

# KATANNING COMMUNITY ENGAGEMENT GOVERNANCE AND LEADERSHIP PROJECT PHASE 1 REPORT

*Report to the Steering Committee*

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# KATANNING COMMUNITY ENGAGEMENT GOVERNANCE AND LEADERSHIP PROJECT PHASE 1 REPORT

*Report to the Steering Committee*

## EXECUTIVE SUMMARY

The Katanning Community Engagement, Leadership and Governance Project sought at the outset to find ways to work closely with the Noongar people in Katanning with the aim of addressing the underlying social and community issues that contribute to family and individual problems and community tensions within the town.

Stage 1 of this project focussed on building the partnerships and identifying the shared vision and priorities for Aboriginal and wider communities.

This process has uncovered many community strengths and opportunities when normally the deficits and community problems are more easily identifiable.

This project has uncovered many community strengths and opportunities when normally the deficits and community problems are more easily identifiable.

In harnessing these strengths to tackle the community problems, the project has distilled three focus areas of action (Corporate Governance, Community Leadership and Cultural Governance) as the important next steps for Stage 2 of this work.

With the ongoing support of the many community, non-government, Aboriginal and non-Aboriginal supporters in this region, collective action can be taken to support stronger governance and leadership, strengthen local Aboriginal identity and culture which in turn will help build a healthier and more vibrant community

# BACKGROUND

The Shire of Katanning in partnership with the Katanning Interagency Forum (KIAF) commissioned in August 2013 a *Community Engagement, Leadership and Governance Project* to work closely with the Noongar people in Katanning with the aim of addressing the underlying social and community issues that contribute to family and individual problems and community tensions within the town.

Working to the Katanning Community Engagement, Leadership and Governance Project Steering Committee (the Steering Committee), a consultant Shawn Boyle from Shawn Boyle and Associates was engaged to assist in completing phase 1 of the Project which entailed the following:

1. Extensive consultation with the local Noongar leaders, service agencies, community stakeholders, the Committee and KIAF on issues relating to this brief;
2. Production of consultation report that:
  - Identifies local issues impacting on community governance and leadership within the Katanning Aboriginal Community;
  - Recommends ways in which to build community cohesion and articulate community aspirations; and;
  - Outlines key priorities and initiatives (activities) for the Committee to undertake as the second phase of the program.
3. Development of a process or instrument to assess and monitor the success of the program against expected project outcomes (evaluation tool).
4. Ensure close engagement and collaboration with the Committee and KIAF.

## **Aboriginal Population**

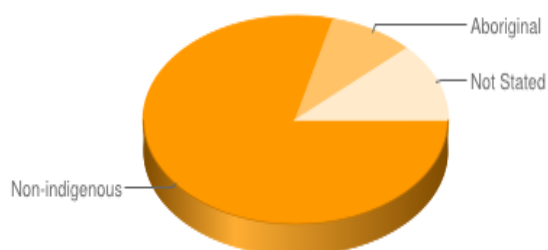
The Shire of Katanning is centrally located in the 'heart' of the Great Southern. It offers the advantages of a rural lifestyle, with the convenience of easy access to the cities of Perth, Albany and Bunbury. It has a townsite population of 4,235 and a local government population of 4,706 but engages with a wider regional population of 12,500. While the area is essentially agricultural, the town is a regional centre with access to a range of recreation and leisure facilities, government, health and education services, as well as a diverse retail and business district.

Indigenous Australians account for 3.7% of the total population of the Great Southern region. Katanning has the highest representation, where 10.4% (2006 Census data) of the population is Indigenous<sup>1</sup>. When considering Katanning and the surrounding shires, there are approximately 224 Aboriginal children and young people: this equals 11.4% of the area's population of 0 to 17 year-olds. In

Tambellup the proportion of Indigenous people in the community (14.6%) is noticeably higher than in the other towns.

The 1996 Census revealed stark demographic comparisons between Aboriginal and non-Aboriginal Western Australians. Clear inequity and disadvantage on a national scale is well documented and many programs and interventions are underway.

For Katanning the local Indigenous community represent a future source of untapped labour but the foundational steps need to be taken towards the provision of basic services and education and the development and commitment to long term mentoring programs and the creation of employment opportunities for indigenous youth. Through initiatives and projects such as the Katanning Community Engagement, Leadership and Governance Program, Katanning is making a commitment towards removing barriers to disadvantage, to encouraging participation in the work force and to the facilitation of cross-cultural awareness, understanding and engagement.



	Katanning	Local	National
<b>Non-indigenous:</b>		79%	92%
<b>Aboriginal:</b>		10.4%	2%
<b>Not Stated:</b>		12%	6%

It is difficult to get an exact count of Aboriginal people in the region due to the groupings of statistical geographic areas by the Australian Bureau of Statistics; however from the table below based on the Average Annual Growth Rates, Aboriginal people constitute over 1000 of the 13,000 people in the region.

**Table 1. Central Great Southern Average Annual Growth Rate.**  
**Region/LGA**

	1999	2009	% share 2009	AAGR 1999-2009 %	Indigenous % share 2006
<b>Broomehill-Tambellup</b>	1,272	1,282	9.7%	+0.08%	8.9%
<b>Dumbleyung</b>	787	660	5.0%	-1.74%	4.4%
<b>Gnowangerup</b>	1,690	1,393	10.6%	-1.91%	8.2%
<b>Katanning</b>	4,582	4,653	35.3%	+0.15%	10.4%
<b>Kent</b>	713	601	4.6%	-1.69%	0.0%
<b>Kojonup</b>	2,374	2,228	16.9%	-0.63%	5.8%
<b>Wagin</b>	1,906	1,910	14.5%	+0.02%	4.7%
<b>Woodanilling</b>	383	452	3.4%	+1.67%	1.2%
<b>CENTRAL GREAT SOUTHERN</b>	13,707	13,179	100%	-0.39%	7.3

# METHODOLOGY

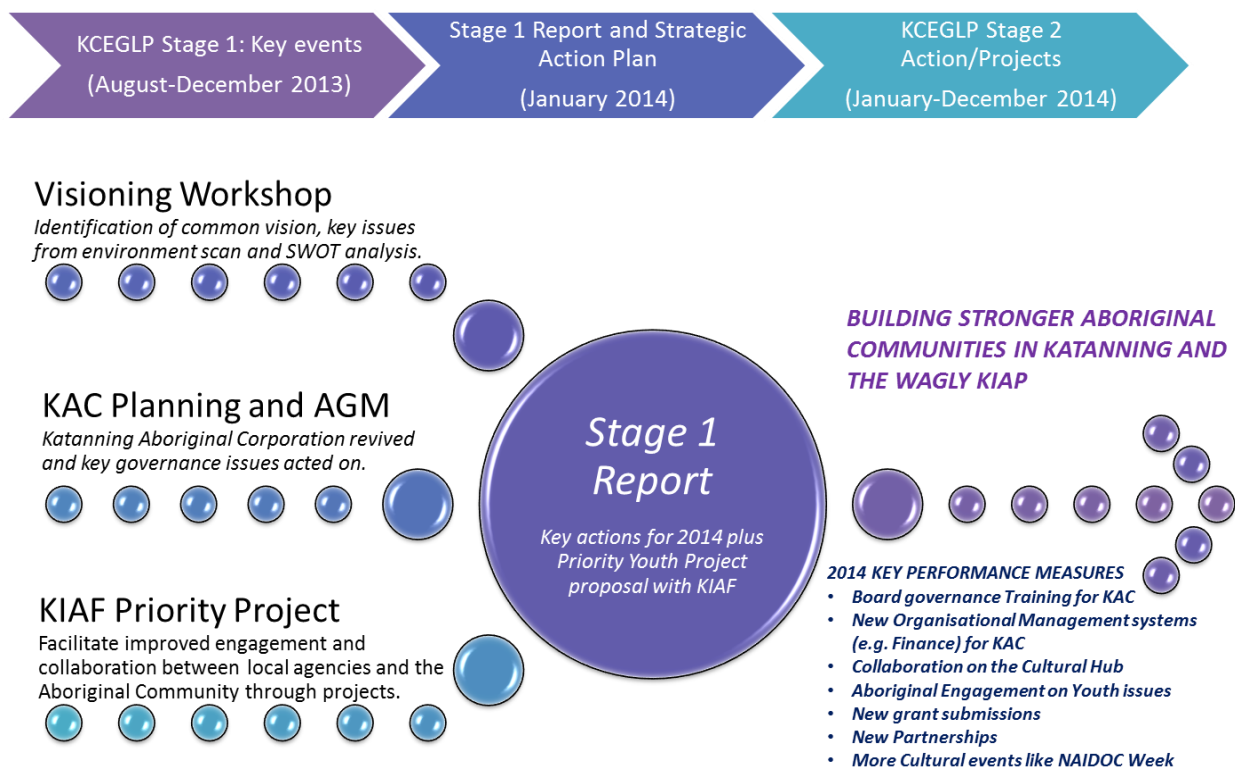
The consultant sought guidance from the Steering Committee in the approach to this project. Over the life of stage 1 three major actions were undertaken which have formed the basis of the report. These actions evolved in discussions with the steering committee and with input from external stakeholders. They are:

- A Visioning workshop with key Indigenous leaders and community representatives;
- Practical planning and support to re-boot the Katanning Aboriginal Corporation; and;
- A planning workshop to determine a collaborative KIAF/GCEGLP Project.

The outcomes of these activities plus the work of regular steering committee and community meetings have shaped the phase 1 report. This report in turn provides direction and support for Stage 2 priority projects and actions.

The project methodology can be captured in the diagram below which summarises the Stage 1 work as it transits to stage 2.

## KCEGLP STRATEGIC FRAMEWORK



These key activities are further described in the next section with reports of the two workshops appended.

# KCEGLP VISIONING WORKSHOP:

September 20th 2013

A key step in the work of the Katanning Governance and Leadership Project was the undertaking of a planning workshop that sought to articulate the common goals of the participants, analyse the current community and policy environment and finally to identify the priority strategies for the local community.

It was important for the Steering Committee to have a shared understanding of the challenges ahead so that the next steps to strengthen governance and leadership in the community can be progressed through a new collaborative partnership with all the key stakeholders at the table.

The consultant Shawn Boyle facilitated a process with a group of local and external key stakeholders. Below is a summary of the participants' ideas, analyses and hopes from the planning workshop. The full account of the workshop is attached as appendix (i).

## VISION/GOALS

Participants were asked first to “dream” of how they might like to see the community in 5-10 years' time. What progress could we hope to see in terms of cultural, social and economic issues facing Aboriginal people in the region and town of Katanning? What positive changes in the governance, leadership and partnership between individuals, organisations and service could there be?

The outcomes of this session covered the following four themes:

- Economic development
- Strengthened culture
- Social development
- Governance and leadership

## THE ENVIRONMENT

### Trends and issues

In this session participants were asked to identify the major trends and influences that were impacting on the Aboriginal Community and the issues of Leadership and Government. The following issues were identified as being of high importance:

- *The work associated with the South West Land and Sea Council (SWALSC) Native Title claim and the subsequent compensation package are crucial to local Aboriginal Affairs.*
- *The linked development of new regional governance mechanisms to support local organisations and make decisions for the distribution of potential compensation trust funds from SWALSC to the region.*

- *The Katanning Supertown’s policy and the related social and economic development strategies flowing from this initiative.*
- *The likely emphasis in policy priorities in Federal Aboriginal Affairs towards economic development, education and community responsibility.*
- *Support by the State Government for local Aboriginal engagement strategies.*
- *On-going difficulties to generate local economic activity and jobs.*
- *The tension between demands for community resources from the Lower Great Southern Region over the Central Great Southern.*
- *The high younger population amongst Aboriginal people.*
- *The high incarceration rate of Aboriginal people especially males.*
- *Increasing youth social issues especially in relation to drug abuse, crime and self-harm.*

### **Strengths / weaknesses / opportunities / threats**

As part of the environment scan, certain strengths were recognised within the community especially in the following:

- *Good practical support from the Shire of Katanning especially in the development and implementation of this project and for new social initiatives;*
- *A nucleus of people trying to revive Aboriginal leadership in the community;*
- *Strong support from the social services sector especially through the Katanning Interagency Forum and Great Southern Human Service Managers’ Forum;*
- *Support from FAHSCIA (now Prime Minister and Cabinet) and ORIC towards governances and Leadership in the region; and;*
- *Potential support from SWALSC to the Central Great Southern region Aboriginal organisations.*

The need to have a viable and operating local corporation in the Katanning Aboriginal Corporation was regarded as paramount. This is a currently a weakness in the region and opportunities for obtaining grants are not taken up.

The need for collaboration amongst Aboriginal organisations in the Central Great Southern is also highly important. The past issues that have caused division in the community and the loss of local governance have to be put behind with a new sense of partnership driven by this project emerging as the crucial way forward.

It will be important to ensure that Aboriginal community issues are integral in the Katanning Supertown’s policies and strategies over the coming years. This will provide some collaborative opportunities to improve services to the Aboriginal community through agreed “whole of Community” priorities. There will be challenges ahead to identify the appropriate nexus or relationship between mainstream services and those that may still need to be targeted to the Aboriginal community.



### **Need for cultural education and awareness**

There was a strong view of the need to raise cultural awareness amongst the broader community leadership, community services and business organisations. The lack of understanding of the needs and ways of Aboriginal people in the region can represent a great barrier to participation and access to services.

It is recognised that some in the community including community leaders can perpetuate negative racial stereotypes and the workshop participants backed greater support of each other to foster leadership to break these perceptions through positive action and respectful advocacy.

Ideas to help this and build more cohesion and acceptance in the community include:

- *The need to identify and act on barriers to participation and services based on cultural stereotypes;*
- *More available local cultural awareness training opportunities;*
- *Regular cultural activities and events for all the community to participate in and support (e.g. revive NAIDOC Week celebrations);*
- *The importance of building the local Aboriginal stories and history of the Region;*
- *Better cultural representation of organisations, committees and Boards; and;*
- *Improved cultural signage in the Town and Region.*

In summary the meeting believed that there were many strengths and opportunities that presented themselves that could be harnessed to overcome the challenges of the current and emerging trends in the region, Aboriginal Affairs and the wider social and economic climate.

By focussing on some priority collaborative initiatives, the Governance and Leadership Project can set the Aboriginal community on the path to realising the comprehensive vision set out in the first session of the workshop.

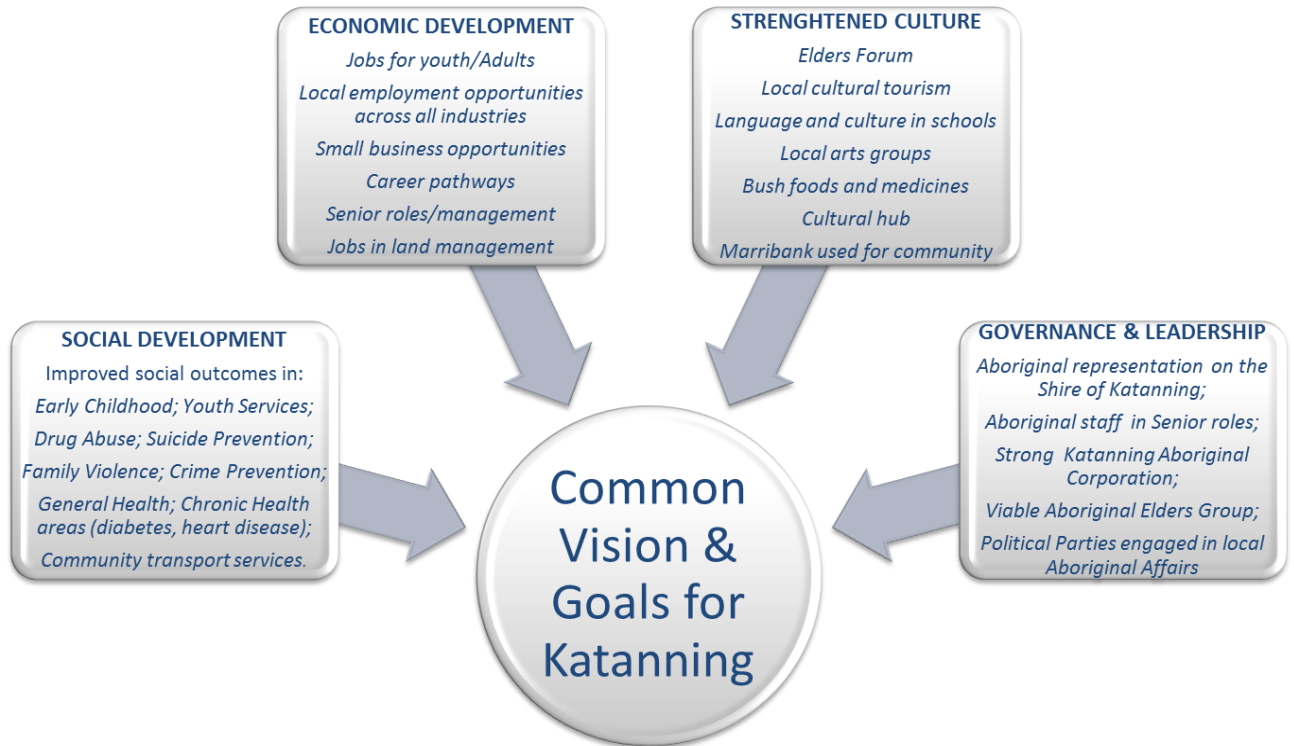
## **FOCUS AREAS FOR THE FUTURE**

### **Priority issues**

There were many issues deemed important to be tackled through better collaboration with the Aboriginal Community. The full list is contained in the workshop report (attachment i) and is summarised in the diagram below. From this list of issues, through further discussion, the following were seen to be of high priority:

- Youth;
- Early childhood;
- Men's issues;
- Drug abuse and crime;
- Economic development; and;
- Local governance.

## KATANNING GOVERNANCE AND LEADERSHIP PROJECT PLANNING WORKSHOP SUMMARY: *COMMON VISION AND GOALS*



The workshop outcomes helped guide the next steps of the project and these are discussed below.

# CORPORATE GOVERNANCE

The issues in corporate governance surround the management and operation of the key Aboriginal incorporated organisation in the town which is the Katanning Aboriginal Corporation (KAC). Corporate governance covers the ability to execute the legal, financial and administrative responsibilities of running an incorporated entity and is an important subset of governance and leadership issues in this project.

The planning workshop identified the importance of the helping re-boot the Katanning Aboriginal Corporation for the following reasons:

- To provide an avenue for local Aboriginal people to get involved in community activities;
- To support interagency partnerships with the local Aboriginal Community;
- To ensure that Katanning was adequately represented in SWALSC and other regional Aboriginal governance mechanisms;
- To ensure that the local Aboriginal community was not losing out on resources in the region, especially to the Lower Great Southern; and;
- To be an avenue for leadership development.

The project noted the heavy reliance on key individuals to do the administrative, operational and strategic work of the corporation and the subsequent difficulties that have had to be overcome over the last few years with regards to the upkeep and management of the organisation's premises and legal structure.

There was acknowledgement of the positive role that the Shire, the FAHCSIA (at that time) and SWALSC have played in supporting the organisation in these difficult times.

For all the above reasons the project took a very practical "turn" and the consultant undertook the following:

- Meetings and engagement with the Arthur Hyde, the Perth Regional Manager of the Office of the Registrar of Indigenous Corporations (ORIC);
- Identification of any governance concerns of ORIC about the KAC;
- Identification of practical assistance that can be offered by ORIC to KAC;
- Identification of assistance from local stakeholders to the governance of KAC;
- Practical assistance to undertake the paperwork to set up the Annual General Meeting of the KAC; and;
- Recruitment of Officer Bearers to the KAC.

The consultant and the members of the KAC received tremendous assistance from a range of stakeholders in this work especially from ORIC, the Katanning Shire, Prime Minister and Cabinet (formerly FAHSCIA) and the Southern

Inland Health Initiative. The AGM was held on 29<sup>th</sup> October 2013 and successful marked the re-birth of the organisation as a working legal entity.

It was recognised that to ensure the viability of the KAC in the coming year that several key practical support actions were required. These actions were in the area of:

- Governance training for the Board which will be carried out by ORIC;
- Financial Management and administrative systems support for the Board to be provided by the Shire of Katanning;
- Ongoing Board and membership recruitment; and
- A focus on a partnership approach with local agencies and KIAF on one-off projects and ongoing service delivery.

Several key “Stage 2” actions are proposed in the area of corporate governance which is discussed in the section on next steps. Of great importance is the need for the KAC to build formal partnerships between KAC and other local Aboriginal organisations (e.g. Badjebup Aboriginal Corporation) to ensure that the central wheatbelt is well represented in the work and potential community resources that is likely to flow from the South West Native Title Agreement with the State Government. These partnerships can take the form of a Memorandum of Understanding which outlines respective roles, responsibilities and methodologies for collaboration between agencies.

New regional Aboriginal governance structures will be established by SWALSC and over time, funding for programs and capacity building initiatives will be made available under this Agreement through these regional governance structures. It is therefore imperative that the Katanning and related regions are operating and effectively at the table of these coming developments.

#### **Excerpt from the Notice of meeting**

KATANNING ABORIGINAL CORPORATION (ICN: 805)

## **Notice of Annual General Meeting of Members**

All members of the corporation are advised that an Annual General Meeting of members will take place as follows:

**Date: Tuesday 29 October 2013**

**Time: 5:30pm**

**Place: Katanning Aboriginal Corporation**

**9 Dijon Street, Katanning, WA 6317**

# JOINT PLANNING WORKSHOP

## KATANNING INTERAGENCY FORUM AND THE KATANNING COMMUNITY ENGAGEMENT LEADERSHIP AND GOVERNANCE PROJECT November 28th 2013

Community leadership was another important focus of the KCEGLP steering Committee. Recognising that the capacity of the local Aboriginal community needed to be built up in the coming years it was important to work closely with existing agencies in order to address the priority and immediate issues facing the Aboriginal community today.

To this end it was agreed that the Katanning Interagency Forum (KIAF) and the Katanning Community Engagement, Leadership and Governance Project (KCEGLP) should undertake a joint Planning workshop to identify a priority social issue of shared importance to be pursued in 2014.

The KCEGLP is a sub-committee of KIAF and has in the second half of 2013 identified a range of priority social issues of importance to the Aboriginal community. KIAF has also been working on priority social issues for the whole community through the engagement of a wide group of government and community stakeholders.

From discussions with representatives of both organisations it was agreed that there was need to prioritise issues because of the limited resources and capacity of all the local organisations. Youth Issues was identified as a common priority amongst the members of both groups. A workshop was held on the 28th November 2013 to analyse in depth the dimensions of the needs of local youth and identify some key areas for action in the coming year.

### APPROACH

The workshop agenda was as follows

#### ***MEETING 28<sup>th</sup> November 2013 (11am -3:30pm with Lunch)***

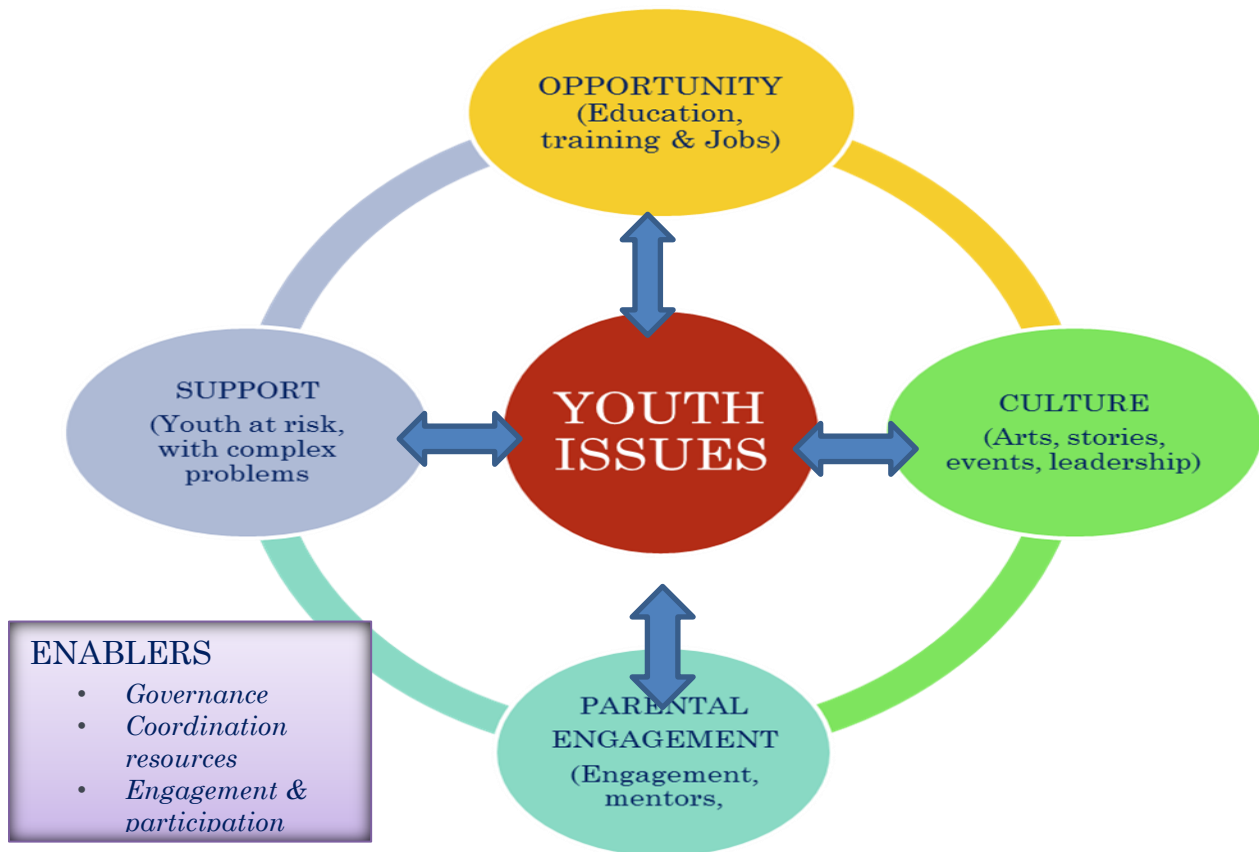
1. *Discussion (SWOT) of the Priority Project and Focus Areas*
  - *Interconnectedness of focus areas*
    - *Opportunity/Support/Culture/Parental Engagement*
    - *Scope-Town/Region?*
    - *What is already Occurring in this area*
    - *What are the Gaps and new opportunities/Services*
2. *What will enable this project to proceed*
  - *Governance mechanisms (coordination, case management)*
  - *Project coordination/Submission development*
3. *Next Steps*

Youth social issues are complex and multi-faceted. As a rural community it is important to understand the total picture and the layers of inter-related issues that contribute to the more high profile social problems faced by youth such as drug abuse, crime and the lack of future employment opportunities. The workshop considered a “carve-up” of issues into four areas and analysed them in greater detail. The areas were:

- OPPORTUNITY;
- SUPPORT;
- PARENTAL ENGAGEMENT; and;
- CULTURE.

These four areas were further refined and discussed and refined in terms of objectives, gaps, strengths and action areas. The conceptual approach is illustrated in the diagram below.

**Possible priority KIAF project with KCGELP (Concept)**



A full outline of the workshops findings is outlined in attachment (ii). These findings are being discussed further in the KIAF’s meetings in 2014. The engagement of agencies (especially statutory agencies with responsibilities for youth) will need to be strengthened in terms of the discussion on future collaborative strategies.

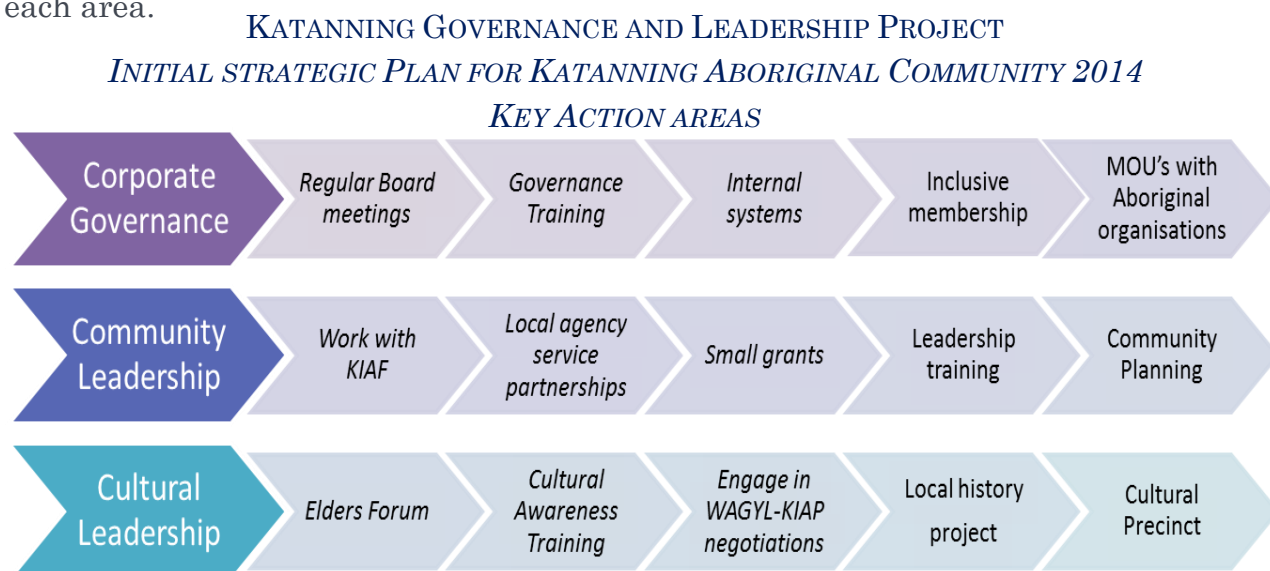
## NEXT STEPS – PHASE 2

From the two planning workshops, committee meetings and numerous one-on-one meetings and discussions, a clear plan of action emerged for the project as it moves into phase 2. Numerous issues were raised in Phase 1, many of which would require longer-term and multi-layered actions to demonstrate progress in community outcomes.

The focus of this project is on leadership and governance and this helped target the recommendations on next steps into three areas. Distilling all the analysis, research and input from a wide range of stakeholders, the priority focus areas for Stage 2 are grouped into the areas of:

- Corporate Governance;
- Community Leadership; and;
- Cultural Governance.

This is illustrated in the diagram below which summarises the key actions in each area.



In the table below these action areas are spelt out in greater detail with a corresponding measure of achievement to be set by Phase 2 of the Project. These action areas are not exhaustive and should not preclude actions in other issues relevant to the aims of this project. This is especially relevant if new funding opportunities become available that were not in existence in the earlier stages of this work.

A key consideration in framing these actions is the recognition that this work is relying on the voluntary effort of committed and busy stakeholders who make up the KCEGLP steering committee and KIAF. The practical next steps in the table below will help drive progress to achieving the common goals and dreams outlined in the planning workshop.

## STAGE 2 NEXT STEPS

AREA	ACTION	PERFORMANCE MEASURE
Corporate Governance	Set a schedule of meetings for the Katanning Aboriginal Corporation (KAC) Board including the AGM for 2014.	Regular Board meetings and 2014 and AGM set and held.
Corporate Governance	Ensure that new and prospective KAC Board Members access corporate governance training with the assistance of the Office of the Registrar of Indigenous Corporations.	Governance Training undertaken in the first half of 2014.
Corporate Governance	Establish in collaboration with the Shire of Katanning and KIAF member organisations, the financial, human resource and administration management systems for the KAC.	Systems established by 2014 AGM. Elected or co-opted treasurer position filled at 2014 AGM.
Corporate Governance	Work to increase membership of KAC and Co-opt people with expertise in identified gap areas to the KAC Board.	Increased membership, office bearers and general board positions filled at the 2014 AGM.
Corporate Governance	Develop formal partnerships between KAC and local Aboriginal organisations (e.g. with Memorandum of Understanding).	Memoranda of Understanding signed by end of 2014.
Community Leadership	Support strong Aboriginal engagement and collaboration with the Katanning Interagency Forum (KIAF) priority work initiatives in 2014	Participation in KIAF governance and priority initiatives.
Community Leadership	Support partnerships between local agencies and the local Aboriginal community on program/ services initiatives (e.g. Southern Inland Health Initiatives)	Partnerships established with local agencies in a service area of mutual importance.
Community Leadership	Support applications for small grants on behalf of KAC (e.g. School holiday programs, healthways, departmental grants)	1-2 new small grants submitted in 2014.



Community Leadership	Support the leadership of KAC and other Aboriginal leaders to enrol in leadership training opportunities such as the SWALSC- Lotteries Noongar Leadership Training Program.	Attendance and successful participation by community leaders in training in 2014.
Community Leadership	Shire of Katanning to ensure that Aboriginal issues are incorporated into town and regional planning exercises and documents including the Supertowns' Policy.	Increased content on Aboriginal issues and priorities in planning documents and key policies.
Cultural Leadership	Assist in establishing an inclusive and effective Elders Forum in the community to advise on key community initiatives.	Inclusive Elders Forum meeting regularly and supported by KAC.
Cultural Leadership	Ensure the provision of Cultural Awareness Training developed in partnership with experienced trainers and local cultural leaders for use by local agencies and non-Aboriginal community leaders.	A trial customised cultural awareness program run with a member agency of KIAF (e.g. Shire)
Cultural Leadership	Ensure regular and effective participation in the establishment and implementation of the proposed new WAGYL-KIAP great southern governance body to be established by the South West Land and Sea Council (SWALSC).	Attendance and active participation at SWALSC meetings and events.
Cultural Leadership	Seek partnerships and a small grant to help kick-start a local Aboriginal history and/or story telling project.	Grant/project proposal developed in 2014/15.
Cultural Leadership	Shire of Katanning to ensure strong engagement and ownership by Aboriginal people (including the Elders) and maybe youth in the design and implementation of the proposed cultural precinct in Katanning.	Aboriginal people participated in the design and implementation of the Cultural precinct project.

## **PROPOSED LONG-TERM OUTCOMES**

### **CORPORATE GOVERNANCE**

*A strong and sustainable Katanning Aboriginal Corporation is working in partnerships with local Aboriginal and non-Aboriginal Groups to improve the health and wellbeing of the community.*

### **COMMUNITY LEADERSHIP**

*Through collaborations on policy and program development, implementation and evaluation, there will be effective activities and services that are being accessed by Aboriginal people.*

### **CULTURAL LEADERSHIP**

*Through shared actions and projects, local Aboriginal identity and culture is strengthened and respected as a key underpinning of a healthy and vibrant community.*

# CONCLUSION

The Katanning Community Engagement, Leadership and Governance Project sought at the outset to find ways to work closely with the Noongar people in Katanning with the aim of addressing the underlying social and community issues that contribute to family and individual problems and community tensions within the town.

Through a focus on Governance and Leadership, the project recognised that the ability of the Aboriginal Community to be engaged effectively required the building of capacity within organisations and through individual stakeholders in the region. This capacity building phase required partnerships between all tiers of government, the community sector and the Aboriginal and non-Aboriginal community.

There were many strengths and opportunities uncovered through this project when normally the deficits and community problems are more easily identifiable. In order to harness these strengths and tackle the community problems, the project has distilled three focus areas of action (Corporate Governance, Community Leadership and Cultural Governance) to make this challenge feasible and yet aspirational.

Over the long term it is hoped that several outcomes could be achieved. Firstly the region will have a strong and sustainable Katanning Aboriginal Corporation that is working in partnerships with local Aboriginal and non-Aboriginal Groups to improve the health and wellbeing of the community.

Secondly through collaborations on policy and program development, implementation and evaluation, there will be effective activities and services that are being accessed by Aboriginal people.

Finally through shared actions and projects, local Aboriginal identity and culture is strengthened and respected as a key underpinning of a healthy and vibrant local community.

This Stage 1 report maps out the shared understandings and the analysis of the Steering Committee, its supporters and key stakeholders. The report provides practical and important pathways to strengthen the governance and leadership of the community for the ultimate benefit the Aboriginal and wider community in Katanning and its surrounds.

END