



Aboriginal Affairs Coordinating Committee

CHIEF OPERATING OFFICER

ANNUAL REPORT

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OVERVIEW

The Aboriginal Affairs Coordinating Committee (AACC) recognised the benefits of identifying new ways of working with Aboriginal people in order to “Close the Gap in Indigenous Disadvantage” and decided to¹:

- Choose three key communities (Roebourne, Armadale and Oombulgurri) to develop models of sustainable improvement that could then be implemented state-wide; and
- Jointly fund and recruit a Chief Operating Officer (COO) to champion the work of the Committee and facilitate on-the-ground decision making in the identified communities.

I was recruited and commenced the role of COO for the AACC on 21st July 2009. This annual report presents the outcomes of the AACC’s efforts in the three communities as well as achievements in the wider role that evolved. This report also presents the emerging model for new ways of working to achieve sustainable outcomes for Aboriginal people, which has been endorsed by the AACC.

The outcomes and achievements were made possible because of the relationships built with many individuals and groups across government, non-government organisations, corporate sector and the Aboriginal community and the joint effort that has resulted.

Roebourne (Country Town Location)

The situation in Roebourne was that, unlike neighbouring towns, the community had not benefited from the resource booms of the Pilbara, rather the town had deteriorated. Over the years more than one hundred government workers and associated business people had left Roebourne, as had many of the local Aboriginal people who had secured employment. There were major issues in the remaining community relating to health, drugs and alcohol, parenting, school attendance, housing, unemployment and overall lack of hope².

A major underlying cause was that native title related benefits package negotiations from resource companies to a number of Aboriginal corporations had inadvertently fractured the Roebourne community, with little overt evidence of benefits packages providing outcomes for the wider community. Numerous attempts by a range of stakeholders to form an alliance of native title Aboriginal organisations to unite and address wider community issues for all Aboriginal people had been unsuccessful. It was clear that there was an urgent need for a new way of consulting and working with the Aboriginal community in Roebourne.

The wider community were encouraged to unite and form the inaugural Roebourne Aboriginal Congress. In the last twelve months with the assistance of DIA and other agencies we have capacity-built the Congress as the collaborative voice of the wider community with a clear mandate, vision and priorities and brought decision-makers from government and resource companies to meet with Congress³.

With Congress we identified and promoted a strategic direction that:

¹ AACC Communiqué to Agencies August 2009.

² DIA Roebourne Map and Gap Report found on DIA Website.

³ Roebourne Aboriginal Congress Communiqué December 2009.

1. *Recognises Roebourne as a solution for the Pilbara boom (providing land, housing and local workforce); And*
2. *Develops the potential of the cultural heritage of Roebourne as WA's oldest town.*

It was a key briefing and advice by Congress to the former Minister for Housing and Director General of the Department of Housing that was the catalyst for this Department being charged to undertake the Roebourne Rejuvenation Project (RRP)⁴. The RRP encapsulates the advice of the community through the Congress and the advice that has been communicated to the AACC on improved approaches by agencies for service delivery. The Congress is an ongoing partner through the planning and implementation of the RRP.

In collaboration with government agencies the AACC was able to resolve urgent issues such as the relocation of elderly Aboriginal people squatting at Mt Welcome Station Homestead and worked on the implementation of the AACC's Action Plan for Roebourne. In addition, an agreement was recently negotiated for the five key Aboriginal corporations to meet with the Congress with the view to forming an alliance and membership of the Congress.

Further, work in Roebourne led to the development of the model that underpins "new ways of working" with Aboriginal people. Most importantly for Roebourne, through the on-the-ground approach of the AACC, cooperation between resource companies, government and Aboriginal corporations has been made possible. Significantly the cooperation is an agreement to refocus away from land agreements to critical areas of concern regarding wider community issues.

The AACC critical analysis and adopting a new approach to deliver services resulted in the birth of the Department of Housing Roebourne Rejuvenation Project. The work thus far by the RRP under the guidance of the COO has laid the foundations for delivery of sustainable outcomes for Roebourne. As the RRP moves into implementation it will be critical to ensure ongoing capacity building of Congress, continued community engagement, shared responsibility for the future of Roebourne, early alert of risks, and ongoing development of the new way of working.

Armadale (City/Urban Location)

The main issue for Armadale was not the lack of services, but the lack of accessing the available services by Aboriginal people. There were significant issues in the Aboriginal community relating to alcohol and drugs, health, juvenile crime, school attendance, low literacy and numeracy, parenting, domestic violence, unemployment and feuding between families. The Aboriginal population in Armadale was over-represented as both victims and offenders and many of the issues related to a few key families. Agencies recognised that there was an urgent need to increase access to services and to introduce more collaborative across-government ways of working, including case management approaches.

Over the past year extensive work has been undertaken with the representative body in Armadale for the Aboriginal community, ATSIAC⁵, achieved their endorsement for the AACC's Action Plan for Armadale and addressed ATSIAC's priorities to:

- Support the growth and development of the Marmun Mia-Mia Men's Group; and

⁴ Department of Housing Roebourne Rejuvenation Project (Commenced March 2010).

⁵ ATSIAC (Aboriginal and Torres Strait Islander Advisory Committee) established by the City of Armadale with representation from both men and women, most of whom are Elders.

- Create a One-Stop-Shop at the Champion Centre to increase access to government services.

The support of the men's group demonstrates the grass roots capacity-building elements of the COO role – patiently building trust and empathy and offering support through the AACC. The men's group has grown from 5 to 50 members, developed in empowerment and unity and begin to address men's issues.

Marmun Mia-Mia provides a place where men can talk about their issues and form relationships and has been very effective in this sense. A range of initiatives have also been introduced including a Family Health Day, Diabetes Course (The Journey of Living with Diabetes) and work with TAFE to tailor training programs to meet their needs. Two Community Walks are planned as well as the development of a Community Garden and corporate governance training.

The need for the One-Stop-Shop had been identified by government agencies in the initial Map and Gap analysis and is also supported by ATSIAC; City of Armadale; And the local Aboriginal community. The Champion Centre in Seville Grove provides an ideal location as it is a purpose-built culturally appropriate location for programs and services for Aboriginal people. After a slow start the One-Stop-Shop is progressing well with agency staff working as a team and introducing innovative approaches to meet local needs. The initiative has recently been promoted by the City of Armadale in its publication "Champion Views" (which also included a survey of community needs in relation to the One-Stop-Shop).

The approach in Armadale has also included working with agencies to progress the AACC Action Plan for Armadale and has confirmed that the model developed in Roebourne for regional towns is equally applicable in a metropolitan context.

There are two major considerations in the AACC's future direction for Armadale. First, the potential to further develop the One-Stop-Shop into a community hub in line with the Economic Audit Committee recommendations⁶ (all the key elements are in place). Second, to review progress based on the performance data gathered as part of the Map and Gap analysis and determine the need for an overall co-ordinated strategy for Armadale, including the need for increased inter-agency case management.

Oombulgurri (Remote Community Location)

Oombulgurri has proved to be a challenging choice for a remote community model, but one where important learnings have occurred. A year ago as the AACC began working with Oombulgurri three main issues were identified:

- Concern for the fragility of the community after an era of intimidation and abuse (even though a range of services were being provided);
- Whether economic and cultural opportunities could be realised; and
- Overall, the need for systemic change in order for Oombulgurri to be sustainable.

A joint visit by the AACC Chair Mr Patrick Walker and the COO identified the need for capacity building of Council, urgent repairs to the Council building and skill development so local Aboriginal people could take on maintenance work, providing a cost efficient model as opposed to fly-in labour as well as achieving community capacity building. A functional CDEP was paramount to achieving this workforce development strategy.

⁶ Economic Audit Committee - *Putting the Public First – Partnering with the Community and Business to Deliver Outcomes.*

There were three stages to the AACC's work with Oombulgurri over the past year, each with specific outcomes as detailed in this report:

- July 2009 to February 2010 was an intensely busy time as we worked closely with the Oombulgurri community to build trust, understand issues, develop capacity and take action to address community needs.
- In the period leading up to February 2010 the AACC was alerted in regard to emerging risks in Oombulgurri relating to community safety and operation of the community store and CDEP program, as well as governance issues. The identification of these risks led to the COO's Briefing Paper⁷ to the AACC in February 2010.
- Since that time the third stage has involved assisting the development of the coordinated government response to Oombulgurri.

The AACC's work in Oombulgurri has clearly demonstrated that the four cornerstones for a functional Aboriginal remote community are:

- Community safety.
- Good governance by the Community Council.
- Food security through effective operation of the community store.
- Workforce participation (effective operation of CDEP type programs and other initiatives).

All four key areas are assessed as being in a state of dysfunction in Oombulgurri despite the best efforts by Aboriginal leaders, Government and service providers. Further, the Oombulgurri experience over the past year has shown that the most fundamental of the four cornerstones is Community Safety. When the community does not feel safe, despite liquor restrictions, permanent Police presence and the lowering crime rates - the community cannot operate effectively - and in the case of Oombulgurri, people have left the community and are continuing to leave despite all the best efforts. Those who remain appear to be in a state of paralysis.

The Wider Role of the COO

While the COO's major role has been to work for the AACC in the three key communities, throughout the year the work has expanded through being proactive in promoting the AACC's commitment to improving service delivery to Aboriginal people across Western Australia. Consequently, the role has been actively engaged by a wide range of stakeholders with requests to be involved and assist in a range of state-wide activities related to the role. Some examples of these that led to achievements are:

- Situation analysis in Carnarvon after significant high profile race relations issues, leading to the development of a Carnarvon Aboriginal Congress (a significant achievement given previous attempts had not been successful), followed by capacity building of Congress.
- Specific initiatives on behalf of AACC agencies, e.g. travelling to Three Springs at the request of Premier and Cabinet to assess needs of the Good Samaritan Sisters in relation their services to local Aboriginal people.
- Situation analysis in Wyndham after significant community violence and disorder, leading to working with DoTAG and DIA to improve the implementation of the Aboriginal Justice Agreement through the Wyndham local justice forum that had lost traction and effectiveness.

⁷ AACC Chief Operating Officer Oombulgurri Community Examination Report February 2010.

- Initiatives with other State Government agencies, e.g. Aboriginal Justice Agreements, juvenile justice initiatives, Corrective Services' COAG targets, FESA's emergency planning for remote communities, Sport and Recreation initiatives in Roebourne and Carnarvon, and briefings for key leaders e.g.: the Commissioner for Children and Young People; President of the Children's Court; And Indigenous Affairs Minister.
- Linkages to Federal Government agencies, e.g. Productivity Commission, legitimising CDEP work hours and activities in remote communities.
- Attendance at high level meetings of the WA Aboriginal Advisory Committee (WAAAC) and the AACC Senior Officers' Group to provide briefings and advice on state-wide Indigenous issues, resulting in these groups prosecuting strategies and resolution of these issues.
- Briefing and hosting Lt Gen Sanderson and the Indigenous Implementation Board (IIB) in relation to their meeting with Congress in Carnarvon.
- Presentations to government, non government agencies, corporate and resource sectors and indigenous affairs directorates, providing advice on "new ways of working" with Aboriginal communities to achieve results – as learned through the AACC approach.
- Situational briefings and connecting Ministers and senior government executives (State and Commonwealth) to key Aboriginal people and organisations in communities across the State.
- Examination and review of programs for Indigenous service delivery and providing advice on effectiveness and merit. For example the Clontarf Football for Boys and Role Models Basketball for Girls are school academy based programs that were critically analysed for their effectiveness in contributing to education and life outcomes for aboriginal children. This was done by working closely with Gerard Neesham and Ricky Grace respectively. They were found to be extremely effective programs for schools with high numbers of aboriginal students and subsequently these programs were actively supported with government and the AACC to achieve expansion of these academies, where previously the expansion had not received support.

Conclusion

The work over the last twelve months has promoted numerous innovations and achievements by State Government agencies and focused on identifying community strengths and potential as well as solving problems in the AACC's three key communities.

The past year has demonstrated the benefits that can be achieved by the AACC through the introduction of a senior executive working in partnership with others and driving action at all levels to deliver:

- Early warning of risks;
- Solutions to crises;
- Practical on-the-ground improvements;
- Community governance and capacity building;
- Progress on longer-term strategies with agencies;
- Review of efficiencies of government funded programs; and
- Development of models for sustainable outcomes that can be replicated elsewhere.

As the role and scope of work continues to expand with new "hot spot" locations to be addressed, a high level of ongoing work in Roebourne in particular, and demand to apply the emerging model in other locations, it will be important for the AACC to address how the additional work is structured and resourced.

In addition, further work is required to develop the model for cross-agency coordination at frontline, district and executive level, and it is proposed that this is a priority for the AACC in the coming year.

In conclusion, I would like to thank:

- The AACC for their guidance and support,
- The Executive and staff of each agency who have been critical contributors to achieve change,
- Non government agencies, resource sector and organisations for their preparedness to connect in with and partner government on the renewed approach to aboriginal affairs,
- And the many Aboriginal people who have recognised and embraced the deployment of a Chief Operating Officer as a new approach from government (through the AACC) to identify ground level issues and address accordingly.

Brian Wilkinson
Chief Operating Officer
Aboriginal Affairs Coordinating Committee

ABORIGINAL AFFAIRS COORDINATING COMMITTEE

Establishment and the Reconvening of the AACC

The role of the Aboriginal Affairs Coordinating Committee (AACC) as legislated in Section 19 of the Aboriginal Affairs Planning Authority Act (1972) is to “*coordinate effectively the activities of all persons and bodies...providing or proposing to provide service and assistance in relation to persons of Aboriginal descent*”.

Chaired by the Director General of the Department of Indigenous Affairs (DIA), the AACC comprises of⁸: Directors General from the Departments of Education, Health, Housing, Child Protection, Premier and Cabinet, Treasury and Finance, the Western Australian Police (and since June 2010, Regional Development and Lands).

At the first meeting of the reconvened AACC in March 2009 it was decided to:

- Identify a small number of Aboriginal communities as models to introduce sustainable improvement.
- Use the learning from the models developed at these locations to deliver sustainable improvement state-wide.
- Jointly fund a Chief Operating Officer (COO) to champion the work of the Committee and facilitate on-the-ground decision making, discharging work on behalf of the AACC in the identified communities and facilitating coordination of government services.

Creation of AACC Chief Operating Officer Position

In April 2009 the AACC selected three communities (Roebourne, Armadale and Oombulgurri), recognising the opportunity to develop models relevant to regional, metropolitan and remote Aboriginal communities. They also began the search to recruit and select a Chief Operating Officer. Brian Wilkinson was the successful applicant for the position and commenced in the role on 21st July 2009.

The Need for Change & Innovation

At the time of the COO's appointment there was increasing recognition by government and community of the extent of disadvantage being faced by Aboriginal people, the concerning indicators of wellbeing, and the limited success by government in making a difference despite the funding that had been allocated, the programs that had been delivered and the dedication of agency staff.

There was agreement on the need for change and Federal and State Governments had made far-reaching commitments in relation to “*Closing the Gap in Indigenous Disadvantage*”. Significant “new money” was being made available, especially from the Federal Government, to “close the gap” together with stringent reporting requirements and performance indicators. It was clear that new ways of working would have to be found to achieve the required outcomes.

The WA State Government was also looking to revolutionise overall government service delivery and in October 2009 released the Economic Audit Committee's report “*Putting the Public First – Partnering with the Community and Business to*

⁸ AACC Membership determined under legislation in the AAPA.

Deliver Outcomes". The aim was to develop new approaches to achieve "outcomes for Western Australians that are among the best in the nation and continually improving, including for the most disadvantaged" – clearly signalling the urgent need for change in the way services are delivered to WA's Aboriginal people.

In this context, the AACC identification of a COO role was ground breaking and was the first innovative step for new ways of working. It is the only position of its type where a senior executive is employed jointly and reports directly to the collective CEO/Director Generals by nine government agencies.

In doing so the AACC delegated the COO their authority to cut through 'red tape' and support the identification of new ways to deliver both immediate pragmatic improvements and sustainable long-term outcomes for Aboriginal people. The three chosen communities are to be used as models on identifying best practice in partnership with government and community to be applied elsewhere where appropriate.

ROEBOURNE - The New Way of Working

How the Model Emerged

The Choice of Roebourne

Roebourne was chosen by the AACC to provide a model of how to improve outcomes for Aboriginal people in regional towns. The selection of Roebourne recognised the degree of disadvantage in this community and the difficulty in achieving sustainable change.

First Impressions

The first visit to Roebourne on 24th August 2009 was underpinned by a detailed Map and Gap analysis provided by each AACC agency as well as numerous reports and statistics. The most overwhelming first impression was that unlike all the surrounding towns the Roebourne community had not benefited from the resource booms of the Pilbara. Neither had the general community significantly benefited in comparison to other Pilbara towns from the substantial native title related agreements made to local Aboriginal corporations by resource companies.

Further it seemed that the town had deteriorated from when the COO was stationed there as a police officer (1986 to 1989). At that time many government workers lived in Roebourne, but now only Police and a handful of locally employed government employees remained. In addition, most of the Aboriginal people who had achieved resource company employment had moved to neighbouring towns (no longer qualifying for government housing), resulting in a severe leadership drain and few role models for young people remaining in Roebourne. As the population had moved out - local businesses had closed down - the percentage of dysfunctional residents now outweighed the number of functional residents. The socio economic status of the community had decreased.

A view was formed that it was critical that Roebourne returned to a normal diverse demographic of a community. The foundation for other strategies would be achieved by attracting Roebourne Aboriginal leaders and government employees back to Roebourne as well as bringing in resource company staff. The population base, skills and role models would then be in place for the development of businesses, infrastructure and community activities.

Situation Analysis

Early visits focused on working with managers and staff of government agencies and conversations with Aboriginal people to confirm and refine the initial Map and Gap analysis. The cooperation and collaboration of these agencies and community was critical in making an accurate analysis of on-the-ground issues.

The situation analysis confirmed that there were extensive issues in the Roebourne Aboriginal community including high unemployment, low school attendance, overcrowding in houses and associated housing disrepair, and problems of health, alcohol and parenting – all this despite the efforts of many dedicated staff from government agencies; resource sector; non government agencies; aboriginal corporations and leaders.

These problems were recognised and acknowledged by State, Federal and Local Governments and resource companies. Many reports had been written and many initiatives had been tried. The AACC did not believe it was necessary to create another report; rather the priority was to commence to drive on-the-ground action though fostering coordination, collaboration and cooperation of four key groups:

1. The Aboriginal community and numerous Aboriginal organisations.
2. Government Agencies at Local, District and Executive level.
3. Non government agencies and service providers.
4. Resource sector.

An Underlying Cause

Meetings with these four key groups identified that one of the major underlying problems in Roebourne was that the community had become seriously divided from two main language groups to 5 native title claimant groups. This represented challenges for gaining advice on design and implementation of appropriate services and programs.

In essence prior to the resources boom Roebourne identified with just two main native title groups of the Ngarluma and Yindjibarni people. These had once had a collaborative existence, but had been segmented into several sub-language groups as a result of resource companies needing to negotiate native title land use agreements and issue associated compensation packages to sub-groups. This was a legitimate native title claim process and there is no criticism of the resource sector or Aboriginal language groups' rights and process to achieve this.

Nevertheless, this native title process manifested itself into a situation where silos of Aboriginal corporations were created which became focused on native title and land use agreements. These native title negotiation packages often included commitments to broader community priorities beyond land use compensation. Yet, keen observers of Roebourne questioned the lack of overt evidence that these negotiations had manifested into benefits for the wider Roebourne community. It appears that the opposite had occurred and Roebourne had gone backwards in development since the resource boom – whilst other Pilbara towns were showing obvious development benefits as a result of the resource boom.

Whilst respecting the need to negotiate over land use deals there was a need to have all stakeholders refocus back on the broader community development priorities in accordance with the COAG building blocks. For some time Aboriginal community members, the resource sector, government and non-government agencies had attempted and failed to negotiate an alliance of native title corporations to achieve a coordinated central advisory group from which to advise and drive action on broader community issues.

The lack of a central advisory body resulted in stakeholders having to navigate their way around the various Aboriginal corporations to engage in discussions and projects. This was problematic as these stakeholders often received differing advice and hence left not being able to progress a program/strategy, or alternatively implemented an ill-informed or incorrectly developed strategy.

The AACC recognised that this issue was contributing to the duplication and mismatching of some of the services in Roebourne and to resolve this situation the AACC also made efforts without success to negotiate an alliance of the various native title corporations in Roebourne.

The Breakthrough

Continuing the current way of working in Roebourne was not an option if there were to be both short-term improvements and longer-term sustainable outcomes for the Roebourne community as well as identification of model practices for the AACC.

Through frequent visits and persistence in relationship-building with the Aboriginal community, the general community was encouraged to take the initiative and “get organised”. The result was that on 28th October 2010, 200 people of the community attended Andover Park, Roebourne to discuss wider community issues. At this meeting the community decided to establish a reference group to represent the wider community interest, separate to native title negotiations. In an open and democratic process they nominated people and voted to select five men and five women to form the reference group.

At that time AACC efforts were unsuccessful in negotiating participation and membership of the reference group by representatives of the various Aboriginal corporations. However, confidence was held that if through capacity building the reference group developed into a respected and credible group, then the Aboriginal corporations would be encouraged to join. It was acknowledged that this approach would draw criticism of the reference group and their authority to speak on community issues by the numerous established organisations. Therefore, maintaining a positive relationship with these established organisations whilst investing efforts in capacity building the reference group was critical to its success and resilience.

Capacity Building

The AACC recognised the importance of assisting in developing the reference group to be the voice of the community and from November 2009 began three months of intensive capacity building - patiently listening, guiding, encouraging and developing the skills of the reference group before “opening the doors” for consultation with government. During this time (and ongoing) DIA and the AACC have been instrumental in providing governance training, structure and administrative and resource support for the reference group.

Congress Emerges

It became clear that to achieve real change in the way government services are planned and delivered the role of the elected group needed to be more than that of a “reference group”. There needed to be partnership, ownership and shared responsibility. Thus the group was encouraged to stop being just another reference group and become something more substantial. The *Roebourne Aboriginal Congress* was born. The Roebourne Congress has a similar focus and right to exist as that of the *National Congress for the First People of Australia*.

The AACC and DIA worked alongside Congress to assist in the development of a terms of reference and strategic direction. The following extracts from the terms of reference are important to understand the vision and purpose of Congress and how far this has moved from that of a typical government reference group to that of leadership and self determination in the overall strategic direction of Roebourne.

Roebourne Aboriginal Congress

Our Vision

A Roebourne community that demonstrates the same life opportunities, prosperity, benefits and growth that non-indigenous people and other Pilbara towns have enjoyed during the Pilbara boom. This, whilst embracing and respecting the Aboriginal traditions & culture of Roebourne language groups.

Our Mission

To provide high level Aboriginal advice to all levels of government, non-government and corporate stakeholders on the best way to deliver culturally appropriate services and grow Roebourne into a prosperous and healthy community.

Purpose and Direction

- Provide input into Local, State and Federal Government and the Western Australian resource sector on matters affecting the Aboriginal population of Roebourne to close the gap in overcoming indigenous disadvantage.
- Roebourne has not enjoyed the same benefits in growth, infrastructure and prosperity as other communities in the Pilbara during the mining and industries boom. The Congress was formed with the permission of the Aboriginal community with the charter and mandate to lead and influence the economic participation of Roebourne and Aboriginal people in the developing Pilbara.

Objectives

- Provide a structure for on-going consultation between the Aboriginal community and stakeholders across the government and corporate sector across a broad range of issues including but not limited to health, housing, law and order, legal, sport and recreation, culture, heritage, environment, employment, education and vocational training.
- Provide government and the corporate sector strategic advice for issues important to the needs, interests and aspirations of the Aboriginal population in Roebourne.
- Promote the overall community development of Roebourne through working closely with the media. Constant unbalanced media reports do not accurately reflect progress or contribute to Aboriginal people feeling good about themselves.
- Communicate with the Roebourne Aboriginal community to gather needs and aspirations and communicate these views through the Roebourne Aboriginal Congress.
- Represent and provide leadership on matters of interest and need for Aboriginal people who reside in Roebourne.
- Receive and acquit grants of money from: corporate & various levels of government to enable Aboriginal self-determination, ownership and delivery of projects for Roebourne.

It was important to be specific about the roles and responsibilities of Congress, both to shape the capacity-building of Congress and to communicate with government and other stakeholders and is demonstrated as follows:

Information

To improve communication, consultation and information sharing between the Aboriginal community and stakeholders. This will include a media strategy to ensure balanced reporting of Roebourne issues.

Advice

To provide advice to government and non government sectors on Aboriginal community issues in Roebourne. This will include Congress sitting on specific committees addressing Roebourne issues.

Strategic Planning

To provide support in the preparation of partnership plans between the Aboriginal community of Roebourne and stakeholders; and to guide the development of strategic planning and approach including an action plan to address social justice issues concerning local Aboriginal people.

Integrated Planning

To increase cross cultural competencies by ensuring that government and the corporate sector incorporates local Aboriginal interests in its policy, planning and service delivery activities.

Participation

To increase local Aboriginal community participation in government and corporate sector service delivery.

Access

To work with Government and Non government agencies to improve access to services but not limited to employment and training and funding to improve access to resources for the Roebourne Aboriginal community.

Responsiveness

To increase the responsiveness of agencies and corporate sector on issues affecting the Aboriginal community of Roebourne.

Congress in Action

An early priority for Congress was to develop the knowledge-base to truly and genuinely represent the community's needs. The Congress was assisted to begin an ongoing process of consulting with the community at grass-roots level in order to collate issues, analyse needs and develop solutions, all with a focus on shared responsibility. One example of Congresses priority planning is it's work around housing. This work resulted in a comprehensive list of community priorities and the 5 Point Plan for Housing Reform:

5 Point Plan for Housing Reform

1. Proper environmental layout and design of housing.
2. Culturally appropriate design of housing to meet differing customer needs.
3. Public housing needs to be supported by a homemaker program that, where required, assists tenants in managing the house.
4. Employment and training of Aboriginal people in the construction and ongoing maintenance of houses.
5. The deployment of a Department of Housing Coordinator positioned in Roebourne to enable quarterly inspections of houses.

The Congress serves as a conduit into the community working closely with its own people to identify and highlight community strengths and opportunities pivotal to the

rejuvenation of Roebourne. The analysis of community needs and opportunities, together with the capacity building, poised Congress to begin the process of collaboration with government.

From early 2010 the Congress was promoted to the AACC and all stakeholders as the communication point in Roebourne for community issues, whilst respecting the right and need to consult with language group Aboriginal organisations on matters specific to land and native title.

Paramount to the success of this approach was the importance of government decision-makers coming to Roebourne, experiencing the issues first-hand, and working in partnership with Congress to understand needs and develop solutions with joint responsibilities. The way this recommended approach has been embraced by all stakeholders (including politicians, directors general, executive directors, directors, frontline managers, program/project managers, non government service providers, resource sector executives and community engagement officers) cannot be praised highly enough.



LEADERS MEET & GREET
The Congress & AACC discuss community issues.

To date some of the visits of key decision-makers to consult with Congress have included:

- Honourable Troy Buswell MLA, as the Treasurer and Minister for Housing.
- Honourable Brendon Grylls MLA, Minister for Regional Development and Lands.
- Honourable Pilbara MLA Vince Catania.
- Department of Indigenous Affairs Director General Mr Patrick Walker.
- Department of Indigenous Affairs Deputy Director General Mr Duncan Ord.
- Department of Indigenous Affairs Pilbara Director Mrs Helen Shanks.
- Department of Housing Director General Mr Grahame Searle.
- Department of Housing Executive Directors Mr Will Carroll and Mr James Butterworth.
- Department of Housing Pilbara Regional Manager Mr Joanne Gordon.
- Department of Child Protection Pilbara Regional Manager Ms Natasha Bargeus.
- Department of Child Protection Roebourne Team Leader Ms Sara King.
- Department of Education District Director Ms Vicki Jack.
- Western Australia Police District Superintendent Mr John Ballantyne.
- Pilbara Development Commission Chief Executive Officer Mr Steve Webster.
- Marwarnkarra Aboriginal Medical Service Chief Executive Officer Mr Danny Brown.

- Shire of Roebourne President Ms Nicole Lockwood.
- Woodside Executive Manager Mr Craig Pasch and his team.

In addition, numerous groups have consulted with Congress on specific plans and projects, for example:

- The Roebourne Rejuvenation Project team (as detailed later in this report).
- Pilbara Alcohol Management Plan.
- Road Safety Interlock Project.
- Yaandina Youth Centre and Aged Care Facility project proposals.
- Aboriginal Medical Service programs.
- Shire Enhancement Project.
- Royalty for Regions Initiatives (Assisting in validating funding claims).

This is an impressive resume of performance and achievements in just seven months of meetings. The Congress is now booked for presentations until October 2010. The meetings have been considered a success by all involved through obtaining high level advice and Congress participation in many strategies. The critical factor in this success is that because of the capacity building Congress members have developed skills to work collaboratively and communicate in a respectful way with stakeholders to achieve outcomes. Most importantly, the COO and DIA have been alongside the Congress at each meeting to facilitate this (although gradually over time taking a lower profile role to enable Congress members to develop their independence).

It is important to emphasise that to date Congress has been working on an entirely voluntary basis with no payment for their time, with no accommodation and no dedicated staff. Yet their workloads have increased with a 3 month wait list for interested parties to gain a spot on the agenda. DIA has addressed this void and provided substantial administrative support and funding for the group. DIA, and in particular their Pilbara Project Officer Miss Jacinta Mack, are to be highly recognised for championing and support of the Roebourne Aboriginal Congress.

Negotiation of Aboriginal Corporations Support for Congress

As previously outlined, one of the underlying problems in Roebourne was the fracturing of the community caused by native title compensation negotiations through the creation of several language groups under the Native Title Act. As stated these Aboriginal corporations declined to join Congress and openly questioned the merit and authority for the existence of the Congress. It is important to note the Congress was formed by the broader Aboriginal community for the broader community interest and not to impinge upon the legal right of the Aboriginal organisations to negotiate land use agreements.

The influence of Congress and its success as the central and preferred contact point for stakeholders for community issues gained the attention of Aboriginal corporations and some organisations questioned the legitimacy of Congress to exist and speak on behalf of community issues. The AACC and others maintained their support for the Congress.

Clearly, the alliance of Aboriginal corporation representatives on Congress would complete the aim to have a total, cohesive and impartial voice for community issues. In this regard a major turning point has been achieved. After intensive discussions successful meetings have been held with the CEOs of these corporations and subsequently with Aboriginal board members. The current status is that a meeting has been negotiated for August 2010 between key Aboriginal board members and the Congress to negotiate membership and amended terms of reference. In the

following months these board members and CEOs will table a corporations' membership proposal to join Congress for consideration.

For Roebourne (if achieved) this is one of the most significant achievements. Feedback from Aboriginal leaders, government and non government agencies, and in particular the resource industry is that if this alliance is achieved the potential for appropriate program delivery and redesign of services is enormous.

The significant turnaround towards the Congress is evidenced by Yindjibarndi Aboriginal Corporation producing a DVD promoting Roebourne and the role of Congress, and this is planned to be funded by the Department of Housing as part of the Roebourne Rejuvenation Project.

Another positive indication is a conversation with two board members from Ngarluma Aboriginal Corporation who suggested that, subject to approval and the amended structure of Congress, an enhanced Congress could receive funding from various sources (Including Native title groups) to allocate to community projects (Similar to the Fitzroy Futures Model).

The lack of a collaborative and cohesive Aboriginal voice, although not the sole factor, has been one of the significant contributors to the disadvantage Roebourne faces.

Congress Membership Model

| | | | |
|---|-------------------------|--------------------------|---------------------|
| Tootsie Daniels | Pansy Hicks | Alum Cheedy | Denis Long |
| Josie Alec X | Michelle Adams X | Trevor Jacobs | Jimmy Horace |
| Denise Smith X | Josie Samson X | Ian Wally | Rodney Adams |
| WOMEN MEMBERSHIP | | MEN's MEMBERSHIP | |
| COMMUNITY – ABORIGINAL RESIDENTS | | | |
| Gladys Walker | Danny Brown | Vincent Adams | |
| NBAC | AMS | NFYL | |
| ABORIGINAL NGO's | | | |
| Nominated NAC Member x 1 | | Nominated YAC Member x 1 | |
| NGARLUMA MEMBERSHIP | | YINJIBARNDI MEMBERSHIP | |
| TRADITIONAL OWNERS | | | |



Roebourne people want greater say

CONCERNED local Aboriginal people from Roebourne have come together to speak with Pilbara readers about a number of issues in the town.

The Roebourne Aboriginal Congress includes: Aileen Conroy, Kirkcaldy, Arthur, Dennis Long, Douglas Daniels, Ian Wally, Patsie Hedges, Roderic Adams, Melaine Samson, Thomas Jacobs, Jimmy Horne and Tasia Semson.

Among chair Douglas Daniels said the group was concerned with many issues, including youth issues, housing and education.

The Congress was also concerned about the recent media portrayals of their town with Mr

Wally saying the media was just painting "black and white" views.

Chair Aileen Semson cited Mr Wally's comments saying there were things of good things happening in the town, but the media was always focusing on the negative aspects of Roebourne.

She spoke about the recent photos in the *Pilbara News* and *The West Australian* newspapers saying that images reflect the photograph of Cyril K. and individuals.

The Congress did not deny there were many important issues in Roebourne that needed to be addressed such as alcoholism and other anti-social issues.

but said they did not want the media to address these at the detriment of the Aboriginal people living in Roebourne.

The Congress met with many leaders during their monthly meeting such as those from the Education Department, Housing Department, Pilbara District Aboriginal Department of Housing and Community Affairs.

The group was also trying to get a number of projects off the ground.

The Congress aimed for Roebourne to be self-sufficient and not be among Aboriginal leaders who embraced the culture and history of their people.

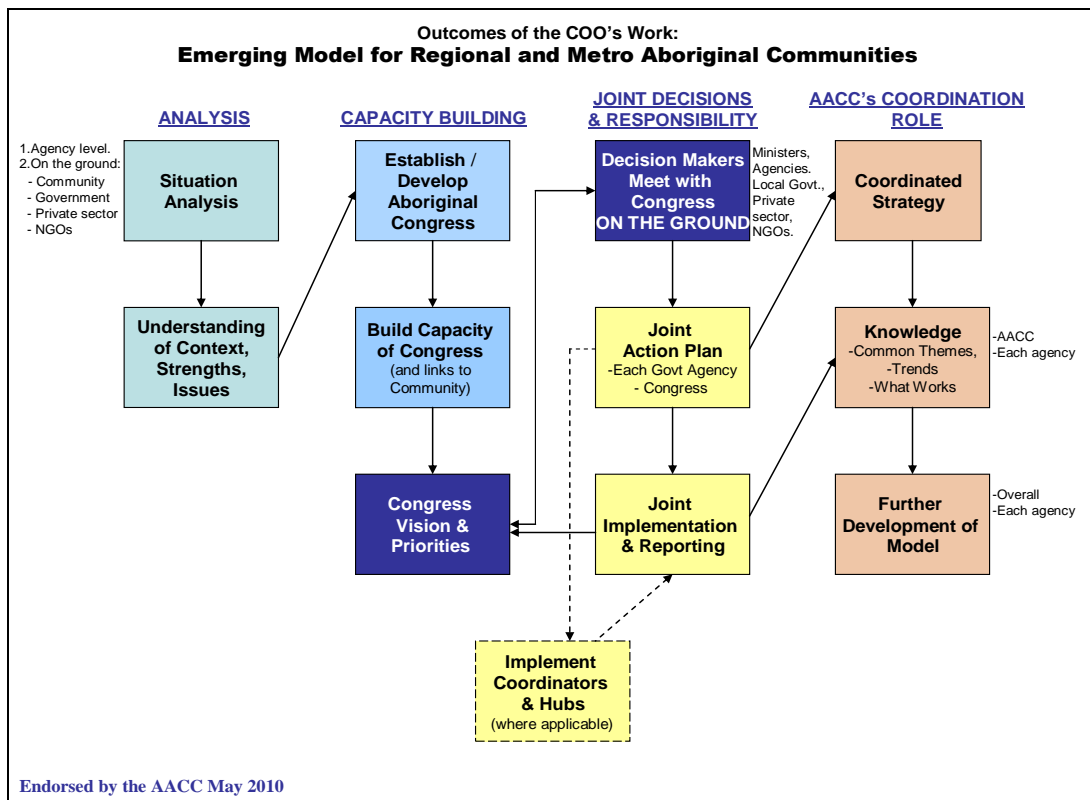


The Roebourne Aboriginal Congress met in Roebourne for their monthly meeting last week.

Model Endorsed by AACC

As already stated, the AACC's intent was to use Roebourne to develop a model that would change the way government services are planned and delivered to Aboriginal people in regional towns.

The learning from the work in Roebourne was profound and led to the development of the following model, endorsed by the AACC in May 2010:



(The applicability of the model in a metropolitan setting is discussed later in this report in the context of Armadale.) As depicted, the key steps in the model are:

Situation Analysis

The approach is to develop initial understanding of the context, strengths and issues in the community by:

- Analysis of existing information.
- Liaison with agencies (e.g. the Map and Gap analysis carried out by agencies for the AACC's three key communities).
- On-the-ground liaison with community, government, private sector and NGOs.

Capacity Building

This step involves creating a Congress (as in the Roebourne example) or working with an existing group that represents and has the trust of the community (as in the Armadale example detailed later in this report). Capacity building is a critical component and requires patience, empathy, relationship-building and development of trust - all of which take time. Development of vision and priorities by Congress, based on community consultation, is critically important to create empowerment for Congress and a documented base for consultation with decision-makers.

Joint Decisions and Responsibility

This step is where the greatest change occurs in the way government delivers services to the Aboriginal community. It requires that:

- Key decision-makers meet with Congress "on the ground" (in Roebourne's case this included Ministers and Directors General).

- Action Plans are developed with joint responsibilities (i.e. both government and Congress take responsibility for delivery and associated reporting).

The underlying principles in this stage are critically important:

- Sitting down together and taking the time to build relationships and earn trust.
- All parties listening and engaging respectfully and genuinely.
- Joint ownership and joint responsibility for action (not government giving and Aboriginal people receiving in a benevolence model).

On initial review it may appear that many similar models exist. However, the key difference with this model is the time and resources spent in consultation, capacity and relationship building throughout all stages of the cycle - situational analysis, planning and implementation.

Typically, in traditional approaches more time is spent planning “in the office” and less time in consultation with Aboriginal people. A significant investment of time is required to earn trust and build relationships before genuine consultation and partnership can occur. When less time is spent on consultation often there is a disproportionate investment in planning and development of bureaucracy. The danger here is that the progress towards implementation will be delayed and allocation of funding for final delivery is reduced. This view accords with the common question “Why does the money not reach the ground?”

Programs and projects must be built on the foundation of significant consultation and ownership by the Aboriginal community (Congress). Otherwise there will be a risk of duplication of services, limited uptake of services because they do not match needs, and reduced return for funding invested. There are a number of examples of government agencies adopting this recommended approach, for example:

- The Roebourne Rejuvenation Project (RRP) led by the Department of Housing provides a valuable pilot project for the way Action Plans can be developed from a whole-of-government perspective based on comprehensive, on-the-ground engagement and joint responsibility. With the guidance of the COO the RRP team have adopted the endorsed model and key stakeholders are encouraged by the strategies identified and the positive feedback from Aboriginal stakeholders.
- The Department of Health brought together all health-related organisations and community representatives in the Roebourne region to develop a comprehensive health plan with joint responsibilities.
- The Department of Indigenous Affairs brought together Pilbara Aboriginal organisations for the Pilbara Futures Forum, to consult, workshop, negotiate, collaborate and participate in developing a model of improved governance.
- The Department of Corrections DECCA project working closely with Aboriginal prisoners and stakeholder to restore a disused communications centre (DECCA) on the Harding River Road. An offsite workshop has been established for prisoners to develop a pathway through to employment. Linked into TAFE are learning skills and gaining qualifications through manufacturing many items for the mining industry. This has led to increased employment post prison and also significant reduction in prisoners returning to jail not long after release. The success of this project has extended to prisoner employment release opportunities with the resource sector.

Implement Coordinators and Hubs

This step links the model to the Economic Audit Committee's⁹ recommendation for community hubs and the associated role for hub coordinators. This concept is further developed in Attachment 1.

AACC's Coordination Role

The final element of the model links directly to the AACC's legislated role in the overall coordination of government services to Aboriginal people.

The model also links directly to the Economic Audit Committee's outcomes and recommendations, i.e.:

- Citizens' participation in the design of services.
- Self-directed service design, mix and delivery models that enable service users to work with providers to optimise the outcomes achieved.
- Community and public sector organisations as genuine partners in the delivery of human services.
- Outcomes for Western Australians, including the most disadvantaged, that are among the best in the nation and continually improving.

An excellent opportunity exists to examine the merits of linking in the Economic Audit Committee's community hub concept into the model emerging in Roebourne and other locations detailed further in this report.

Outcomes Achieved for Roebourne

After one year, and with the highly commendable support of the AACC, government agencies and all line managers, non government organisations, resource sector, and most importantly the Aboriginal community, the following key outcomes have been achieved for Roebourne:

Strategic Positioning

Work over the last year has made it clear that there are significant strategic opportunities for Roebourne and that these should shape the overall direction. Rather than focusing strategies on Aboriginal social problems there is an opportunity to look at the Roebourne situation differently:

- Recognising Roebourne as the solution for the Pilbara boom - providing land, housing and local workforce; and
- Promoting the cultural heritage of Roebourne as WA's oldest town – developing the arts, heritage and associated enterprises and tourism.

The infrastructure and facilities of neighbouring Pilbara towns are struggling to cope with the impacts of the resource sector boom. The town of Roebourne lies just 15 minutes down the road, with power, water, infrastructure and land. Roebourne represents a solution to the resource sector impact on Pilbara towns' infrastructure.

If Roebourne is viewed instead of a problem to fix, but, as a solution in a culturally sensitive way, the town can perform an active role in the solution to Pilbara resource boom problems. The value-add of such an approach will be the spin-off benefits for

⁹ "Putting the Public First", Economic Audit Committee, Government of Western Australia, October 2008.

Aboriginal people. Therefore, one could argue that the majority of strategies do not necessarily need to be Aboriginal specific to achieve indirect outcomes for Roebourne issues, whilst contributing to resolving Pilbara infrastructure demands by the resource sector.

In essence Roebourne's disadvantage could now well be its competitive advantage.

Integrated Planning - Appropriate Program Delivery - Measurable & Tangible Outcomes.

The initial Map and Gap analysis and the resultant AACC Action Plans identified the need for an overall government direction and strategy for Roebourne. This has now come to fruition in the Roebourne Rejuvenation Project (RRP). Catalysts for this relate directly to the endorsed model, i.e.:

- Existence of Congress as a central point for government consultation.
- Government decision-makers visiting Roebourne, meeting with Congress and recognising both the issues facing the community and the future potential.
- The coordination role of the AACC.

Specifically, after the assisted visit of the Honourable Troy Buswell's¹⁰ to Roebourne and his meeting with Congress, he requested the Department of Housing to develop a whole-of-government response to Roebourne and prepare an associated Cabinet submission for funding.

At the time of this report the RRP Project Team has almost completed the Cabinet Submission underpinned by a cross-government 5 year strategic plan. The COO's role has been to guide, advise and lead the RRP Project Team through a complicated project requiring the nuances of the Aboriginal landscape; resource sector; government agencies; non government agencies for the complexities of the inter and intra relationships and competing priorities. They were further assisted by:

- Sharing and providing detailed briefings in relation to all information, knowledge and reports gathered through the AACC's work in Roebourne.
- Promoting the Roebourne Rejuvenation Project Team to all stakeholders as a legitimate project with a genuine commitment to work in partnership to deliver strategies that will result in sustainable outcomes. Obtaining credibility and building respect takes time – the COO's involvement enabled the RRP to fast track this relationship building phase.
- Connect the RRP team to the stakeholders of the following four key groups:
 - Congress, Aboriginal organisations and broader community.
 - Government agencies.
 - Non government agencies and service providers.
 - Resource sector companies and contractors.
- Negotiate and work collaboratively with Pilbara resource companies for their commitment and investment in identified projects contained in the RRP Cabinet Submission.
- Assist Congress to design and host a community forum to provide community needs and solutions to guide the development of the Cabinet Submission;
- Assist in the structure of the Cabinet Submission and interpret key messages to assist the RRP in identifying projects for the Cabinet Submission; and

¹⁰ The Honourable Troy Buswell was then Treasurer and Minister for Housing

- Promote understanding of the key principles of the model in order to ensure the RRP is based on the AACCC's new way of working with Aboriginal people which will achieve sustainable outcomes.

The Congress' community forum held on 15th June 2010, co-facilitated by the Congress Chairperson and the COO, was a milestone event not only because of the outcomes achieved but because of the approach that was taken which signalled a new way of working.



95 members of the Roebourne Aboriginal community participated in the forum, together with 30 government representatives. The approach was not for government agencies to present their plans for feedback, but for government to listen as community members engaged in a creative way to identify priorities and propose solutions. The RRP appointed facilitator was asked to stand aside to allow the Congress and COO to facilitate the workshop as this was a new approach to government working with the community.

This facilitator later advised that this was one of the best workshops of Aboriginal people he had had the opportunity to observe. He is to be acknowledged for his maturity and understanding in allowing Aboriginal people to workshop themselves.

The Pilbara district and Roebourne government agency staff are also highly commended for embracing this concept and participating in this forum, patiently taking on the role of observer of Aboriginal people workshoping themselves. This new approach to the workshop was not only a challenge for the Aboriginal community, but for government itself. The approach paid off with a highly successful workshop.

The information gathered was extremely valuable for those attending. Subsequently, the information gathered has provided the structure for the RRP Cabinet Submission. Further the workshop product has been shared with the resource sector and feedback has been received that the information was very credible and highly valuable and will underpin the resource sector identifying initiatives to support in the Cabinet Submission.

In addition, another exciting product of the workshop was the housing and community design components which formed a major part of the forum and provided an innovative way of aligning housing to the culture, family and lifestyle aspirations of the Roebourne people as part of an overall "place making" approach. Housing has committed to using this information to build resilient, safe and healthy homes in Roebourne.

Such a community forum would not have been possible without the development and capacity building work undertaken by the AACCC and DIA with the Congress and the relationships built in the community.

The message being communicated on behalf of the AACC to the Roebourne Community and stakeholders is:

“The Department of Housing’s approach to Roebourne is not about just building houses in Roebourne...they are more about building homes and the community.”

This message represents the new way of doing things and resonates well with the community.

Critical Interventions

As desired by the AACC, an important part of deploying a senior executive to Roebourne is to provide the authority to identify crisis issues and instigate action - pragmatically if necessary. And as required, bring high profile issues to the attention of the AACC and gain authority to work in partnership with agencies to implement strategies. The support of the Pilbara and Roebourne agency managers was paramount to the success of the AACC strategy to appoint a COO to drive action locally. The deliverables have been many and some have resolved long-standing, seemingly intractable problems. The scope of work has included:

- Identifying urgent issues and progressing outcomes with the AACC, including:
 - Relocation of the 13 elderly Aboriginal people squatting at Mt Welcome Station Homestead (through Department of Housing).
 - Taking action regarding potable water requirement at Mingullatharndo community. This has involved highlighting the issue to State and Federal Water Authorities and negotiating their contribution to resolving the problem; connecting resource sector companies, Aboriginal contractors and the Department of Corrections to support the resolution strategy; and identifying a possible partner in Horizon Power to examine the issue with a view to coordinating an “in kind” project subject to government approval (negotiated by the Department of Premier and Cabinet).

(In addition, there are many small, day-to-day examples of this “fire fighting” role.)

- Working directly with the Executive Directors of AACC agencies to progress the AACC’s Action Plan for Roebourne. Agency achievements include:
 - School health programs (including the Department of Education’s introduction of the Deadly Ears program to target hearing issues and increased health screening of school children by the Department of Health).
 - Initiatives by the Department of Education and Police working in partnership to increase school attendance.
 - Department of Health initiative to address Foetal Alcohol Syndrome through resource sector funding.
 - Short-term Department of Housing initiatives, including increased resourcing for the Supported Housing Assistance Program (SHAP).
 - Department of Indigenous Affairs’ economic and cultural development initiatives with local community groups, resource companies and others, including progressing the Interpretation and Arts Centres.
- Supporting the reformed Regional Managers’ Forum (Pilbara Development Commission) and encouraging the formation of the Roebourne Frontline Managers’ Forum.
 - These District and local level meetings are attended to represent the AACC high level support for coordination across government agencies and progress the AACC’s Action Plan at the local level.
- Working with other stakeholders to progress initiatives, for example:

- Assisting and supporting the Yaandina Family Centre and other key stakeholders to progress a number of initiatives including:
 - Design and funding of a Youth Centre.
 - Advocating on their behalf for release of Ngarluma land for the construction of an aged care facility.
 - Progress regarding the Night Safe Outreach Program (to assist young people at risk on the streets of Roebourne during the night).
- Examining the merits of the Ngarluma Aboriginal Corporation (NAC) regarding the NASH residential and commercial land development. This examination included consulting with the broader community and Congress, who were fully supportive of NAC's endeavours. The NASH project required the upfront assistance of \$11 million for head works for the land development. The COO actively advocated on behalf of the NASH project to key government decision makers to gain support for head works funding as a project that can contribute to:
 - Resolving social housing shortages and overcrowding.
 - Provide home ownership opportunities for Aboriginal people.
 - Provide business opportunities and development through its commercial land component.
 - Provide additional land to relieve residential pressures on Karratha, Dampier and Wickham.
 - Provide training and employment opportunities for Aboriginal people.
- Assisting with land issues for Ngarliyarndu Bindirri Aboriginal Corporation for lease of Aboriginal Lands Trust land leased by another government agency.
- Providing advice to the Pilbara Development Commission on the merit of Royalty for Regions funding applications that detail commitments to Roebourne Aboriginal people.
- Building relationships with resource companies and assisting in gaining agreement to significant, coordinated investment aligned to the overall government strategy, i.e. Roebourne Rejuvenation Project. (Woodside has agreed to take the coordination role for resource company investment.)
- Liaising with the Shire of Roebourne to link the Aboriginal Congress with the Shire, forming an Advisory Committee for Roebourne and negotiating jurisdiction of activities to eliminate duplication of functions of the Congress and Shire.
- Negotiating with the Shire of Roebourne to:
 - Locate service delivery and staffing in Roebourne.
 - Address lighting issues for basketball courts.
 - Increase Council services in Roebourne to improve the streetscape.
- Progressing co-location of Shire, DIA and Department of Housing service delivery in Roebourne.
- Working with State government and resource sector to implement and fund the Clontarf Football for boys and Role Models Basketball for Girls to be introduced into Roebourne School.
- Gaining support for Roebourne Prison's acclaimed DECCA project (a hands-on technical training program):
 - After visiting the project onsite the potential was highlighted to Mr Ian Giles, Deputy Commissioner Corrective Services, and provided high level advice thus helping the project achieve support and resources.
- Building relationships and connecting the National Trust into the community, resource sector and government agencies, identifying partners and advocating the credibility of a partnership with the National Trust to deliver:
 - Restoration of heritage building for the benefit of Aboriginal people. (The benefit is not just end product use, but also the possible training and development of Aboriginal prisoners at Roebourne prison.)
 - The greater Pilbara project of interpretation of heritage and culture through a trail in the area.
- Sending out an email for assistance in Roebourne resulting in:

- Rio Tinto providing 800 mattresses from their accommodation which were put into Roebourne homes.
- Water Corporation donating furniture from their accommodation in Perth, DIA paying for the items to be freighted to Roebourne and Yaandina distributing the furniture where needed in the community.

The Role of Satellite Towns

The last year has also highlighted the important role of satellite town-based and remote Aboriginal Communities for towns such as Roebourne with high Aboriginal populations.

Mingullatharndo (5 mile) is a case in point. The community receives referrals from government departments such as WA Police, Community Corrections, Child Protection, Health, Justice and others. Mingullatharndo provides a place for Roebourne people at risk to reside and engage in programs and employment. (Mingullatharndo has a significant nursery and has secured contracts with the resource sector.)



The community has developed its own stables and rodeo grounds. The community has plans to develop cultural horse riding tours and further develop its nursery market. It is a dry community and is an excellent place for referring at risk persons to a community that can provide pastoral and cultural care.

However, despite being relied upon by government agencies to assist in strategies the community has not received resources or funding to support programs and accommodation of referred persons. A range of strategies to address this have been included in the Roebourne Rejuvenation Project Cabinet Submission. The key learning here is that such satellite communities are an affordable and effective option for government programs, moreover, it is imperative that adequate allocation of resources is required to achieve the desired goals.

The Roebourne community forum identified a priority for the remote communities of Millstream, Woodbrook and Ngurrawaana to be communities for alternative justice programs and initiatives. There was a clear message that Aboriginal people (properly resourced) are very keen to stop the over-representation of Aboriginal people in prison and participate in bringing these people “back to country” through culturally designed programs to assist in rehabilitating offenders or persons in social crisis. The AACC will be actively pursuing this issue with the Departments of Corrections and Attorney General as an opportunity to trial and model a new approach to Aboriginal justice issues.

Future Directions for Roebourne

With the Roebourne Rejuvenation Project about to be implemented - the AACC has emphasised that it is essential to continue to focus on Roebourne in the year ahead. It will be critical to ensure:

- The ongoing capacity building of Congress to fully carry out their role, recognising the increasing demands on their time and the need to maintain “balance of authority” as Aboriginal corporations join Congress;
- Continued community engagement;
- Shared responsibility for the future direction of Roebourne;
- Early alerts and action for any risks that could reduce success; and
- Ongoing development of a new way of working to achieve sustainable outcomes.

With the negotiation and further linkage of:

- Inter Aboriginal cooperation (Congress);
- Inter government agency cooperation (Frontline and District Managers);
- Inter non government agency and service providers cooperation (numerous); and
- Inter resource sector cooperation (Woodside, Rio Tinto, Citic Pacific, Chevron and FMG).

Through this AACC approach and the further development of collaboration, cooperation and coordination of and between the Aboriginal community; government agencies and resource sector, there is every confidence in achieving stakeholder synergies and increased efficiencies to implement sustainable programs with long term tangible outcomes to overcome Indigenous disadvantage.

In Conclusion

The last year immersed in the life of Roebourne has been intense and time consuming but very rewarding. Each of the 18 visits has had a very full schedule with many meetings with government agencies, Shire, local Aboriginal corporations and resource companies; escorting and providing high level briefings for Federal and State Ministers, politicians, Secretaries and Director Generals of agencies; community meetings; and the patient capacity building of Congress.

In many respects the COO role has evolved into a central point of contact for “everything Roebourne” due to the credibility of the role and its link into the Director Generals group (AACC). Consequently, between visits there has been intensive Perth-based activity with many meetings, phone calls and emails; preparation of briefings (including in response to a negative front page article about Roebourne in *The West Australian*); and assistance to the Roebourne Rejuvenation Project team.

Most importantly a model of consultation for community ownership in assisting government planning and service delivery has emerged and been endorsed by the AACC. The Congress model is fragile due to the lack of continued on the ground support and financial support. Given the level of investment for indigenous affairs across the board by agencies – due consideration should be given to increasing support and investment in the Congress model as the foundation for better matched services.

ARMADALE – Accessing Government Services.

Situation Analysis

The Choice of Armadale

As already stated, from its re-establishment in March 2009 the AACC's priority was to find new ways of working to achieve sustainable change for Aboriginal people. In this context the AACC decided to choose three key communities to develop models that could be applied elsewhere.

In selecting the three communities the AACC was conscious that 37% of Aboriginal people in WA live in the Perth metropolitan area (over 28,000 people)¹¹ and hence it was important to develop a metropolitan model. Armadale was chosen because of the extent and complexity of issues faced by Aboriginal people in that community.

The Need for a New Way of Working in Armadale

The Map and Gap analysis completed by AACC agencies indicated that the problems in the Armadale Aboriginal community related to alcohol and drugs, health, juvenile crime, school attendance, low literacy and numeracy, parenting, domestic violence, unemployment and feuding between families. The Aboriginal population in Armadale was over-represented as both victims and offenders.

The issue was not lack of services in the Armadale area, but, a lack of use of services by Aboriginal people. AACC agencies emphasised the need for targeted engagement to raise awareness of services and increase access.

AACC agencies also highlighted that a significant percentage of the issues in the Armadale area related to a small number of families and emphasised the need for a holistic across-agency case management approach.

The Map and Gap analysis confirmed that a wealth of existing services were not "closing the gap" in Armadale and there was an urgent need for new ways of working. However, the Map and Gap analysis also highlighted the opportunity to build on key innovations and successes in Armadale, for example:

- Challis Early Childhood and Parenting Centre and Neerigen Brook Primary School Passport Program.
- Operation Beach - a case management approach for domestic violence with coordination between Police, DCP and other agencies.
- The City of Armadale's Aboriginal and Torres Strait Islander Advisory Committee (ATSIAC) and Champion Centre.

ATSIAC's terms of reference state that the role is "to advise and make recommendations to Council on a range of issues which affect the quality of life of Aboriginal and Torres Strait Islander people living in the City of Armadale". Aboriginal representatives on ATSIAC are mainly Elders – both men and women.

Given the opportunity of ATSIAC, the AACC's first initiative in Armadale was to engage with the City of Armadale and through them begin an ongoing process of engagement with ATSIAC.

¹¹ 2006 census

At initial meetings with ATSIAC they confirmed the Map and Gap analysis and emphasised that they believe the key issue is “how Aboriginal people are consulted and how they organise themselves”.

Further, as a priority ATSIAC requested that the AACC support the development of the embryonic Marmun Mia-Mia men’s group (men’s shed) and, through the AACC, develop a one-stop-shop at the Challenge Centre to bring government services to the people.

Taking Action

Grass Roots Relationship Building - Marmun Mia-Mia Men’s Group



The Marmun Mia-Mia men’s group is linked to ATSIAC and the Chair of ATSIAC is a member. The group meets each Thursday at Settlers Hill - a good meeting place with birds and nature. The process of relationship building of trust and empathy with the group and offering support was a priority. The initial focus of the men’s group was relationship building between themselves – men talking about men’s problems. They talked about many things – all the little things that matter to them.

They also had a focus on mentoring and inspiring young people. Young kids sit with them and are immersed in their culture, mentored and supported – and encouraged to get involved in activities important to them. The focus of the AACC’s approach has been to build a relationship with the group to better understand mens issues in the urban environment and to advocate the growth and self determination of Marmun Mia-Mia.

In five months the group has grown from 5 persons attending meetings to up to 50 persons on occasions. The men have emphasised how important it has been for somebody senior from government to sit down with them and listen. They wanted to share their issues and challenges. Over the time the men’s group have grown in empowerment and unity and begun to self determine their future.

They are talking about developing their own plan and have been supported in applying to TAFE for funding for training programs. TAFE are now working with ATSIAC and the men’s group to tailor courses to meet their needs. One men’s group member is a watch maker and in partnership with TAFE is being developed to provide watch technician training to men of all age groups.

A range of other initiatives have also been introduced including a Family Health Day and Diabetes Course (The Journey of Living with Diabetes). Two Community Walks are planned as well as the development of a Community Garden and corporate governance training. The AACC has also engaged with Lotterywest to advocate on behalf of the group to support funding of initiatives.

A key step in the endorsed model (*see Roebourne section*) was to find ways to engage with Aboriginal people and rebuild relationships and trust. Marmun Mia-Mia

men's group provides such a vehicle. Government agencies such as Health, DCP, DIA and Conservation & Land Management were encouraged and subsequently embraced the opportunity to link in with the men's group to undertake different initiatives.

Champion Centre One-Stop-Shop

The introduction of the One-Stop-Shop at the Champion Centre provides an example of some of the challenges in achieving "new ways of working" as well as the benefits that can emerge.

The Role of the Centre

The Champion Centre is owned and operated by the City of Armadale and is an outstanding example of innovation and engagement by local government. As stated by the City of Armadale:

"The purpose of the Champion Centre is to provide a culturally appropriate setting for the provision of services and programs for Aboriginal and Torres Strait Islander people. Activities operating from the Centre are provided by agencies, not for profit organisations and other community groups working in partnership with the City of Armadale that adhere to an underlying thematic belief of 'Self, Family and Community'."

Further, the City of Armadale says that the aim is:

"Empowering all members of the community to determine and develop their capacities, skills and capabilities in a setting that promotes self-belief, self-reliance and lifelong learning skills."

Justification for the One-Stop-Shop was identified as part of the Map and Gap analysis for Armadale:

- The workshop with Departments of Premier & Cabinet and Treasury & Finance recommended "further development of the Champion Centre to provide access to relevant, integrated services"; and
- The workshop with Department of Health recommended that we should "develop the Champion Centre as a One-Stop-Shop to provide a hub for primary health services".

Further, as stated above, the development of a One-Stop-Shop at the Champion Centre was a high priority for ATSIAC. On the 15th August 2009, the City of Armadale was met with to discuss the proposal for a One-Stop-Shop and received enthusiastic support. It should be noted that the City of Armadale's partnership with and support for the Aboriginal community is to be commended and is second to none in its genuine commitment. On being informed by the City of Armadale of its Champion Centre as the central point for driving Aboriginal activity and programs, the following week the Champion Centre was visited during a health forum attended by over one hundred people and received overwhelming support for a One-Stop-Shop.

It was clear that the One-Stop-Shop represented a new way of working with Aboriginal people and the initiative was presented and recommended to the AACC at the following (September 2009) AACC meeting. The One Stop Shop had been identified in the Map and Gap analysis and was supported by ATSIAC, local Aboriginal people and the City of Armadale. Further, some agencies such as the Departments of Health, Child Protection and WA Police were already "ahead of the game" in delivering services from the Champion Centre.

Implementation

In September 2009 the AACC gave “in principle” support for the One-Stop-Shop and directed communication with the ATSIAC regarding the services required (ATSIAC had already identified the agencies to be represented). ATSIAC was enthusiastic and prepared a letter for the AACC detailing the services, agencies and frequency.

At the October 2009 AACC meeting the AACC made the decision that they were prepared to work with agencies to “progress the development of a One-Stop-Shop at the Champion Centre operated by a Coordinator with a high level of knowledge of services (both government and NGO).”

Meetings over the following weeks with local, district and executive managers of AACC agencies indicated that there was caution in supporting the One-Stop-Shop and a number of potential obstacles were identified, including in relation to the involvement of NGOs. A high level of negotiation was required to gain cooperation to genuinely participate in the initiative.

Moreover, the AACC recognised that the request had come from Aboriginal people, maintained its commitment and at its December 2009 meeting decided upon a six month trial of the One-Stop-Shop staffed by level 2 customer service officers. Government agencies are to be complimented for embracing the decision and deploying staff to the Champion Centre One Stop Shop initiative. The represented agencies are:

- The Department of Indigenous Affairs (Coordination)
- The Department of Child Protection
- The Department of Health
- The Department of Housing
- The Department of Education
- Western Australia Police
- The City of Armadale.

Further, Commonwealth services such as Centrelink are interested in being involved and the City of Armadale is negotiating this. After a slow start with a somewhat ad hoc involvement, it is pleasing to advise that at the urging of One Stop Shop government workers and the Aboriginal community the trial period has been extended to the end of 2010 and the One-Stop-Shop is starting to deliver results. Agency staff are working together as a team and designing services to meet the needs of their Aboriginal customers, for example:



- Classes delivered by Police to assist Aboriginal people to gain a driver’s licence, which are well-run sessions with elements of cultural support, mentoring and education skilfully interwoven.
- Agency workshops with Aboriginal focus groups to enhance service delivery.

- Child protection programs.
- Health service delivery initiatives.
- Localised housing management strategies and support.

The approach has been to instigate the One-Stop-Shop and then empower agency staff to design service delivery. The initiative has not been micro-managed by the AACC. Moreover, it has been allowed to evolve at the direction of participating agency staff and Aboriginal people into a one stop service delivery that matches local needs and priorities. Nevertheless, a watching brief is maintained and monthly updates provided to the AACC. Initiatives are supported as required (for example the recent requests for a small budget for community meetings, meeting rooms and the need for a bus for joint use).

The One-Stop-Shop reached a milestone in May 2010 with its inclusion in the first edition of the City of Armadale's *Champion Views* newsletter promoting the overall aims and including information from some agencies about their services at the Champion Centre and a community survey to identify needs. (See Attachment 2)

Potential for a Community Hub

As outlined in Attachment 1, the Champion Centre One-Stop-Shop provides a readymade opportunity with all the elements in place to develop a community hub as recommended by the Economic Audit Committee.

Outcomes Achieved for Armadale

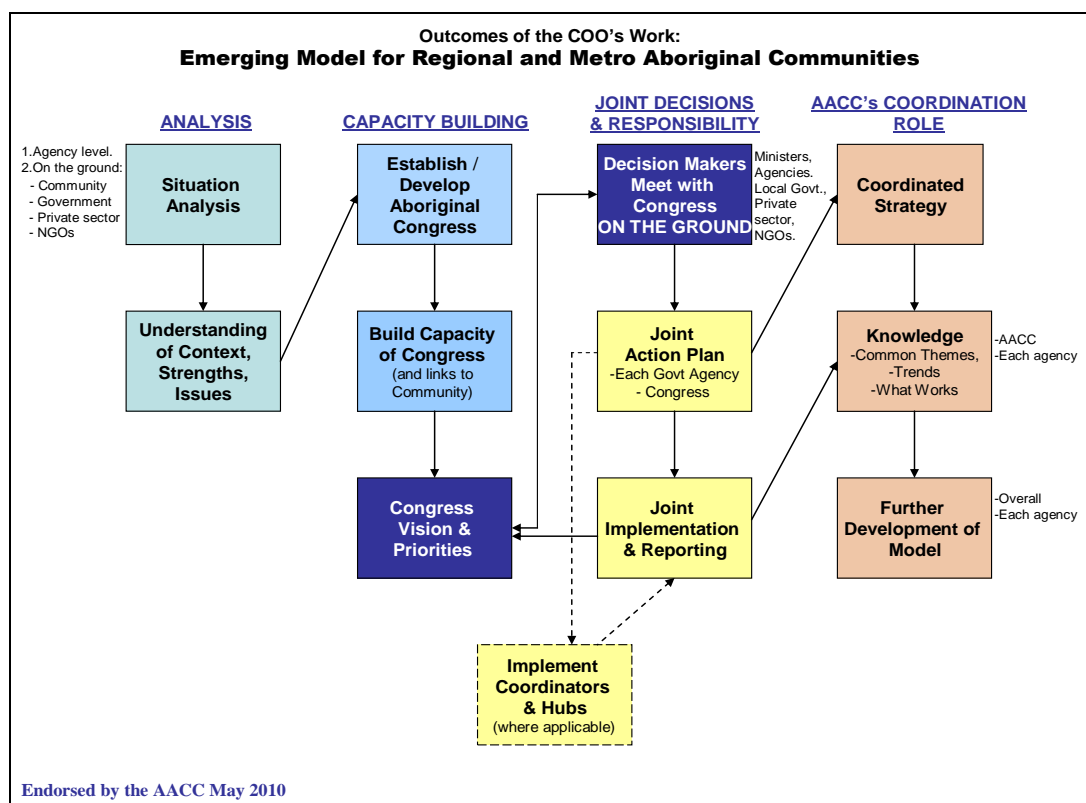
As outlined above, key outcomes achieved over the past twelve months for Armadale have been:

- Liaison with ATSIAC to confirm and progress the AACC's Action Plan for Armadale and the development of ATSIAC as the contact point in the Aboriginal community for government agencies.
- Introduction of the Champion Centre One-Stop-Shop.
- Support and capacity building to enable the Marmun Mia-Mia men's group to grow and develop.

The other key component of the role in Armadale has been to work directly with each AACC agency to progress the AACC's Action Plan. Agency outcomes include:

- Review of Challis and Neerigen Brook models by Department of Education to identify policy requirements to facilitate replication of models elsewhere.
- Department of Education Expert Review Panel's monitoring of progress at Armadale Senior High School.
- Roll out of the Indigenous Tutor Assistance Scheme (ITAS) with Commonwealth funding by Department of Education.
- The South Metro Aboriginal Health Plan with input from local planning forums.
- Department of Housing's strategies for tenancy support.
- Introduction of a new Strong Families Coordinator to improve case management for families.
- Development of a Local Drug Action Group.
- Local TAFE working with Marmun Mia-Mia to tailor courses to local needs.
- Initiatives by Department of Education and Police to improve school attendance.
- WA Police driver education and drivers license support course.
- DCP and DoC working together to implement the Best Start program at the centre.

The Model Confirmed in Armadale



Work in Armadale over the last year has verified the model and, unlike Roebourne, some elements were already in place. However, the metropolitan context gave different insights into opportunities and challenges in introducing “new ways of working”. The following overview provides the status in Armadale compared to each element of the model:

Analysis

The Situation Analysis (Map and Gap) from AACC agencies provided a good starting point for Armadale and was confirmed “on-the-ground” by ATSIAC.

There is a good understanding of the context, strengths and issues in Armadale.

Capacity Building

ATSIAC was already in place and functioning well.

Armadale provided an example of linking to an existing representative group and, while the terms of reference focus on ATSIAC’s primary role in advising the City of Armadale, the scope has expanded and ATSIAC has become a key point of engagement for State government agencies.

An overall vision and priorities have not been developed by ATSIAC and in the absence of this the AACC Action Plan has played this role. The overall goal was proposed for the Action Plan “To provide a framework of engagement that ensures a progressive future for the District” was agreed by ATSIAC.

Joint Decisions and Responsibility

Unlike the Roebourne Rejuvenation Project, no initiative has yet emerged for an agency to lead and provide an overall coordinated across-government plan for Armadale.

However there are best practice examples of agencies engaging with the community and developing joint strategies, for example:

- In developing the South Metropolitan Aboriginal Health Plan the Department of Health brought together over one hundred people in a hall, listened to Aboriginal people's needs for health services and aligned plans for service delivery to these needs. The resultant plan (November 2009) is held up as a model for every agency by ATSIAC and has built good relationships between Aboriginal people and Department of Health. ATSIAC also recognises that South Metro Area Health Service developed a Reconciliation Action Plan.
- The Department of Environment and Conservation (DEC) consulted Aboriginal people and worked in partnership with ATSIAC on projects at Forest Lakes. Aboriginal people worked with DEC and built the boardwalk to enable enjoyment of the wetlands, carried out weeding, exchanged information about plant life and developed Aboriginal murals and interpretive signs. ATSIAC and the Aboriginal community valued the consultation and involvement and have ownership and are proud of the outcomes.
- WA Police's licensing initiative provides culturally sensitive support, mentoring and teaching to facilitate Aboriginal people to gain drivers' licenses. This is a proactive approach to reduce the over representation of Aboriginal persons in prison for driving offences, enable employment opportunities and thus prevent the cycle of offending commencing.

These initiatives are promoted by ATSIAC as the benchmark for other agencies as an approach to working with the aboriginal community to plan for services.

AACC's Coordination Role

Key learnings from Armadale:

- The value of the AACC's coordination role and influence was evidenced by the decision to proceed with the One-Stop-Shop pilot.
- Providing coordination across AACC agencies at district and local level proved to be difficult because of the number of different across-agency groups which meet in a metropolitan setting and the breadth of the agendas (beyond Armadale). Trying to attend all these meetings and make a difference proved to be complex and time-consuming with limited results.

In this context the understanding and support of the AACC was much appreciated and they decided in December 2009 that the COO would work directly with a designated Executive Director in each agency to have their line manager's report to them on progress and carry out a three monthly review of the Action Plans for the three key communities. This has worked well.

In addition the competing demands and workloads at other priority and crisis locations across the State have limited the time available to attend Armadale on a weekly basis. Moreover, all agencies are aware of the availability of an AACC senior

executive in the Chief Operating Officer role, however, there has not been the same demand for assistance in Armadale compared to other locations. Senior government support is already available and readily accessed in the metropolitan context. The AACC has recognised this and communicated its expectation that the priority is to monitor and support the One-Stop-Shop project.

Future Direction for Armadale

Whilst significant achievement have been made in Armadale there is still not an overall coordinated across-government strategy, no planned engagement with the corporate sector and NGOs, and limited further progress on integrated service delivery.

Each AACC agency provided performance indicators as part of the Map and Gap analysis. While recognising that sustainable change takes time it may be appropriate to relook at these now (one year on) to understand if improvements are being made in key areas such as school attendance, literacy and numeracy, juvenile offences, health, domestic violence and unemployment.

Conclusion

As stated, over the last year the AACC's involvement in Armadale has been less intense than in Roebourne and Oombulgurri mainly because there has not been the same demand for urgent / crisis response.

However, perhaps the greatest opportunity for the AACC in relation to Armadale is to consider developing the One-Stop-Shop into a community hub. This could directly address the key problems of lack of access to government services and service design. It would also provide learning for the AACC in relation to new ways of working with Aboriginal people and for the State Government overall in relation to the Economic Audit Committee's recommendations for community hub pilot projects.

OOMBULGURRI – The Learning



Oombulgurri – Boab Avenue

Situation Analysis

The AACC wanted to create a model for how to develop sustainable outcomes in remote Aboriginal communities as part of *Closing the Gap in Indigenous Disadvantage*.

In retrospect Oombulgurri was a difficult community to have chosen, but one which brought valuable insights. The Map and Gap analysis had delivered three main messages in relation to Oombulgurri:

- Concern for the fragility of the community after an era of intimidation and abuse (even though a range of services were being provided);
- Whether economic and cultural opportunities could be realised; and
- Overall, the need for systemic change in order for Oombulgurri to be sustainable.

The first visit on behalf of the AACC was made to Oombulgurri on 31st July 2009, ten days after commencing in the role - the concerns of the AACC Director Generals as mentioned was immediately validated. This visit also identified that community healing would take time and would be impaired while a sense of ongoing intimidation existed from charged child abuse offenders residing on community whilst awaiting court hearings. The detail of the Map and Gap analysis identified the need for:

- Victim and trauma support.
- Community development – social and cultural.
- Housing and homemaker / life skills programs.
- Health education.
- Accommodation for visitors to stop fly-in / fly-out one day visits by agencies.
- Economic development and participation (with opportunities suggested for eco tourism linking to nearby tourism ventures).
- A different model of community governance.
- Mapping of population movements (where do people go, why do they return) and population projections – from both an Oombulgurri perspective and impacts on the neighbouring towns of Wyndham and Kununurra.

Based on engagement with agency staff, Council and the community in Oombulgurri these first visits also identified the need for:

- Capacity building of Council.
- Urgent repairs to the Council building, including air-conditioning and telephone and internet communication.
- Skills development so local Aboriginal people could take on maintenance work, providing a cost efficient model as opposed to costly fly-in labour, as well as achieving community capacity building.

Consequently, through the drive of the AACC and led by DIA a women's group and a men's group had been formed and new lights fitted to the basketball courts. Nevertheless, these community initiatives relied on the in-kind support of already over-stretched government workers.

These observations were first reported to the AACC was in August 2009. The AACC shared concern for the sustainability of Oombulgurri, however, were committed to improving the community, emphasised the need for systemic change and requested investigation of opportunities for community capacity building, with the following immediate priorities:

- Progress the community garden project and follow up horticulture training and qualifications through the engagement of the Honourable Mr Ernie Bridge and his Unity for the First People of Australia Project that had achieved successful outcomes at other Kimberley communities.
- Use the learning from Oombulgurri to develop a model of the features required for a remote community (e.g. young men's group, community garden, after school hours activities, etc.).
- Use the learning from Oombulgurri to link to the Remote Communities Policy (i.e. model of base level of services required).

The Stages of Work with Oombulgurri

There have been three stages to the AACC COO deployment to Oombulgurri over the past year:

- (1) Working closely with the Oombulgurri community to build trust, understand issues, build capacity and take action to address needs. Outcomes achieved in partnership with AACC agencies include:
 - Support and capacity building for the Chairman and members of the Oombulgurri Council assisted by DIA.
 - Urgent repairs to make the Council Office functional with the help of DIA.
 - Sourcing furniture and equipment for the Women's Centre / Refuge with the support of DCP.
 - Improvements to maintenance of houses through Department of Housing.
 - Identifying and establishing a Court venue for DOTAG.
 - Providing a vehicle for joint agency use in Oombulgurri.
 - Assisting DIA with appointment of staff and associated housing.
 - Progressing AACC Action Plans with local and regional staff in the area and Executive Directors in Perth.
 - Introducing The Director General for Health Mr Kim Snowball and Mr Ernie Bridge on behalf of the UFPA program to the community as an opportunity to assist in capacity building and health initiatives.
 - Developing a partnership between the community and DEEWAR contractors (CEA and ITEC) for CDEP training programs to develop employment opportunities and economic contracting capacity. Projects designed and drawn up included:
 - Non-trade housing maintenance works and training.
 - Community edible-garden project and horticulture training.
 - Airport maintenance and fencing project and training qualification.

- Essential services work, rubbish collection, verge maintenance etc.
- Maintenance and renovation of Council Office, Women's Centre, community meeting and court room.
- Construction of a business opportunity of a fast food outlet and relevant hospitality and catering training.

There was intensive consultation and project management to identify and coordinate these projects. However, as described later in this report, when the time came for the community to engage in these projects under CDEP, the community failed to participate.

This period from July 2009 to February 2010 was an intensely busy time both when visiting Oombulgurri and with follow up work in Kununurra, Broome and Perth. Support and capacity building for the Oombulgurri Council, and the Chairman in particular, involved hours of patient work in relationship building, counselling and mentoring, both on-the-ground and by email and phone once back in Perth.

(2) Early identification of emerging risks to the community in relation to:

- Issues impacting on community safety.
- Issues relating to the management and food security of the community store
- Corruption of hours worked and lack of participation in the CDEP program.
- Governance issues including the health of the Council Chairman.

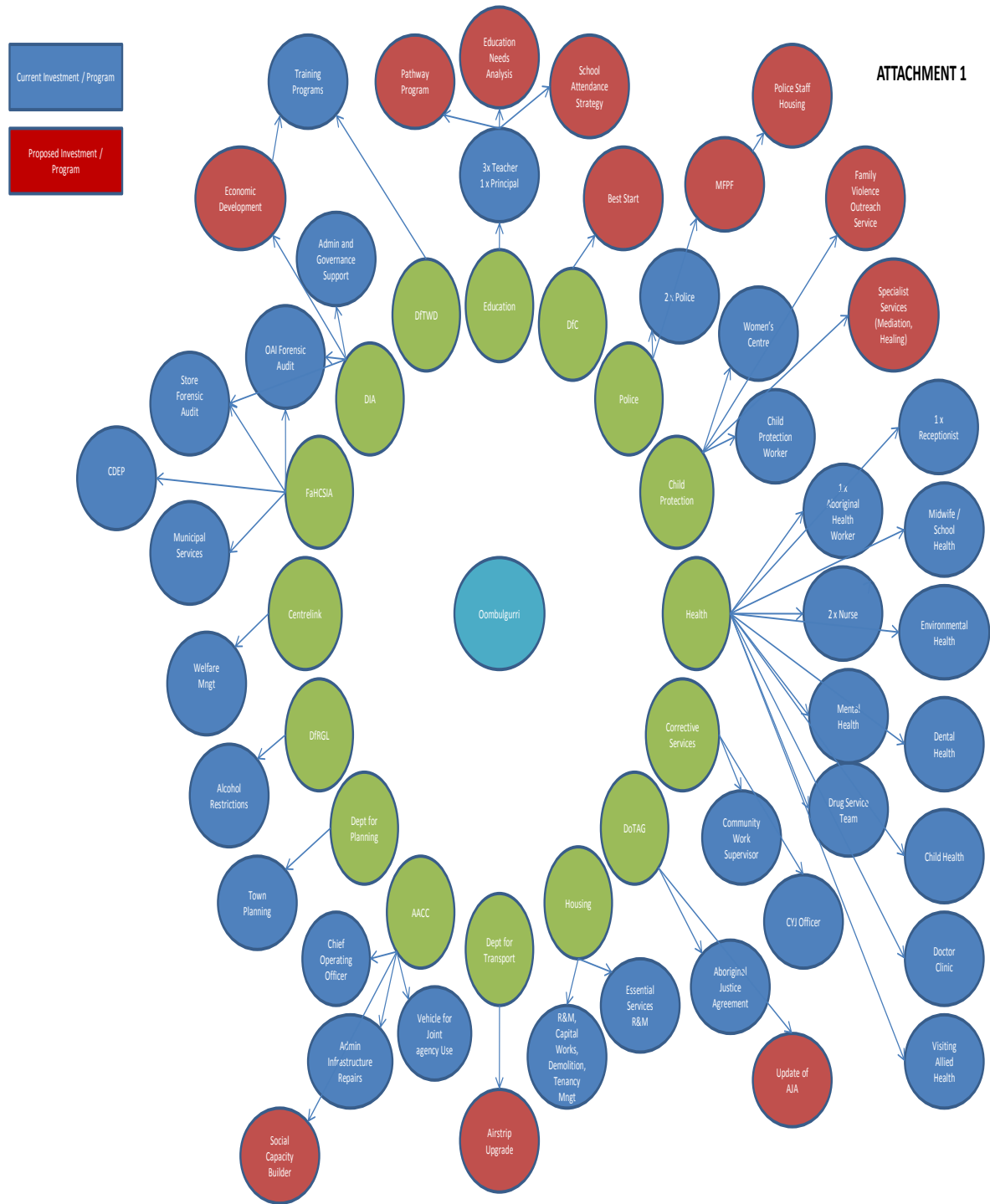
Identification of these risks led to the preparation and presentation of an AACC of a Briefing Paper in February 2010, led to the implementation of a AACC cross-agency taskforce and appointment of an Administrator and Auditor to examine these issues more closely.

It also meant that a number of the Action Plan items (and related analysis requested by the AACC) were necessarily on hold awaiting the outcomes of the taskforce and the reports of the Administrator and Auditor.

(3) Assisting the development of the coordinated government response to the emerging risks in Oombulgurri, including:

- "Opening doors" and making introductions in Oombulgurri for the Administrator and Auditor.
- Highlighting the need for healing for child victims and families resulting in the AACC convening a working group on Aboriginal healing services.
- Facilitating Lotterywest's involvement in funding community initiatives, including assisting Lotterywest's visit to Oombulgurri.
- Ongoing role as a contact point for community issues, including the water crisis that occurred in March 2010 resulting from a broken water main.
- Urging the formation of the Oombulgurri Frontline Managers' Forum which meets regular to coordinate and collaborate on cross-jurisdiction and community issues.
- Attending and briefing the State Government's Kimberley Regional Managers' Forum (Known as KIWIG).

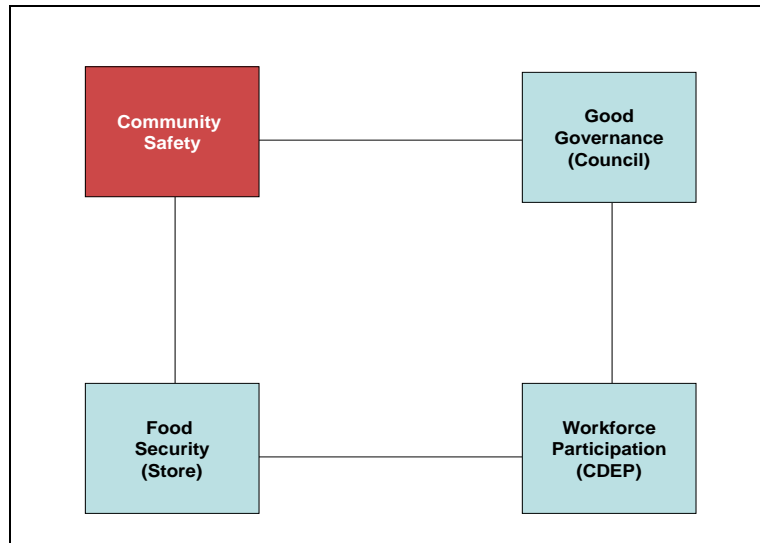
Diagram of Investment for Oombulgurri



As indicated – once mapped the above diagram provides an interesting ‘snap shot’ of current and proposed investment for the Oombulgurri. It was identified that these investments were at risk due to the **four cornerstones** (Described later) of community progress, being assessed as being in a state of dysfunction.

The four cornerstones are demonstrated in the diagram to follow:

Four Cornerstones for a Functional Remote Community



The work in Oombulgurri has clearly demonstrated that the four cornerstones for an Aboriginal remote community are:

1. Community safety.
2. Good governance by the Community Council.
3. Food security through effective operation of the community store.
4. Workforce participation (effective operation of CDEP type programs and other initiatives).

All four are assessed to be in a state of dysfunction in Oombulgurri.

Further, the Oombulgurri experience over the past year showed that the most fundamental of the four cornerstones is Community Safety was most at risk. It is clear and supported by evidence that too many people live in fear of intimidation – post the era of community violence and child abuse impacted upon by the abuse of alcohol and power held by some community members.

When the community does not feel safe (despite liquor restrictions, a Police presence and reduced crime rates) the community cannot operate effectively. In many respects, despite the best efforts by Aboriginal leaders, government agencies and the AACC, the observation is that the community is in a state of paralysis, post the era of violence and child abuse impacted upon by alcohol abuse. This observation is supported in the State Coroners (Alistair Hope) 2008 Report into Community Suicides.

To determine what may be contributing to this lack of motivation the AACC approved a recommendation that a review was required of the effectiveness of counselling for victims and families at Oombulgurri and redress if necessary. There was some evidence that the ongoing dysfunction might possibly be linked to trauma.

As a result the Departments of Child Protection and Health have formed a State working group to review the effectiveness of counselling, not only to identify issues and improvements for Oombulgurri, but as a learning to be applied at other remote locations that have experienced child abuse issues.

It should be noted that the deployment of Mr Ernie Bridge from Unity of First People of Australia (a respected Kimberley elder who has successfully assisted capacity building of remote Kimberley communities) was unsuccessful. Only eight persons

attended the arranged community “meet and greet”. Further the community have not responded to advice to formally request a follow-up visit of UFPA.

With the support of the Minister for Indigenous Affairs, DIA funded three positions to critically analyse the situation and provide on-the-ground support to drive action and assist the community to drive itself out of dysfunction. The positions are as follows:

- Administrator – Mr Barry Jamieson
- Capacity Builder – Mr Robert Terms
- Community Development Officer – Mr Daryl Smith

This team has been in place since March/April 2010 and have been successful in maintaining:

- Government agencies through the Frontline Services Committee to implement agreed strategies.
- Formation of an Oombulgurri Congress, adopting the Roebourne model.
- Implementation of administrative practices and processes for the Council.

Despite their permanent presence and best efforts they have reported that they have been unsuccessful in capacity building the community. They prepared a report raising concerns for the sustainability of the community first identified in the February 2010 AACC Chief Operating Report and Briefing¹², and the AACC’s decision to implement a taskforce to conduct a review should be reinitiated. They reported the community is showing little signs of progress and there is evidence of the situation declining. A visit in July 2010 examined this reported status by the new Administrator and Community Capacity Builder and established:

- The community population had dropped from 75 to 41 persons at a time where the population should be at its peak.
 - Action: Oombulgurri community members in Wyndham and Kununurra have been actively engaged and encouraged to return.
- The April to July 2010 school semester had an approximate average of 6 children attending school per day. At the time of the COO’s visit only one child was in school.
- The school is struggling to keep teachers with several transferring.
- The CDEP program has just 12 persons registered, with only 5 persons actually working regularly to achieve allocated hours.
- The Oombulgurri Council had disbanded as a result of councillors not performing their roles.
 - Action: Council placed under administration by the Administrator.
- The Department of Transport rejected an application for airstrip upgrades. RFDS have ruled the airstrip is not suitable for emergency landing.
 - Action: AACC Chair assisting with negotiations with the Department of Transport.
- The community store was insolvent with \$50,000 debt and no capacity to pay accounts. Suppliers have refused to supply the store with goods without advanced payment.

¹² AACC Chief Operating Officer Oombulgurri Community Examination Report

- Action: Administrator examining governance and management strategies. Government has underwritten emergency supply of food.
- There was no movement around the community. For all intents and purposes the community looked like a ghost town.

From this July 2010 visit and subsequent conversations with the former Chairperson of the Council the AACC was informed that there is now a realisation by a number of community members that Oombulgurri's existence as a government service community may not be tenable. The community has been informally discussing amongst themselves possible alternative reasons for the community's existence. Some of their thoughts included:

- Oombulgurri as an alternative justice location for young offenders from across the Kimberley – providing a range of programs delivered in partnership with appropriate Aboriginal people and Elders.
- A possible tourism venture similar to Cape Leveque.

A professional distance has been kept by the AACC from these community discussions and other non-Aboriginal stakeholders have been advised to do likewise. This is a discussion that has to be owned and driven by the community without perceived government interference. Some stakeholders will have interests for both investing and disinvesting services in Oombulgurri and these stakes need to be kept separate from internal community discussions. The Council Chairperson has been advised that if the community reaches a decision through its Congress to discuss the future of Oombulgurri with government, then this would be best done through a formal communication from the Congress requesting a meeting with government.

Conclusion

The current situation is that Oombulgurri is not demonstrating the requirements or desire to exist as a community contributing to its own sustainability, or further justify its existence as a community that merits the level of investment in government services currently provided. However, there is a conversation by the community and government for considering that Oombulgurri could exist for another purpose and perform a valuable role for Aboriginal people whilst embracing its rich culture, heritage and land.

The circumstances that exist in Oombulgurri are now under examination by an AACC Taskforce. A close dialogue will be maintained with the Oombulgurri traditional owners and community to explore options for Oombulgurri. The aim is to achieve mutual benefits for government and community members, whilst respecting and embracing the rich Aboriginal culture, heritage and land priorities.

THE WIDER ROLE OF THE AACC COO

While the COO's major role has been to work for the AACC in the three key communities of Roebourne, Armadale and Oombulgurri, throughout the year the role has expanded with requests to be involved in a range of initiatives because of knowledge, experience and prior networks developed through previous employment as a police officer stationed throughout regional Western Australia.

It was important to be responsive in the early stages of the role and this wider involvement is quite extensive and the associated outcomes are wide ranging as outlined below.

Crisis Deployment & Scoping Examinations

The AACC's position description provides for the COO to be deployed to crisis incidents and examine other locations where requested. The AACC approved deployment to locations beyond the three priority locations to conduct scoping examinations in order to provide a status briefing to the AACC. Three additional locations reported on in 2009/2010 are as follows:

Carnarvon

The AACC requested deployment to Carnarvon in February 2010 after adverse media reports of social issues in Carnarvon. A community examination report¹³ was scoped and prepared for Carnarvon and presented to the AACC. As a result of this report Directors General were able to drive immediate action on identified critical issues.

With this immediate evidence of action the Aboriginal community gained confidence in the role of the AACC and they, together with government agencies in Carnarvon, supported the proposal for the formation of a Carnarvon Aboriginal Congress.

With the agreement of the AACC the Carnarvon Aboriginal Congress of ten women and ten men was formed against all odds in February 2010. This is a significant development given that previous attempts to form an Aboriginal reference group in Carnarvon had not been successful because of the different cultural and family groups. AACC and DIA monthly attendance and capacity building work with the Carnarvon Congress has resulted in the development of a terms of reference and associated communiqué. In addition the Carnarvon deployment has involved:

- Monthly liaison with district and local managers.
- Accompanying the DIA Director General in Carnarvon meetings with:
 - Shire of Carnarvon in relation to government support and the AACC representation on the Shire's Aboriginal Taskforce,
 - Mungullah Community regarding pastoral land and opportunities.
 - Gascoyne Development Commission.
 - Carnarvon Aboriginal Congress.
- Briefing and working with the Department of Sport and Recreation for youth intervention initiatives. (An initial allocation of \$20000 has been gained and the Department is partnering with the community on some exciting programs.)
- Briefing the AACC on a gap in youth services funding. (The AACC allocated \$50,000 to support the Department of Child Protection to develop youth strategies. The Department of Child Protection is working with the Shire of Carnarvon to develop programs.
- Identifying the social divide of schools in Carnarvon and advocating on behalf of the District Director for Education for the Schools Cluster Program.
- Briefing and connecting the WA Commissioner for Children to the Carnarvon community and Congress for her July 2010 visit. The Commissioner briefed the COO post her visit and was complimentary of the AACC coordinated approach and the capacity building of the community through the Congress to resolve division issues within the community and drive change.

It should be acknowledged that in both Carnarvon and Geraldton Frontline and Regional Managers have developed highly effective forums for cross-government coordination and collaboration. The structure and effectiveness of these district and

¹³ AACC Chief Operating Officer Carnarvon Community Examination Report.

local forums are a benchmark for implementing a whole-of-government approach to district and community issues.

The Midwest Regional Managers, and in particular their Chair, WA Police Superintendent Ross Tomasini, championed and supported the AACC scoping project and prearranged access to and interviews with government agency staff. In addition the Midwest Regional Managers extended an invite to the AACC to their forum. The Chair of the AACC has met with the Chair of the Midwest Regional Managers Forum and their action plan has been jointly workshopped with the Midwest RMF to address issues raised in the Carnarvon AACC Community Examination Report¹⁴. Their commitment is highly commended.

The Department of Indigenous Affairs and in particular Midwest Regional Manager, Jamie Strickland, is also worthy of recognition for supporting the Carnarvon Congress in capacity building, administration and funding. DIA's lead in this context is a contributing factor in the community refocusing away from racial disharmony to Congress-led strategies to address issues. It should be noted that since the AACC's crisis examination and intervention strategies - feuding and violence issues have stopped. Nevertheless, Carnarvon crises have been known to be cyclic.

Three Springs

A community examination report was scoped and prepared for Three Springs at the request of Department of Premier & Cabinet to assess the needs of the Good Samaritan Sisters in relation to their provision of a range of services to local Aboriginal people. The House of Welcome was found to be providing and assisting a range of programs for Aboriginal people including community gardens, parenting programs and art and craft activities, without any assistance from government.

In many respects this was not a crisis intervention deployment, but, rather government recognising that a not for profit group was achieving some wonderful outcomes with and for Aboriginal people. The examination was to learn from this initiative, recognise the efforts and provide support where necessary.

The report identified areas to assist the Sisters at the House of Welcome to improve facilities as well as providing capacity building advice. Funding and support were delivered by the Midwest Department of Indigenous Affairs approved by the Director General. Both Directors General of the Departments of Premier and Cabinet and Indigenous Affairs are recognised for their championing of the AACC Three Springs response. It was one of those rewarding and inspirational deployments.

Wyndham

The AACC authorised deployment to Wyndham in February 2010 after adverse media reports of social issues in Wyndham. Significant feuding had occurred in Wyndham over the Christmas period and a Police Officer was assaulted and hospitalised whilst attending to a disturbance. A community examination report¹⁵ was scoped and prepared for the Wyndham community in December 2009/January of 2010. The examination identified:

- Significant Aboriginal Justice Agreement and Indigenous engagement issues and follow up with the State manager to explore these (not only in Wyndham but also from a state-wide perspective).

¹⁴ AACC Chief Operating Officer Three Springs Community Examination Report.

¹⁵ AACC Chief Operating Officer Wyndham Community Examination Report.

- Issues with DOTAG's Aboriginal Mediation Service which was unable to assist in violent feuding incidents. Working with the District Magistrate and Manager of Mediation Services to detail the need for a Mediation Service that was capable of assisting communities with violent conflict situations. DOTAG are now reviewing this service and its core business capabilities.

In response the Kununurra offices of the Departments of Attorney General and Indigenous Affairs are undertaking action to address the service delivery issues identified. It should be noted that since the AACC's crisis examination and intervention strategies feuding and violence issues have stopped. However, Wyndham is now under the focus of the AACC due to the indirect impacts of issues pertaining to the Oombulgurri community.

Wider Role of Engagement and Support of Stakeholders

AACC Agencies

There have been a number of requests to provide assistance and advice to AACC agencies, for example:

- Working with the Department of Education Expert Review Team to provide advice and input for ERT action plans at Armadale, Roebourne and Oombulgurri.
- Assisting DIA with development of the Aboriginal Retention and Recruitment Strategy for the public service.
- Assisting the development of a partnership between DIA and WA Police Coronial Section for improvements to investigations and protocols for Aboriginal remains.
- Assisting DIA's Pilbara Futures Forum in Port Hedland including transporting and working with Roebourne participants.
- Discussions regarding Wiluna Regional Partnership Agreement involving Industry and representatives of Departments of Indigenous Affairs, Child Protection and Regional Development & Land.

Linkages to Other State Government Agencies & Corporate.

A number of agencies not represented at the AACC have a key role to play in achieving new ways of working with Aboriginal people. These agencies and the judiciary have sought the COO's involvement in creating change, for example:

- Working and meeting regularly with the President of the Children's Court (Judge Denis Reynolds) to receive and provide advice on Aboriginal juvenile justice issues. Current work involves collating and logging alternative justice programs in Aboriginal communities to assist Magistrates with alternative sentencing options.
- Partnership with Department of Correctives Services Commissioners to provide advice on COAG targets and Aboriginal issues.
- Regularly meeting with, advising and briefing the Commissioner for Children & Young People, Michelle Scott, and her advisor on issues and challenges for Aboriginal children (including pre briefing for the Commissioner's Carnarvon visit).
- Providing Aboriginal representation and advice on selection panels for agencies for positions ranging from Non SES Class 1 to level 7.
- Partnership and advice to FESA on emergency planning for remote communities.
- Forming and maintaining relationships with senior personnel from corporate and non government organisations to advocate and advise on Aboriginal issues:
 - Woodside, Citic Pacific, Chevron, Rio Tinto & FMG
 - Curtin University
 - FORM
 - National Trust

- Clontarf
- Role Models WA
- Developing relationships and meeting regularly with the Department of the Attorney General and assisting with improvements to Aboriginal Justice Agreements and Aboriginal Mediation Services.
- Together with the AACC Chair, meeting with Ron Alexander (DG Department of Sport & Recreation) regarding involvement in key AACC initiatives including Roebourne youth centre and programs.
- Meetings with Sport & Recreation staff regarding initiatives for Roebourne, Carnarvon PCYC and involvement in alternative justice strategies.
- Together with the AACC Chair, meeting with Neil Guard (Acting Commissioner for Mental Health) regarding counselling services in Oombulgurri and other remote locations.
- Attending the Department of Indigenous Affairs Corporate Executive meetings and also presenting at Cabinet's Economic Audit sitting.

Linkages to Federal Government

On a number of occasions the role has afforded itself to assisting Federal Government agencies, for example:

- Meeting with Robert Fitzgerald, Productivity Commission to discuss the Overcoming Indigenous Disadvantage (OID) report. (Mr Fitzgerald requested and has been granted an opportunity to accompany the COO on country visits.)
- Providing a briefing and escorting Commonwealth Department Secretaries, including Prime Minister and Cabinet, at Roebourne and gaining support for funding of local issues.
- Identifying at risk CDEP activity and assisting the agency in monitoring effectiveness and ethical conduct of the program.
- Working with Kununurra and Mid West ICC offices to negotiate support and cooperation on various Indigenous issues with cross government jurisdiction requirements.

Western Australian Aboriginal Advisory Committee (WAAAC)

Formed a relationship with WAAAC and attend their meetings to brief them on the AACC's activities and various challenges facing Aboriginal communities and people across the State and also relevant matters pertaining to linkages with the AACC.

Brokerage Role

On a number of occasions the role has been instrumental in bringing key parties together to achieve outcomes of mutual benefit, for example:

- Linking FaHCSIA and State agencies to provide a collaborative approach on a range of issues.
- Linking Government and non government agencies wanting to consult regarding programs with Aboriginal organisations, Congress etc with regard to program design and implementation.
- Relationship building with corporate stakeholders (resource sector) linking the private sector with government priorities to ensure a collaborative approach.
- Providing advice and direction to corporate sector organisations wanting to contribute to Indigenous issues, e.g. TS Marine were advised of funding options and selected Challis to make a significant donation to; pointed others to Role Models WA, Clontarf Football Academy and UFPA.

Promoting New Ways of Working

Upon request a number of presentations have been made to government and non government agencies; community organisations; and corporate on the AACC's approach to Aboriginal issues and new ways of working to achieve sustainable outcomes. There has been significant policy interest from these stakeholders.

CONCLUSION

The past year has demonstrated the benefits that can be achieved by the AACC through the introduction of a Chief Operating Officer working in partnership with others to deliver:

- Early warning of risks;
- Solutions to crises;
- Practical on-the-ground improvements;
- Community governance and capacity building;
- Progress on longer-term strategies with agencies; and
- Models for sustainable outcomes that can be replicated elsewhere. E.g:
 1. Community capacity building and Aboriginal self-determination to improve redesign of government service delivery through the Roebourne Congress.
 2. Cross-government coordination (One-Stop-Shop) at Armadale.
 3. Sustainability of remote communities (through the work at Oombulgurri).
 4. Ways to respond to the enormous demand for support, advice and guidance by the AACC through the Chief Operating Officer role.

However, it is important to emphasise that while there has been success in developing models to achieve coordination across the Aboriginal community, as well as to coordinate the contribution of the corporate sector, further work is required to develop the model for cross-agency coordination at frontline, district and executive level. It is proposed that this is a priority for the AACC in the coming year.

This annual report evidences the merit of the AACC's committed approach and appointment and deployment of a senior executive (Chief Operating Officer) to make decisions on behalf of nine agencies - drive on the ground action - and report back to the AACC in real time. This has led to the timely realignment for improved / redesigned service delivery. Due to this effectiveness the scope continues to expand with:

- New "hot spot" locations to be reviewed; and
- The need to continue current work as well as address increasing demands in relation to Armadale, Roebourne, Oombulgurri and Carnarvon.

Further, in accordance with the AACC's original intent, it is important to continue the identification of critical success factors and the development of models to apply elsewhere. This committed approach to identify successful new ways of doing things in real time by the AACC has been warmly welcomed and applauded by a wide range of stake holders.

The key to the ongoing success of the AACC Chief Operating Officer role is to continue with the AACC's adopted low profile approach, which has assisted in allowing the role to focus on the critical issues at hand. The Chief Operating Officer position as a new role has been an evolving one. The demands and proposed increasing scope will require the AACC to critically analyse the merits of the role and if desired consider how any expansion aims are best structured and resourced.

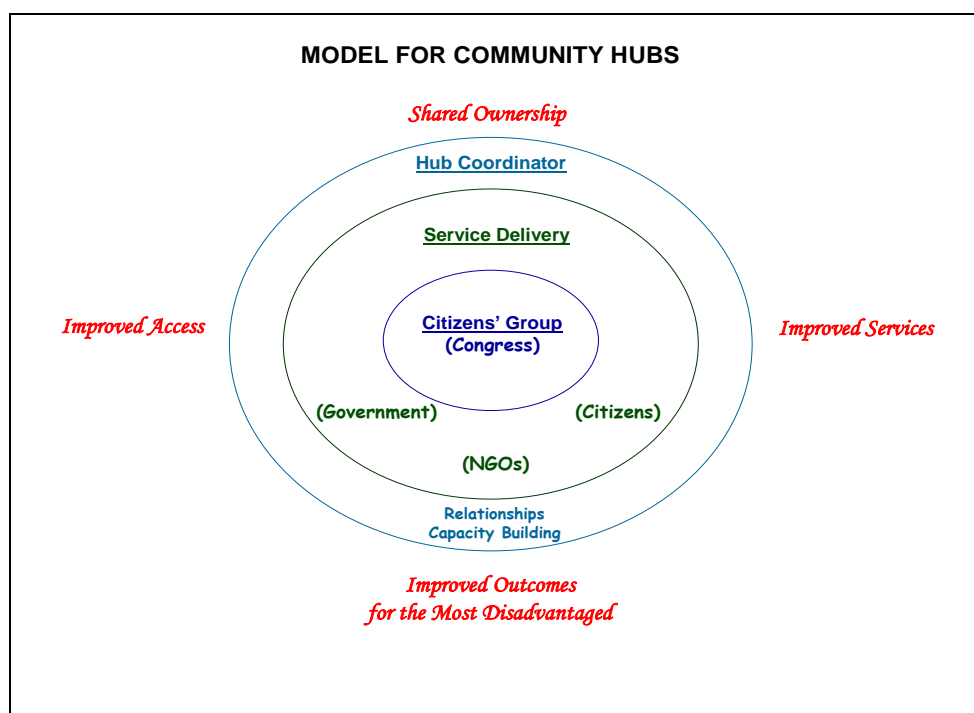
Attachment 1: CONCEPTS FOR A COMMUNITY HUB

1. Intent

(“Putting the Public First”, Economic Audit Committee, October 2009)

- Citizens’ participation in the design of services.
- Self-directed service design, mix and delivery models enable service users to work with providers to optimise the outcomes achieved.
- Community and public sector organisations will be genuine partners in the delivery of human services.
- Outcomes for Western Australians, including the most disadvantaged, that are among the best in the nation and continually improving.

2. Model



3. Key Principles

(Based on the work of the AACC’s Chief Operating Officer in Roebourne and Armadale)

- Form a Citizens’ Group (e.g. Aboriginal Congress), or identify an existing group.
- Spend time to create a genuine relationship with the Citizens’ Group based on trust and respect.
- Listen respectfully to the Citizens’ Group to understand needs and affirm ideas.
- Build the capacity of the Citizens’ Group to be a genuine partner with government.

- Create joint responsibility and ownership for plans and service delivery between citizens and service providers.

4. Key Steps in the Proposed Approach

- Appoint a Hub Coordinator (Senior Officer, e.g. level 9, with devolved responsibility for the hub).
- Build the capacity of the Citizens' Group.
- Support the Citizens' Group to develop its vision and identify service priorities (i.e. scope for the hub).
- Bring together the Citizens' Group and relevant agencies (Federal, State and Local Government and NGOs) relevant to the service priorities for the hub.
- Build relationships.
- Assist the Citizens' Group and agencies to work together to design the service delivery hub, including as appropriate:
 - Agency representatives providing the gateway to their agency (e.g. make appointments).
 - Agency services to be delivered from the hub (e.g. counselling).
 - Services to be delivered by citizens (e.g. men's groups, women's groups).
 - Linkages to other services not represented in the hub (e.g. early childhood service hubs based around primary schools).
- Implement the hub and support ongoing evolution.

The intent is for the approach to be flexible and adaptive and the hub design to be specific to the priorities of each location.

5. Two Suggested Pilots

While pilots are suggested for Aboriginal communities in Armadale and Roebourne it is intended that the overall approach is more widely applicable, especially for disadvantaged groups within our community.

5.1 Armadale (Metropolitan Pilot)

a) Current Situation

- Citizens' Group in place (ATSIAC, formed by the City of Armadale).
- Embryonic hub trial in place (One-Stop-Shop sponsored by the AACC).
- Culturally appropriate location in place (Champion Centre).
- State Government, Local Government and Aboriginal community all deliver services from the Champion Centre.
- All parties have identified that improving access to services by Aboriginal people is a high priority for the Armadale area.

b) Proposed Approach

- Appoint a Coordinator with the experience and expertise to develop the One- Stop-Shop into a Community Hub, as outlined in 3 and 4 above, including engaging non-government agencies.

5.2 Roebourne (Remote Pilot)

a) Current Situation

- Citizen's Group in place (Roebourne Aboriginal Congress formed by the COO).

- DIA, Department of Housing and Shire have agreed to re-open offices in Roebourne, with potential for co-location together with the Congress.
- The need to further build the capacity and sustainability of the Congress is acknowledged (including as part of the Roebourne Rejuvenation Project).

b) Proposed Approach

- Appoint a Coordinator with the experience and skills to develop a Community Hub in Roebourne as outlined in 3 and 4 above.
- Appoint a Community Development Officer to assist the Coordinator, given the extent of capacity building and relationship development required.
- Link to the Roebourne Rejuvenation Project, demonstrating a new way of delivering services in Roebourne in line “Putting the Public First” recommendations.

The proposed pilots could perhaps be auspiced by the AACC, managed on a day-to-day basis by DIA, and link to the COO’s role.

Attachment 2: Excerpt from City of Armadale's "Champion Views", May 2010



One Stop Shop

The City is currently working in partnership with a number of agencies and service providers on a trial project that sees the Champion Centre operate as a 'One Stop Shop' for the delivery of programs and services.

Participating agencies include the Departments of Indigenous Affairs, Education, Health, Housing, Communities and Child Protection as well as WA Police and the Canning Division of General Practice. All have a presence at the Centre, some part time and some full time and can assist with information, specialist programs and referrals.

Objectives of the "One Stop Shop" initiative are to:

- Help local people access the services they need;
- Build capacity and bring together services in one convenient location;
- Increase family access to agencies by meeting the needs identified by you.

The agencies are providing their resources to collaborate coordinate a better service for the community. The initiative will provide ease of access of government services at one convenient location. The initiative will show what can happen when organisations work together with mutual goals.

The agencies will have representatives available on Tuesday 9-1pm for community consultation and are available on Thursday for private interviews.

Department of Indigenous Affairs

For the first half of 2010, I'll be at the Champion Centre Tuesdays & Thursdays as a Customer Services Officer for DIA.

I can:

- Help you fill out forms & interpret letters
- Help you make appointments with government agencies
- Introduce you to people in DIA who deal with such matters as:

- Heritage & Culture
- Land held by the Aboriginal Lands Trust
- DIA Policy

- Introduce you to organisations for men, or for women and children

Offer advice & support in any way possible

The more I'm able to help you, the more chance this 6 month trial will be extended, so please come & have a yarn.

Ask for: Keith Lethbridge (Snr) or phone 0437 336 296

Department of Child Protection

The Department for Child Protection will be at the Champion centre on Tuesday and Thursday from 9am to 1pm to support Aboriginal families with understanding the role of the Department. It's an opportunity for the community to come in for a yarn about any concerns they may have. DCP also supports families with referrals, services, advocacy and information. DCP encourages a strong family connection to keep families together.

So come down for a yarn and meet some of our Aboriginal staff. Amanda Poglits (Aboriginal Practice Leader), and Kat Woosnam (Senior Community Child Protection Worker) or for more information please call 9497 6555 or 0427 990 578.

South Metropolitan Public Health Unit

The South Metropolitan Public Health Unit is a free, health prevention and education service. Although not a clinical service, the Public Health Unit staff can advise you on what clinical services are available and how to access them.

The South Metropolitan Public Health Unit will be at the Champion Centre each week from 9.00 am until 1.00 pm on Tuesdays and Thursdays to support Aboriginal families with any health issues.

We can help you with health issues that were identified by the community in the recent Armadale Community Consultation:

- Diabetes - prevention and education
- Weight – maintenance and weight loss
- Smoking – harm minimisation and quit support, and Chronic disease - prevention and education on heart disease, healthy kidneys and living with chronic disease.

Come along any Tuesday or Thursday and have a yarn about any of your health issues. If you want to make an appointment, please ring Leverage Johnson, Aboriginal Health Liaison Officer on 0424 039 071.

Education & Training Department

Lyall and Glen will be at the Champion Centre each week on Tuesday and Thursdays to offer parents and caregivers' advice and support on Education Department policy and programmes.

We can:

- Help with concerns you may have regarding schools and students;
- Help parents liaise with school staff for appointments and advice;
- Direct you to the most relevant person/s or agencies to deal with your concerns.

Lyall Garlett - Coordinator Aboriginal Education
0438 986 589 or 9311 0554

Glen Hayden - Coordinator Aboriginal Education
0434 322 094 or 9311 7609