Indigenous enterprises there is little if any distribution of profit to individuals, as any surplus is reinvested for the long-term benefit of the community or communities involved.

There are many examples of community-based land and sea management enterprises across Australia that are providing significant cultural, ecological and economic benefits to Indigenous communities and wider Australia. These organisations span contracting, tourism, training, health and broader service deliver roles, amongst others.

Through the development of this business plan, Badgebup Aboriginal Corporation has identified the need to develop and implement two business enterprise opportunities. These include:

- ENVIROBAC Pty Ltd – environmental service contracting with a focus on land rehabilitation and management; and
- BADJEEBUPP Tourism Ventures – tourism and bush tucker business providing opportunities for cultural tourism operations.

Resource requirements are currently unknown for these business enterprise opportunities and as such have not been included in short term cash flow forecasting. Nonetheless, these initiatives represent an opportunity for generation of sustainable revenue to fund the model over the medium term.

3.3 Resource Requirements

3.3.1 Funding Requirements

The project team has collaboratively developed project budgets and identified funding options. It has been recognised that the delivery of the BTCF model will require a combination of capital investment and ongoing funding in the initial three to five year period to ensure its ongoing success.

Initial investment in the BTCF model will enable Badgebup Aboriginal Corporation to develop sustainable revenue streams through business enterprise initiatives. Initial investment will also generate significant wider economic returns (see Section 2.5).

A cash flow analysis has been undertaken as part of the operational element of the plan (see Appendix E). As part of the cash flow budgeting exercise, cost estimates for the aforementioned five initiatives have been explored.

Table 3 Initiative Resource Requirements

Initiative	Sub-Item	Cost Estimate (excl. GST)
Training and Cultural Facility	Construction of Facility	Option 1: \$9.06m Option 2: \$4.18m
	Maintenance and Operation	\$190,000 per annum
Project and Partnership Management	Project Establishment and Partnership Development Grant	\$80,000

Initiative	Sub-Item	Cost Estimate (excl. GST)
	Project Management	\$125,000 per annum
Ngoolark “Stepping Stone” Program	Course Fees and Resources	\$149,000 per annum
	Guest Speakers	\$22,000 per annum
	Mentoring and On-Site Social Support	\$65,000 per annum
	Environmental Project Partnership	TBC
Merentj “Bush Tucker” Program	Course Fees and Resources	\$75,000
	Guest Speakers	\$10,000
	Mentoring and On-Site Social Support	\$30,000
Aboriginal Enterprise Development	Establishment of Enterprises	TBC

Cash flow projections have been undertaken for the financial years 2017/18, 2018/19 and 2019/20. All cash flows are exclusive of GST and include inflation allowances based on the Western Australia forecast Consumer Price Index (“CPI”) and Wage Price Index (“WPI”) where appropriate.

Table 4 Cash Flow Summary, 2017-2020

Initiative	2017	2018	2019	2020
Training and Cultural Facility (Option Two)	\$4,179,600	\$190,000	\$193,800	\$197,676
Project and Partnership Management	\$80,000	\$125,000	\$127,500	\$130,050
Ngoolark “Stepping Stone” Program	-	\$236,000	\$240,720	\$245,534
Merentj “Bush Tucker” Program	-	\$115,000	\$117,300	\$119,646
Total	\$4,259,600	\$666,000	\$679,320	\$692,906

3.3.2 Funding Opportunities

The Badgebup Aboriginal Corporation has explored a number of funding options to support the delivery of the initiative through both construction and operational phases. The key funding opportunities have been summarised below.

Table 5 Potential Funding Opportunities

Initiative	Sub-Item	Funding Source/s
Training and Cultural Facility	Construction of Facility	Prime Minister & Cabinet, Lotterywest, Indigenous Land Corporation, Building Better Regions Fund, Royalties for Regions, Mining Companies
	Maintenance and Operation	Prime Minister & Cabinet, Lotterywest, State and Commonwealth agencies and NGOs
Project and Partnership Management	Project Establishment and Partnership Development Grant	ANZ Noongar Charitable Trust
	Project Management	Prime Minister & Cabinet, Department of Employment
Ngoolark “Stepping Stone” Program	Course Fees and Resources	Prime Minister & Cabinet, Department of Employment
	Guest Speakers	State and Commonwealth agencies and NGOs

Initiative	Sub-Item	Funding Source/s
	Mentoring and On-Site Social Support	State and Commonwealth agencies and NGOs
	Environmental Project Partnership	Local Government, DPW, NRM and Landcare
Merentj “Bush Tucker” Program	Course Fees and Resources	Prime Minister & Cabinet, Department of Employment
	Guest Speakers	State and Commonwealth agencies and NGOs
	Mentoring and On-Site Social Support	State and Commonwealth agencies and NGOs
Aboriginal Enterprise Development	Establishment of Enterprises	Noongar Land Enterprises/ Department of Agriculture and Food, IBA

4.0 Implementation Strategy

The preliminary implementation strategy provides an overview of roles and responsibilities, required actions, risk mitigation strategies, and funding and partnership opportunities to ensure the successful delivery of BTCF model.

4.1 Implementation Principles

Implementation of this initiative will be guided by adherence to the following principles:

- **Community engagement is essential** – success is heavily dependent on community support, use of local knowledge and expertise and accountability to the community;
- **Network and partnership is key to success** – key stakeholders are informed through different stages of implementation and further partnership opportunities will be sought;
- **Sustainable access to funding resources** – grants and funding are required for the early stages of delivery;
- **Good governance is essential** – successful delivery of the initiative is underpinned by adequate processes for financial records, general meetings and advanced record keeping, evaluation and monitoring and frequent reporting mechanisms; and
- **Strong commitment to Aboriginal culture and heritage** – Aboriginal culture is embedded in the development and implementation of the initiative to lead to a higher likelihood of success.

4.2 Project Management and Governance

Project partners will be responsible for overseeing the delivery of this initiative. Project partners comprise of:

- Steering Committee (Kojonup, Tambellup, Gnowangerup and Katanning Aboriginal Corporation);
- South Regional TAFE;
- Indigenous Land Corporation;
- Shire of Katanning; and
- Great Southern Development Commission.

It is proposed that a sub-committee comprised of project partners will form the Project Control Group. The Project Control Group will be responsible for the day to day overview of the implementation of the project and execution of funding for capital works.

The Project Control Group will meet monthly to review the progress of the implementation of the initiative. This group will then report back to project partners on a quarterly basis or as required. This process ensures the effective monitoring of project deliverables and milestones, probity compliance, and procurement and contract policy consistency. The Project Control Group will make recommendations to project partners on any material changes or developments to the project that may necessitate a variation or amendment to funding agreements in place.

The Project Control Group is responsible for risk management for the project delivery. This process will be guided by a risk register to enable the ongoing review and management of the identified risks.

It is proposed that all the project funding is released to the Badgebup Aboriginal Corporation with BAC establishing a Memorandum of Understanding with project partners as required.

Badgebup Aboriginal Corporation is a registered Aboriginal Corporation under the Office of the Registrar of Indigenous Corporations, and all its directors have undergone the Introduction to Governance training and are booked to complete the Cert. 4 Indigenous (Governance) in 2015.

The directors have backgrounds in among other things, agriculture, recruitment and employee training, business partnership brokering and health. BAC has recently appointed Geoff Dutton of GV Proactive Accountants Pty Ltd as its financial advisor and Alana Bernstein of Jackson McDonald as its legal advisor.

Badgebup Aboriginal Corporation has seven directors each with a unique combination of technical experience and expertise. These include:

- Julie Hayden – contractor to Fortescue Metals Group, delivers Corporate Inductions training, Supervisor on BHP Mine Sites, Cert IV Initiative Management, and Cert IV Training & Assessment.
- Lula Brown – outreach Worker with Amity Health, represents the Noongar community on the Great Southern Health Committee.
- John Rodd – Cooperative Bulk Handling, has undertaken a range of Safety and Quality Control Training from 2005-12 with Cooperative Bulk Handling.
- Carol Rodd – 53 Seater Coach Driver for Leighton Contractor at Barrow Island, has a Cert IV Frontline Leadership and F-Class Endorsement to supervise staff and convey passengers to and from work and also has a Cert III in Commercial Cookery.
- Margaret Rodd (ELDER) - attends all community meetings. Enrolled in Cert II Conservation and Land Management in 2015.
- Beryl Weston (ELDER) – attends all community meetings, has Cert III in Aboriginal Primary Health and Cert III in Children's Services. Enrolled in Cert II Conservation and Land Management in 2015. Enrolled in Cert II Conservation and Land Management in 2015.
- Rosemary Rodd - employed at Albany Senior High School as a Mentor, currently undertaking Cert I - IV Mentoring and Coaching.

The Corporation has been involved in a range of community groups and committees including Katanning Governance and Leadership Committee. The Corporation members have also been engaged in range of community activities including dance, cultural and healing programs.

A dedicated project manager, as proposed in Section 3, will be responsible for the day-to-day operation of the initiative. This will include project advocacy and staff management. External expertise will be obtained as required and report to the project manager (e.g. for the construction of the facility).

4.3 Phased Delivery

A three-phased approach to implementing the business plan has been proposed. This is depicted over the page.

In summary, the initial phase will help to consolidate the community, government and business partnerships developed through the business planning phase and secondly support project management to apply for the necessary program and capital resources identified in the business plan. The second phase will include the initial deliver of training programs and related support services and work experience initiatives. The third phase will enable the development of sustainable employment opportunities through business enterprise development, further training and employment partnerships.

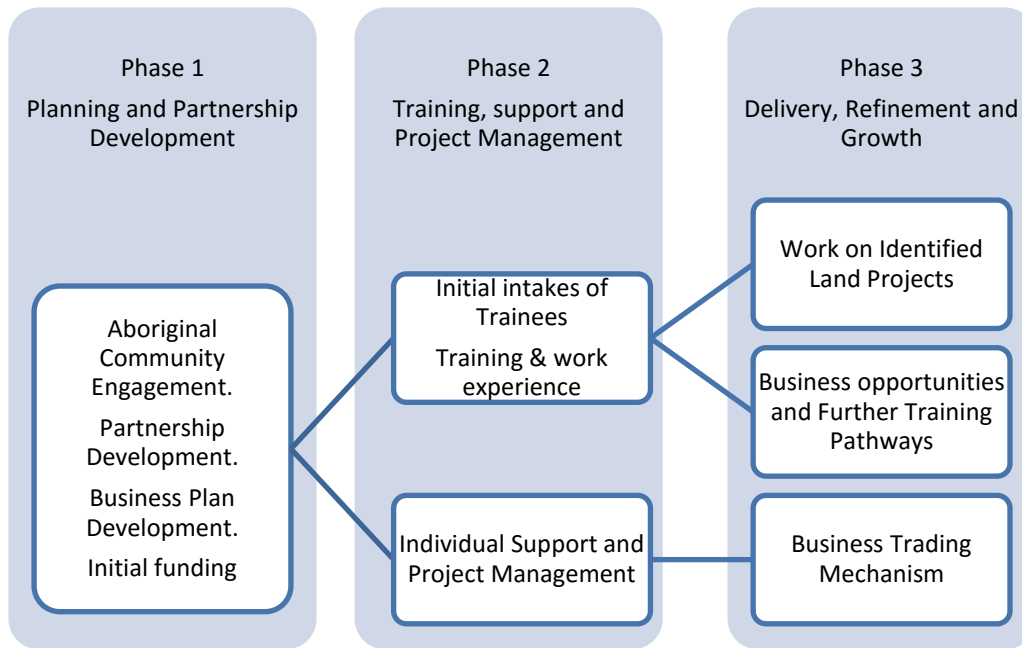


Figure 9 Summary of Three Phases

A range of future partnership opportunities and potential stakeholders for the implementation phase of the initiative have been identified to support the above phased approach. These stakeholders are summarised in the following table.

Table 6 Future Stakeholders

Focus Area	Stakeholders
Training and Employment,	<ul style="list-style-type: none"> Vocational Training and Employment Centre (VETC) University of Western Australia, Regional Centre
Career Pathways Development	<ul style="list-style-type: none"> Aboriginal Workforce Development Centre, Department of Training and Workforce Development Great Southern Employment Development Committee Katanning Interagency Forum Katanning Aboriginal Leadership and Governance Committee Other Local Governments in the Central Great Southern. Wheatbelt Natural Resource Management Group Great Southern Natural Resource Management Group Green Skills – opportunity to be explored for traineeship, employment, volunteering and employment opportunities South Cost Natural Resource Management Department of Agriculture and Food Department of Agriculture and Food Department of Parks and Wildlife
Support Services	<ul style="list-style-type: none"> Commissionaire for Children and young people Australian Youth Mentoring Network, office based in Albany Great Southern Aboriginal Health Services Great Southern Community Drug Services - Albany Wanslea Aboriginal Parenting Program – Great-Southern

Focus Area	Stakeholders
Business Enterprise Development	<ul style="list-style-type: none"> ▪ Supply Nation ▪ Indigenous Business Australia ▪ Many Rivers

4.4 Evaluation Framework

This plan is an organic document designed to provide a framework for the ongoing development, review and implementation of the initiative. It therefore includes ongoing review and monitoring processes that will be employed to ensure all actions and initiatives identified and implemented continue to be relevant and have the desired beneficial impacts on the community and economy.

This plan recognises that not all actions and projects will be successful, or will contribute as much to employment outcomes as intended. Where the actions identified in this plan fail to achieve the objectives of this plan, further amendments are required. This approach will maintain the longevity and relevance of the plan over time and ensure the initiative is supported in the medium and long terms.

The plan is premised on the implementation of a rigorous method to assess and report effectiveness of required funding so that the findings can be used to improve outcomes. A responsive, evidence-based review and renewal process is proposed for tracking the initiative's implementation. The steps in this process have been summarised below.

- **Track Measures of Success** – tracking the performance of the initiative requires monitoring of a series of key indicators or measures.
- **Analyse Performance** – measures will be assessed to ensure targets are being achieved.
- **Identify Areas for Improvement** – the results of the analysis will identify areas where improvement is required.
- **Amend the Plan** – based on the identification of areas for improvement and changes in the environment, amendments will be made on a regular basis to the business plan to ensure the document remains current, live and relevant to stakeholders.

4.5 Risk Management

The Badgebup Corporation is committed to manage risk and will implement a set of mitigation strategies through the lifecycle of initiative. As such, a preliminary risk analysis has been completed for the project to identify and evaluate the effect of uncertainty on objectives and deliverables, including risk mitigation strategies in accordance with the AS/NZS ISO 31000:2009 Risk Management – Principals and Guidelines.

The overall objectives of the risk management and assessment process will be to identify risks to the successful delivery of the project and construction contract in respect to:

- Occupational health and safety risks;
- Procurement risks;
- Project cost and timeframe risks;
- Site/construction risks;
- Whole of life cycle risks;
- Public perception/stakeholder risks; and
- Facility utilisation risks.

The Project Control Group will be responsible for risk management for the project delivery.

A summary of the preliminary risk register for the implementation phase of the initiative has been provided below.

Table 7 Preliminary Risk Assessment

Potential Risk	Likelihood	Consequence	Risk Rating	Mitigation Measures
Aboriginal community concerns and dissatisfaction	Possible	Minor	Tolerable	<ul style="list-style-type: none"> Early stakeholder and community consultation to communicate the objective of the initiative in early planning phase to ensure the proposed programs are consistent with community aspirations. Ongoing consultation with Aboriginal Elders. Development of a communication plan in collaboration to provide information on the progress of programs/construction of the facility.
Inadequate funding / funding is not secured	Possible	Major	High	<ul style="list-style-type: none"> Identification of contingency for design and construction informed by quantity surveyor. Early investigation of training cost and implementation of the training program.
Delay in obtaining relevant approval	Unlikely	Major	Tolerable	<ul style="list-style-type: none"> Early engagement with relevant authorities including DoL and the Shire.
Construction issues	Possible	Major	High	<ul style="list-style-type: none"> Alternative sources of funding are identified for cost escalation. Effective project management to avoid any delay in construction delivery upon funding approval.
Health and safety risks during delivery of programs and construction	Unlikely	Moderate	Low	<ul style="list-style-type: none"> Adequate supervision and safety procedures. Proposed design to be in compliance with health and safety policies and regulation. Compliance with Health and Safety regulation in delivery of training.
New assets are not maintained	Possible	Major	High	<ul style="list-style-type: none"> Appointment of a qualified operational management team to run the facility. Development of an Asset Management Plan and ongoing due diligence assessment and reporting. Sufficient budget allocated for the maintenance of the facility in the operational phase.
The facility is underutilised	Possible	Major	High	<ul style="list-style-type: none"> Early community consultation to gauge the community's interest in the training program and adopt training programs to needs and aspirations in the community. Appointment of a qualified program coordinator to run training and mentoring program in collaboration with other service providers to ensure quality service provision. Ongoing reporting requirements to provide early indication of community engagement in training. Development of a business enterprise and arts and cultural uses.