

2014 LEARNINGS AND INSIGHTS

INDIGENOUS-LED INNOVATION AND EMPOWERMENT



JAWUN:
A Unique Indigenous
Partnership Model



Noel Pearson (Chairman, Cape York Partnership and Jawun Patron). *Photo: Louie Douvis*

Cover: Standing (from left): Margaret Blackman (Jawun 2013 Emerging Leader), Mary O'Reeri (Indigenous Engagement Officer, Remote Community Advancement Network and Jawun 2013 Emerging Leader), Anthony Marra (Councillor, Northern Peninsula Area Council and Jawun 2013 Emerging Leader), Sean Gordon (CEO, Darkinjung Local Aboriginal Land Council), Noel Pearson (Chairman, Cape York Partnership and Jawun Patron), Harold Ludwick (Project Officer, Cape York Dreaming Track and Jawun 2011 Emerging Leader), Fiona Jose (CEO, Cape York Institute), James Fa'Aoso (Head of Leadership, Cape York Leaders Program and Jawun 2013 Emerging Leader)

Seated (from left): Neil Morris (Woka Walla [Land and Water] NRM Project Officer, Yorta Yorta Nations Aboriginal Corporation and Jawun 2013 Emerging Leader), Ian Trust (Executive Chair, Wunan), Chris Ingrey (CEO, La Perouse Local Aboriginal Land Council and Jawun 2013 Emerging Leader). *Photo: Louie Douvis*

“People are hungry for action; there has been too much talk and too many promises for too long. Never before have eight diverse regions collaborated to create substantive change in the national approach to Indigenous affairs, to address disadvantage on the ground. In the last 12 months, the practical and intellectual input from corporate and government organisations has contributed to huge progress in this area. This broad cross-sector support is helping us to reshape how we address generations of Aboriginal disadvantage and create a mechanism to ensure Indigenous people can take more responsibility for our own lives.”

NOEL PEARSON, Chairman, Cape York Partnership and Jawun Patron

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OVERVIEW

Since 2010, Jawun has produced a yearly report that showcases key insights and learnings about a particular feature of its partnership model. This is Jawun's fifth report. Previous reports can be accessed on Jawun's website at www.jawun.org.au.

This 2014 report, ***Indigenous-led Innovation and Empowerment***, reflects on the power of collaboration in bringing the Jawun regions together, collectively focusing on Indigenous-led reform on a national platform. It also examines the many dimensions to the collaboration occurring, both within the regions and across sectors.

THE REPORT HAS TWO PARTS:

PART 1:

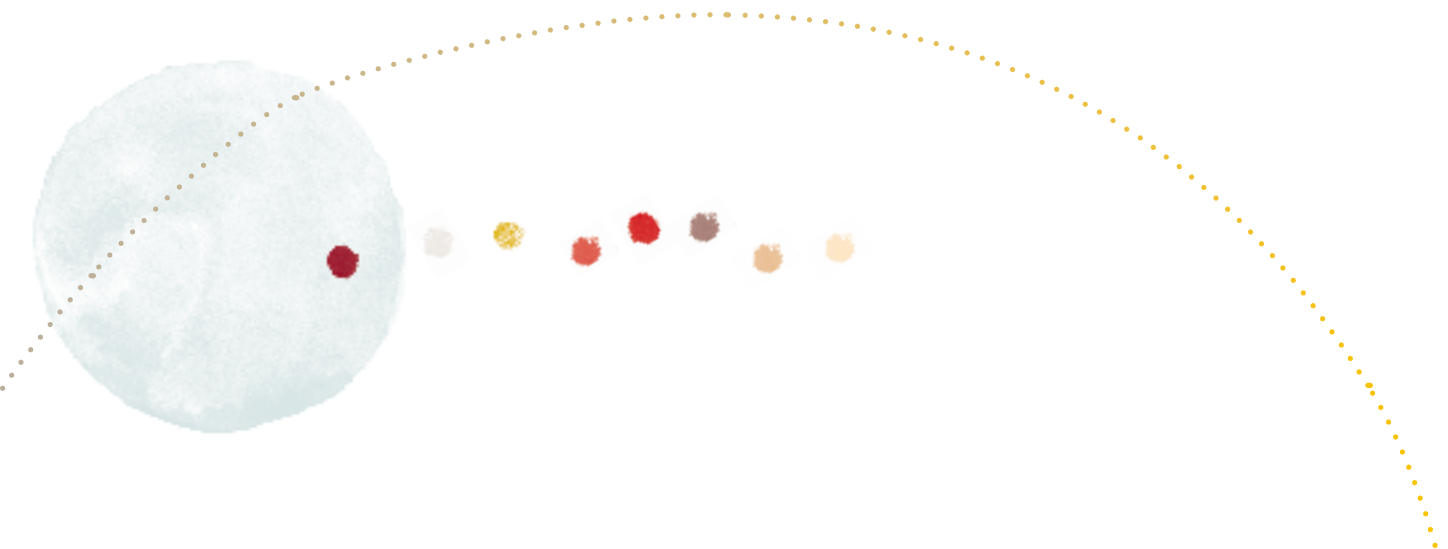
A need for innovation in Indigenous affairs

Indigenous disadvantage is an entrenched issue in Australia, which has not been effectively tackled despite decades of reform and billions of dollars of investment. To achieve progress, a different approach was required, a partnership model with emphasis on working *with* Indigenous people, rather than simply providing services to them. This was especially critical given that most previous reform efforts had been unsuccessful in achieving sustained improvement and measurable change for Indigenous communities. Part 1 of the report outlines how Jawun grew from the need for innovation in Indigenous affairs, and how that innovation has led to a new and radically different form of Indigenous collaboration.

PART 2:

Collaboration: taking Indigenous-led reform to the next level

Collaboration across regions, across sectors and place-based is fundamental to Indigenous-led reform in Australia. Jawun supports activities at each of these levels through tailored programs, provision of secondee support and facilitating the creation of alliances between corporate and Indigenous leaders. Part 2 of the report explores the multifaceted nature of the collaboration currently taking place across these three dimensions and is also based on insights gathered from in-depth interviews, examining how collaboration is taking Indigenous-led reform to the next level. This collaboration across the regions has emerged from a regional network with shared ideals, which has become the driving force behind the momentum towards marshalling Indigenous-led reform.



INTRODUCTION

BACKGROUND

Established in 2001, Jawun is a small, not-for-profit organisation that leverages the capabilities of corporate, government and philanthropic Australia to support innovative programs of change in Indigenous communities.

Jawun commenced its operations in Cape York in 2001 and established a base in Goulburn Murray five years later. In 2010, Jawun extended its operations to the East Kimberley and Inner Sydney, followed by Central Coast and North East Arnhem Land in 2012. West Kimberley and the Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Lands are the latest regions to join, coming on board in 2014.

In 2013–14, Jawun deployed 294 high-calibre corporate and government secondees to support over 60 Indigenous organisations. This equated to an annual, in-kind contribution of \$12 million.

PURPOSE AND APPROACH

As Jawun continues to grow and learn more about engaging with Indigenous communities, it has pledged to share what it learns with its key government, corporate and philanthropic stakeholders.

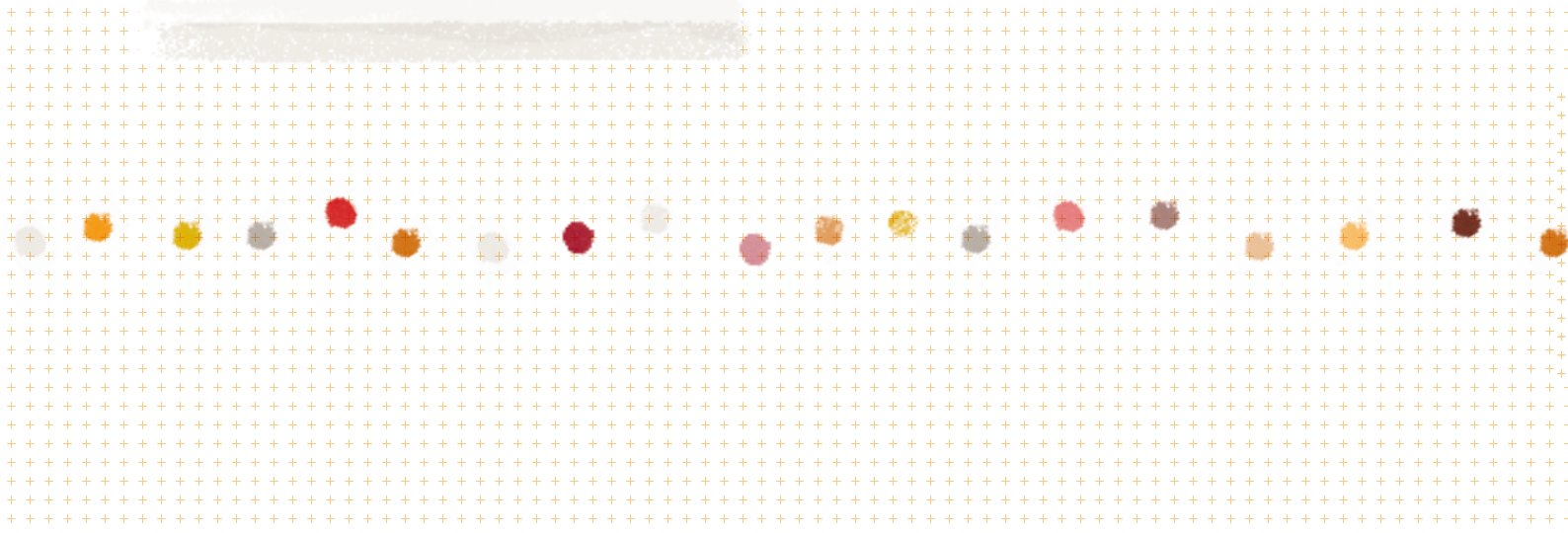
These insights were gathered from over 50 in-depth interviews, including with current and past secondees, corporate and government partners, and Indigenous and community leaders. Wherever possible, the report includes direct quotations, examples and case studies to bring these insights to life.

ACKNOWLEDGEMENTS

Jawun would like to thank its valued corporate, government, philanthropic and Indigenous stakeholders for their input into this report. Jawun would also like to acknowledge the assistance of volunteers who have contributed their time towards the preparation of this report.

“Government spends a great deal of money on the Indigenous sector – around \$25 billion per annum. But a lot of assistance provided is non-monetary, not just from government but from corporate Australia. Jawun believes that we have built our secondment program into a successful model of engagement and collaboration. We hope our insights in this report add to the debate about how companies can do more to engage with Indigenous Australia.”

Tony Berg AM, Jawun Chair and Director,
Gresham Partners



PART 1

A NEED FOR
INNOVATION IN
INDIGENOUS
AFFAIRS



1.1 RETHINKING THE SOLUTION TO INDIGENOUS DISADVANTAGE

Founded in 2001 as Indigenous Enterprise Partnerships, Jawun has evolved over more than a decade of partnerships with Indigenous communities, starting in Cape York and expanding now to eight regions across Australia. This evolution has seen changes in how Jawun operates, but its work remains dedicated to supporting Indigenous organisations to progress their agendas for change.

“The question we face as a nation is one in which we’ve got to define a place for the Aboriginal and Torres Straight Islanders within the life of the nation. Otherwise how can it be said that we have a rightful place in this, our own country? An architecture of power is needed so that communities can come to decide their own futures, have a strong say in what happens in our community and the directions we face.”

NOEL PEARSON, Chairman, Cape York Partnership and Jawun Patron

As Jawun Patron Noel Pearson explains:

In an effort to move away from a passive welfare economy and to effect real change in our communities, we didn’t want money... we wanted to take responsibility... we wanted skills and expertise and we wanted to have the opportunity to develop our skills and enhance our capabilities in order to take ownership of our future. We were in search of people with skills and expertise that could assist us in pursuing our reform agenda through skills transfer and capability enhancement. It is from this notion that Jawun was born.

Indigenous Australians have the right to vote and access to universal healthcare, education and welfare. Yet average life expectancy for Indigenous Australians is equivalent to developing countries like Kosovoⁱ and, in some Indigenous communities, unemployment is as high as 80 per cent. As Noel Pearson has stressed, the solution is not simply providing Indigenous people with more freedom or more choices.ⁱⁱ

Noel credits his thinking in this area to Amartya Sen, Harvard Professor and Nobel Prize Winner in Economics. Sen believes, “Freedom and human rights are not just about having choices, but having the capability to choose a life you have reason to value”.ⁱⁱⁱ

To achieve progress, a different approach was required, a partnership model with emphasis on working *with* Indigenous people, rather than simply providing services to them. This was especially critical given that the majority of previous reform efforts had been unsuccessful in achieving sustained improvement and measurable change for Indigenous communities.

“Doing the same thing we’ve done for the last 50 years isn’t going to work, and the elephant in the room is a dependence on passive welfare.”

IAN TRUST, Executive Chair, Wunan



Steve Hind (former BCG), Ross Love (Partner and Managing Director, BCG and Jawun Board Member), Shane Phillips (CEO, Tribal Warrior Association) and Sean Gordon (CEO, Darkinjung Local Aboriginal Land Council). Photo: Daniel Linnet, Linnet Foto

1.2 FOUR COMPONENTS MAKE THE JAWUN MODEL UNIQUE

The Jawun model consists of four interdependent components, which not only make it effective in achieving sustainable progress for Indigenous communities, but also a unique organisation in the global context of development. These four components are:

- an emphasis on Indigenous-led initiatives
- a place-based focus
- cross-sector partnerships
- programs leveraging partners' unique skills and resources.

Although Jawun's approach seems intuitive, it is novel in comparison with international development approaches. Some of the most effective organisations working on Indigenous issues are Indigenous-led and place-based, but few work across sectors, engage corporations or leverage people to advance their missions.

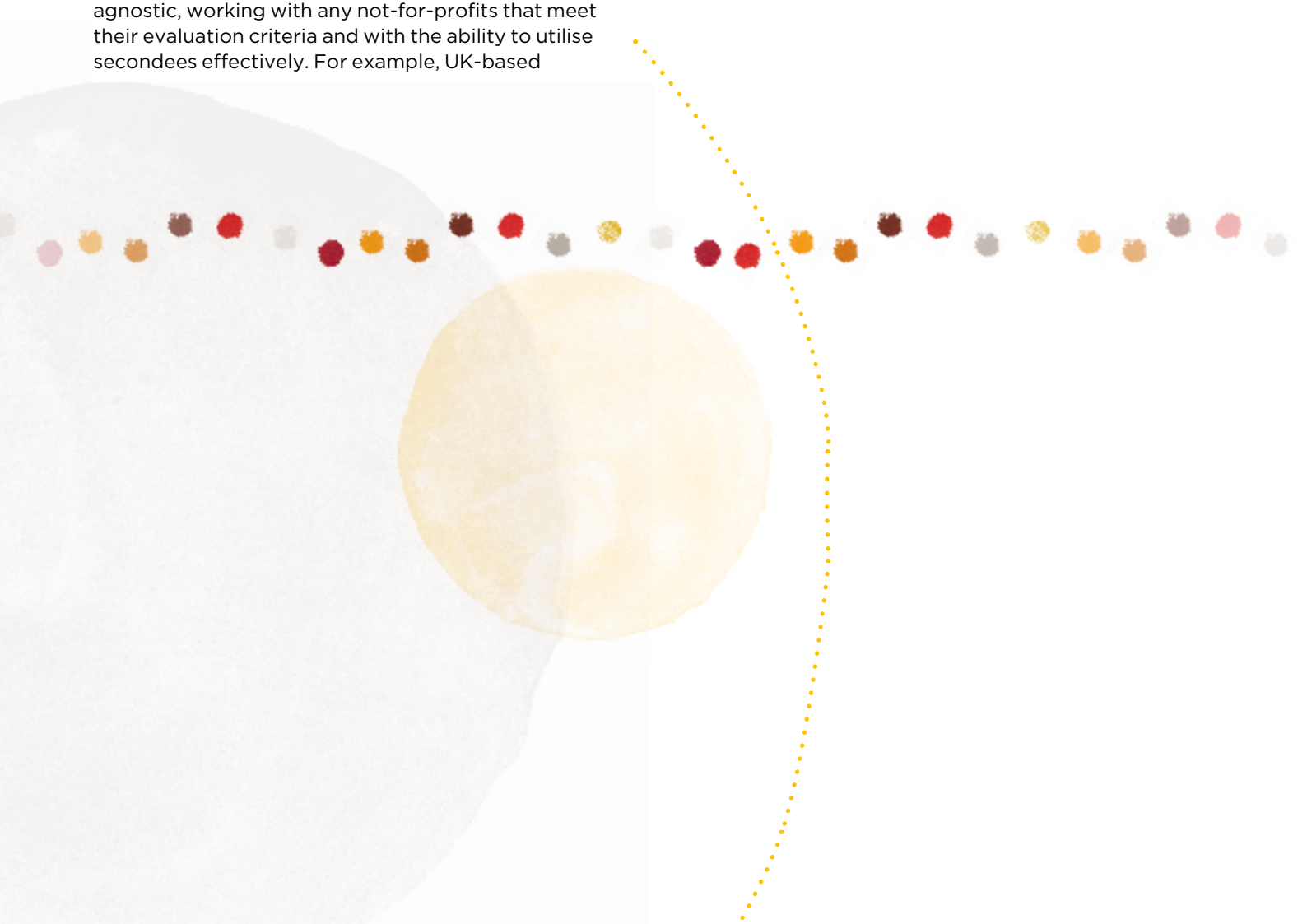
Some place-based organisations effectively leverage cross-sector partnerships and people to affect community change, but they are generally issue-agnostic, working with any not-for-profits that meet their evaluation criteria and with the ability to utilise secondees effectively. For example, UK-based

Common Impact uses skills-based volunteering to connect global companies to local non-profits and jointly tackle community challenges.^{iv}

Cross-sector organisations can be very broad, such as the Partnering Initiative, which promotes cross-sector partnerships to solve social issues while also focusing on a specific issue such as AIDS, Tuberculosis and Malaria.

Other organisations that exclusively leverage people from one sector with specialised skills (Doctors Without Borders) or specific backgrounds (Teach For America) are all issue-specific and large scale, but don't always foster collaboration between sectors since they focus on filling specific needs.

In summary, organisations worldwide may have similar mission statements and combine several aspects of Jawun's model, but not all of its characteristics. Jawun is unique in focusing the resources of its cross-sector partners specifically and exclusively towards one goal: empowering Indigenous-led change in communities.



1.2.1 EMPHASIS ON INDIGENOUS-LED INITIATIVES IS IMPORTANT

Experts in the field of sustainable economic development agree that the proven approach to building long-term capacity is facilitating community-based Indigenous-led initiatives.

After studying hundreds of reservations in the United States, the Harvard Project on American Indian Economic Development (HPAIED) found that sustained economic growth occurred where decision-making was firmly in Indigenous hands, rather than government driven.^v

This approach is not specific to Indigenous populations; with a US\$5 billion budget and 6,000 projects worldwide, the United Nations Development Program has found that the only way to achieve sustained economic growth is by “enabling people to become actors in their own destinies”.^{vi}

However, capacity building in existing initiatives can only ever amplify an organisation’s current efforts, and can

do little if the organisation itself or the community is not ready or is fundamentally dysfunctional. Jawun partners must fulfil strict criteria, to ensure that communities and organisations are well placed to extract leverage from the model. In addition to an invitation from the community, the key criteria Jawun looks for include:

- strong local leadership
- effective, well-governed organisations
- appetite for change and reform
- openness to new ideas
- willingness to connect and learn.



Djawa Yunupingu (Director, Gumatj Corporation and Marngarr Resource Centre Aboriginal Corporation) and Rose Manzini (General Manager Remote Regions, Jawun), Cape York, 2014. *Photo Daniel Linnet, Linnet Foto*

1.2.2 A PLACE-BASED FOCUS IS CULTURALLY APPROPRIATE AND EFFECTIVE

Jawun believes a place-based focus is the best cultural fit for Indigenous communities, and the most effective way to address complex socio-economic challenges.

Place is fundamental to the culture and identity of Indigenous communities worldwide.^{viii} This is why Jawun puts such importance on its Regional Directors living in-place to become deeply integrated into communities. Local knowledge helps them understand the landscape of Indigenous organisations, community leaders, and the complex ties that bind people together. They appreciate the nuances of how disadvantage manifests, and can identify key areas where additional capacity will effectively drive systems-level, local change.

“Place-based strategies focus on the whole set of issues a community faces and tackle those issues in tandem to improve a comprehensive and common results framework, taking advantage of the synergy achieved by addressing multiple issues at once.”

US DEPARTMENT OF EDUCATION, Impact in Place^{vii}

FIGURE 1: Jawun’s eight regions all have a place-based Regional Director



“My job as Regional Director focuses on working with the Inner Sydney communities to identify how Jawun can best support them to progress their priorities with corporate and government secondees. Because I am from the region, I am able to use my local knowledge and existing relationships to channel Jawun’s support in the most effective way. I also provide a presence on the ground, which I think is reassuring for both the secondees and for the organisations they are seconded from.”

BRAD COOKE, Inner Sydney Regional Director, Jawun

1.2.3 CROSS-SECTOR PARTNERSHIPS DELIVER EFFECTIVE PROBLEM SOLVING AND SUSTAINABLE OUTCOMES

Social problems are generally complex and multifaceted, therefore solving these issues requires the input of a range of sectors with varied expertise and experience. Jawun facilitates cross-sector partnerships among Indigenous, corporate, government and philanthropic organisations to build effective problem solving, foster collaboration and deliver outcomes greater than the sum of their parts.

A cross-sector approach nurtures thinking, which leverages each sector's unique advantages, augmenting outcomes to achieve more than could be accomplished

individually. Jawun brokers support from corporate and government agencies and the philanthropic sector, to provide Indigenous organisations with the skilled resourcing and contacts to tackle complex problems and craft innovative approaches to entrenched challenges.

Exhibit 1 on page 10 illustrates how Jawun leveraged cross-sector support to incubate a new approach to Indigenous employment in Shepparton.



Richard Helm (Partner and Managing Director, BCG) and Ross Mandi Wunungmurra (Board Member, Miwatj Health Aboriginal Corporation), North East Arnhem Land, 2014. *Photo: Daniel Linnet, Linnet Foto*



Secondee in the East Kimberley, 2011. Photo: Daniel Linnet, Linnet Foto

EXHIBIT 1: Shepparton employment pilot

Indigenous Australians are five per cent of the population in Shepparton, and have faced persistently high unemployment for over a decade. But there are jobs – in 2010, 65 per cent of local store managers had difficulty recruiting qualified candidates, and there are numerous Indigenous employment organisations in Shepparton. Indigenous leader, Paul Briggs OAM, Executive Chair of the Kaiela Institute, explains, “We want to move from welfare dependency and isolation to participation in the local economy. We can’t build a healthy future with that level of non-participation in our own economy”.

In 2009, Jawun engaged Alan Tudge, a former Boston Consulting Group secondee and now Parliamentary Secretary to the Prime Minister and Federal Member for Aston, to work with Paul Briggs to analyse the landscape of Indigenous job opportunities. It was identified that there was an opportunity to leverage Jawun’s ties with corporate partners and the community through a single, trusted point of contact between the two to facilitate job placement. Jawun secured \$230,000 from the Australian Government for a place-based employment pilot on this model.

Jawun then helped bring together local organisations that addressed employment through different lenses, but which had not worked together before in the local support coalition. All focused on job training, as opposed to job placement, but with different audiences: for youth in school (Ganbina), those who left school (Academy of Sport, Health and Education) and adults (Rumbalara Ripples). Seeking both

executive and local buy-in for the employer coalition was critical, since it was ultimately local store managers who made hiring decisions. In February 2010, a Wesfarmers Executive Visit to Shepparton was organised, where CEO Richard Goyder shared his personal commitment to hiring more Indigenous employees with his entire executive team and local store managers. Jawun facilitated new, direct relationships among Indigenous organisations and local store managers. Jawun employed a project manager to manage the pilot and supported Wesfarmers’ engagement in Shepparton with the Kaiela Institute. A consecutive series of three secondees from KPMG performed the role of the broker. The broker, with the support of Kaiela Institute, created a powerful job placement mechanism that successfully placed work-ready clients from Indigenous support organisations in jobs at local Wesfarmers stores and more broadly across the industry. Unemployed Indigenous people could now receive help securing a job, as well as support to become work ready.

By the end of the pilot, 53 Indigenous people had been placed into jobs and the local community has since taken ownership of the broker model to drive better local employment outcomes. The Kaiela Institute continues to facilitate the delivery of the broker model for not only Wesfarmers businesses but more broadly across the industry. It has established a trusted and efficient way of meeting both employer and Aboriginal job-seeker needs.

1.2.4 LEVERAGING PARTNERS' UNIQUE SKILLS IS CRITICAL IN SUPPORTING INDIGENOUS COMMUNITIES

By leveraging each partner's unique skills and resources, Jawun fills the skills gaps in Indigenous organisations and meets their changing needs as they grow. Empowered Communities Design Lead, Dianne Hawgood, explains:

Secondees are prepared to go and work in pretty remote places in a lot of cases, and put the hours in and do whatever it takes. Bringing people who are so capable into areas where it is often very hard to recruit good people has been vital.

While secondments vary in length, Jawun's commitment to Indigenous communities is long term. This provides flexibility in responding to evolving organisational and community needs, and a mechanism for successive individuals to contribute to and drive change. Jawun's corporate and government partners supply a channel of targeted support for Indigenous organisations and projects, so when one secondee leaves another commences to continue the work.

Exhibit 2 demonstrates Jawun's commitment over the past decade to an Indigenous-led reform initiative designed to improve education outcomes for Cape York children.

EXHIBIT 2: Cape York education reform

Indigenous leader Noel Pearson's organisation, Cape York Partnership (CYP), has long pursued an education reform agenda. In 2002, CYP started by experimenting with five different education trials, all of which were bolstered by consistent support from Jawun secondees, to ensure that children were school ready, had supportive families and a community that valued education. Two of these trials, Student Education Trusts and Attendance Case Management, were integrated into the 2007 Cape York Welfare Reform trial to rebuild social norms and responsibility in the Indigenous communities of Coen, Aurukun, Hope Vale and Mossman Gorge.

Since 2002, Jawun has supported Cape York's education reform journey with around 120 skilled people, with specialised financial, audit, legal and IT skills, deployed from corporations like Westpac, KPMG, Boston Consulting Group (BCG) and IBM.

In the early days, Jawun secondees played a key role in building the organisational capacity of CYP to deliver, trial and innovate education programs by introducing critical processes, such as human resources and audit. Secondees also leveraged their corporate expertise in designing programs, such as the Student Education Trusts framework. Westpac secondees with specialised financial skills created the structure for the trusts used by parents, to save money for their children's future educational expenses. Secondees also put together the first project plan, legal trust document, conditions of participation and business plan.

In addition to setting up organisational processes, Jawun secondees have helped deliver programs by going into communities and working directly with families, managing community engagement workshops, signing up parents for Student Education

Trusts in other communities, training CYP staff, building education campaigns within communities and even acting as teacher aides in Cape York Aboriginal Australian Academy (CYAAA) schools.

A turning point in the education reform journey came in 2008, when CYP realised readiness and demand for good learning weren't enough without good teachers. So Bernardine Denigan, the CEO of CYP at the time, travelled to the USA to study education reform. In 2009, she and Noel Pearson published a paper arguing for a radical approach, combining a quasi-charter school model with Direct Instruction, to ensure continual, high-quality teaching. They hired a former Jawun secondee from IBM, Danielle Toon, to write a business case operationalising this vision. Ambitiously, CYP aimed to launch the new school model in less than a year. Faced with a tight deadline and strapped for resources, Danielle relied on a team of Jawun secondees with legal and financial skills to help her with everything from research and design, coordinating experts and consultants, developing budget and the funding pitch and negotiating with government.

The business case was approved in 2009, and by January 2010, CYAAA began offering a holistic education reform solution in the communities of Coen and Aurukun. In January 2011, CYAAA expanded into Hope Vale at the community's request.

As Bernardine Denigan, now CEO of Good to Great Schools Australia and CYAAA, says, "we had the vision, the ideas, the community link and the policy space to operate in. Jawun gave us access to people with technical business skills that rounded out our team so we achieved a strong implementation. We generally can't hire people with those skills so they make a valuable addition to our team and what we deliver".

PART 2

COLLABORATION: TAKING
INDIGENOUS-LED REFORM
TO THE NEXT LEVEL



Collaboration across regions, across sectors and place-based is fundamentally changing the shape of Indigenous-led reform in Australia. This section of the report explores the multifaceted nature of the collaboration currently taking place across these three dimensions. As a relatively recent innovation, collaboration across regions is investigated in detail.

Across regions. Indigenous leaders from eight regions are working together to form a leadership coalition called Empowered Communities. The next generation from these communities are also connecting with each other via Jawun’s Emerging Leaders program, and there are early signs of practical sharing and learning at the organisational level across regions. This cross-regional collaboration is underpinned by a number of foundational elements, and the practical aspects that sustain momentum and ensure successful collaboration are explored. Finally, the early outcomes from the Indigenous leaders working together are discussed.

Across sectors. Jawun continues to provide corporate and government skilled resources to Indigenous communities via its secondment program. The sphere of this support is broadening, with senior corporate leaders contributing high-level strategic advice to the Indigenous leadership group and peer-to-peer alliances emerging between certain Indigenous leaders and senior corporate executives.

Place-based. Jawun’s presence in a region creates a mechanism for collaboration across key regional organisations to discuss priorities and coordinate the allocation of resources. Over the past year, collaboration via Empowered Communities has been a catalyst for greater place-based collaboration on collective community priorities.

FIGURE 2: Collaboration on multiple levels

ACROSS REGIONS



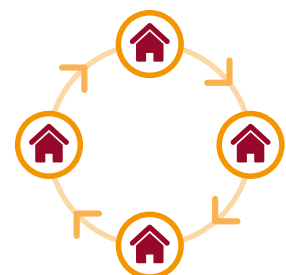
- Indigenous leaders from eight regions forming a national coalition
- Emerging leaders connecting and learning
- Early signs of sharing at the organisational level

ACROSS SECTORS



- Cross-sector resources via Jawun secondment program into Indigenous communities
- High-level strategic input from corporate Australia
- Senior peer-to-peer leadership support across sectors

PLACE-BASED



- Jawun place-based presence
- Place-based collaboration catalysed by collaboration across regions

2.1 COLLABORATION ACROSS REGIONS

In Jawun's last report, *Engaging, Connecting and Collaborating*, early collaboration across the Jawun regions was discussed. At the 2013 Garma Festival, Indigenous leaders from the eight regions that Jawun supports announced their commitment to a series of joint principles for Indigenous reform. Naming this initiative Empowered Communities, the leaders pledged for the first time to work together with government and corporate Australia to reform how Indigenous policies and programs are designed and delivered. Following the announcement, Empowered Communities' first milestone was to receive bi-partisan support from both the Liberal and Labor parties.

"We have got to create a situation where a structural interface with government enables those communities to deal from a position of equal power ... because how can there be empowerment if there is not a transfer of power?"

NOEL PEARSON, Chairman, Cape York Partnership and Jawun Patron

EXHIBIT 3: Empowered Communities

Noel Pearson explains that the Empowered Communities initiative provides "an interface with government that empowers us to add to the gains we're making and to pursue this common set of ideas we have about Indigenous reform". The Hon Alan Tudge MP, Parliamentary Secretary to the Prime Minister and Federal Member for Aston, outlines the power of this initiative, "one of the real strengths of the Empowered Communities group of leaders is they represent very different regions but have a common purpose".

The Empowered Communities group believes Indigenous people must be empowered to lead the reforms needed to achieve a vision that is meaningful to them. The following principles inform the work of the group:

- Indigenous-led responsibility is at the heart of Indigenous reform.
- Participation in this reform is on an opt-in basis.
- Design of programs must be site-specific.

- Innovation is critical and lessons must be learnt.
- Funding must be based on outcomes.
- Outcomes must be measured with common metrics.
- Best practices must be shared and leveraged.

To progress the important work of the group, and support leaders, who are often extremely busy with numerous responsibilities, significant assistance has been provided through the Jawun program in the form of both long and short-term corporate and government secondees.

Since signing the agreement in August 2013, the group has come together regularly to advance the initiative. These workshops have focused on activities such as developing the interface with government and establishing a framework for sharing best practice examples of Indigenous-related programs and services across the eight regions, undertakings that also receive support from Empowered Communities secondees.



Top left: Nolan Hunter (CEO, Kimberley Land Council) and Noel Pearson (Chairman, Cape York Partnership and Jawun Patron). **Top right:** Nolan Hunter (CEO, Kimberley Land Council), David Wirken (West Kimberley Regional Coordinator, Empowered Communities) and Marty Sibosado (Managing Director, Djaringo, Nirrumbuk Aboriginal Corporation). **Bottom left:** Marcia Langton AM (Chair, Australian Indigenous Studies, University of Melbourne), Des Hill (Chair, Yawoorroong Miriuwung Gajerrong Yirrbeg Noong Dawang Aboriginal Corporation), Ted Hall (Chair, Gelganyem Trust) and Ian Trust (Executive Chair, Wunan). **Bottom right:** Nolan Hunter (CEO, Kimberley Land Council), Noel Pearson (Chairman, Cape York Partnership and Jawun Patron) and Anthony Watson (Chairman, KRED Enterprises). Empowered Communities meeting, Sydney, 2014. *Photos: Louie Douvis*

At the root of Empowered Communities is a proposal to change the policy interface between government and Indigenous communities. As Nolan Hunter, CEO of the Kimberley Land Council, explains, “it’s about empowering Aboriginal people to be in the driving seat and to have a major say in what happens in their lives”. This sense of empowerment to take control of their own futures is grounded in an ambition towards fostering greater economic participation and sustainability. As Paul Briggs OAM, Executive Chair of the Kaiela Institute, says, “we are inspired to systemically address the culture of economic isolation and deficit value of our people in mainstream economies. We are faced with assimilation if we don’t develop an economic vision and strategies for our collective futures”.

However, another meaningful and enduring component of this initiative is how leaders are working together to innovate, reform and engage government, the corporate sector and their own communities on a long-term journey of Indigenous-led reform.

“The strength of Empowered Communities is the collaboration; it has its own legacy of empowerment that will live on way beyond any formal process.”

FIONA JOSE, CEO, Cape York Institute

Collaboration across the regions is examined across the three dimensions:

- foundational elements underpinning successful collaboration
- sustaining collaboration and ensuring effectiveness
- early signs of progress and change.

2.1.1 FOUNDATIONAL ELEMENTS UNDERPINNING SUCCESSFUL COLLABORATION

As outlined in the last Learnings and Insights report, *Engaging, Connecting and Collaborating*, Jawun's entry into a new region depends on a number of criteria including: strong Indigenous leadership, an appetite for change and openness to new ideas. These common attributes create a solid basis for productive dialogue and action across these regions.

The strong foundation for collaboration between Indigenous leaders today consists of six key elements:

- emergence of a regional network with shared ideals
- strong 'anchored leadership' in each region
- capable local institutions and reform ideas bolstered by Jawun's place-based support
- mutual respect and willingness to connect and learn
- a shared sense of urgency and opportunity
- value of a united voice and coalition across Australia.

2.1.1.1 Emergence of a regional network with shared ideals

Indigenous leaders in the regions share similar philosophies on what is required to create change in their community, a conviction that responsibility and initiative are the cornerstones of success. This alignment is unsurprising: all Jawun regions are selected according to defined criteria that ensure they share much in common.

Figure 3 captures the Indigenous leaders from across the regions, who met at the Central Coast Conference in 2013. This alliance has now grown significantly.

Despite their different geography and challenges, the leaders recognise welfare dependency as a trap for Indigenous communities, and that shaping positive futures involves greater individual and collective responsibility.

The Jawun collective of Indigenous leaders is interested in redirecting public investment to where it can best add value, but there is also a firm focus on positive behaviours and social norms that need to be established. Speaking at the 2014 Garma Festival, Sean Gordon, CEO of Darkinjung

Local Aboriginal Land Council, explains, "it is about living to the change that needs to happen in your community and leading by example, this means accepting things need to change if we're going to move forward".

The Indigenous leaders across the regions are committed to creating communities characterised by the five social norms below:

1. Children attend school every day, are on time, and are school ready.
2. Capable adults participate in either training or work.
3. Children and those who are vulnerable are cared for and safe.
4. People must abide by the conditions related to their tenancy in public housing.
5. People do not commit domestic violence, alcohol and drug offences, or petty crimes.

FIGURE 3: Network of Indigenous leaders who convened at the 2013 Central Coast Conference

North East Arnhem Land



Balupalu Yunupingu
Board Member
Gumatj Corporation Ltd

Djawa Yunupingu
Director
Gumatj Corporation and Marnngarr Resource Centre Aboriginal Corporation

Gapirri Collins-Yunupingu
Board Member
Yothu Yindi Foundation

Denise Bowden
CEO
Yothu Yindi Foundation

East Kimberley



Ian Trust
Executive Chair
Wunan

Jim Lewis
Managing Director
Dadaru Pty Ltd and Wunan Board Member

Cape York



Noel Pearson
Chairman
Cape York Partnership

Fiona Jose
CEO
Cape York Institute

Richie Ah Mat
Chairman
Cape York Land Council

Central Coast NSW



Sean Gordon
CEO
Darkinjung Local Aboriginal Land Council

Jenny Hayes
Board Member
Darkinjung Local Aboriginal Land Council

Bronwyn Chambers
Elder in Residence
Wollotuka Institute Newcastle University

NPY Lands



Andrea Mason
Coordinator
NPY Women's Council

Marcia Langton
Chair
Australian Indigenous Studies, University of Melbourne

Inner Sydney



Mick Mundine
CEO
Aboriginal Housing Company

Shane Phillips
CEO
Tribal Warrior Association

Mark Spinks
Chairman
Aboriginal Housing Company

West Kimberley



Wayne Bergmann
CEO
KRED Enterprises

Frank Parriman
Deputy CEO
Kimberley Land Council

Nolan Hunter
CEO
Kimberley Land Council

Anthony Watson
Chairman
KRED Enterprises

Robert Watson
Chairperson
Balginjirr Community

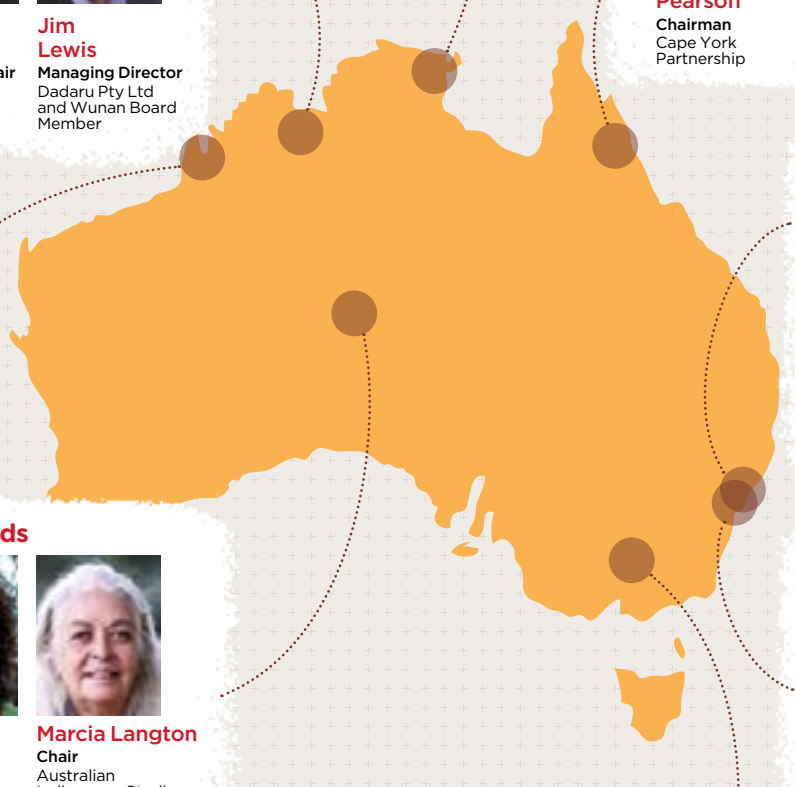
Goulburn Murray



Paul Briggs
Executive Chair
Kaiela Institute

Felicia Dean
CEO
Rumbalara Aboriginal Co-op

Neville Atkinson
Elder
Yorta Yorta Community





Ian Trust (Executive Chair, Wunan), Natasha Short (Programs and Partnerships Manager, Wunan) and Paul Briggs OAM (Executive Chair, Kaiela Institute), East Kimberley, 2014. *Photo: David Rennie*

EXHIBIT 4: Central Coast Conference to the present

Following on from his regional tour with Jawun in April 2013, Noel Pearson extended an invitation to his regional colleagues to gather together for an Indigenous leaders' conference. In June 2013, 25 leaders from eight regions convened at the Central Coast. The purpose of the conference was to learn from one another and share common challenges and frustrations.

This meeting of the leaders from across the Jawun regions cemented their resolve to work together on two levels: at an interface with each other and together as an interface with government.

Since the Central Coast conference, the expanded group has come together for six national workshops to progress their shared commitment. Now known as Empowered Communities this group of Indigenous leaders is an alliance to empower Indigenous communities to deal with their issues on an equal footing with government.

As Noel Pearson explains, "how can we not have a say about our future?" Reflecting on this first meeting on the Central Coast, the change is evident to Jim Lewis, Managing Director, Dadaru Pty Ltd, and Wunan Board Member from the East Kimberley. "In the last 12 months, I've been surprised at how much work has been done, how much progress has been made".

Jim explains that the earlier discussions focused on reform and government, but now the attention has shifted to personal responsibility, "More and more we're hearing from the community that it's about taking personal responsibility to close the gap. I think that's been a big change in the last 12 months".

Andrea Mason, Coordinator of the NPY Women's Council in Central Australia, summarises the vision of the initiative, "Empowered Communities seeks to create a genuine and balanced partnership between Indigenous organisations, government and corporate Australia, where everybody is working together on a level playing field and towards a shared strategy".

2.1.1.2 Strong ‘anchored leadership’ in each region

The Indigenous leaders in the Jawun network share a sense of leadership rooted in their communities: a long-term approach based on an ethic of accountability and action. As Noel Pearson explains, “these are people who are strongly anchored in their own people, in their own places. We could deliver all of the coordinated and the best-funded services in the world, but if there is not a people to own it and to lead it, it will count for naught”.

Marcia Langton AM, Chair of Australian Indigenous Studies at the University of Melbourne, describes the Indigenous leadership as characterised by cultural obligations and expectations that withstand political cycles, “Indigenous leaders are there for their lifetime so they should have responsibility. Governments change. There’s a constant change of bureaucrats”.

The leaders in the regions recognise that leadership goes hand in hand with duty, a strong sense of responsibility and purpose. Although this role is challenging, Fiona Jose, CEO of Cape York Institute, explains that for many, walking away from the responsibility is impossible because of a sense of community obligation, combined with a personal conviction: “With Indigenous leadership you don’t always choose to be a leader, leadership often chooses you when you stand for a purpose”.

The leaders see great potential for the impact of the collaborative contribution across the regions, and have a strong sense this is a precious opportunity. James Fa’Aoso, Head of Leadership at the Cape York Leaders Program and Jawun 2013 Emerging Leader, reflects:

+ + + + +
+ I think the burden we have is that we need to get this +
+ right. This is not only going to impact us in this room. +
+ Twenty, 30 years down the track some of us aren’t +
+ going to be here, but our kids and our grandkids and +
+ our future prosperity will. + + + + +
+ + + + +

This accountability combined with a sense of possibility is common across the Indigenous leaders. Shane Phillips, CEO of Tribal Warrior Association in Inner Sydney, describes the potential for progress as a powerful motivator, “we’ll create something that is bigger and longer lasting and has a generational effect and it’s all very positive and proactive”.

The sense of responsibility and obligation to their communities fuels determination among the leadership to find solutions. Typical drivers attracting people to leadership such as status, power and influence are not relevant here. Shane Phillips agrees, “If you look around here, people aren’t in it for the money. They genuinely have a passion to get the right things happening in their communities. They’re thinking about generational benefits and respecting our people, it’s from a good place”.



Shane Phillips (CEO, Tribal Warrior Association), Redfern, 2010. Photo: Daniel Linnet, Linnet Foto

2.1.1.3 Capable local institutions and reform ideas bolstered by Jawun’s place-based support

The eight regions in the Jawun network boast some of the most capable local institutions and cutting-edge reform thinking across Australia.

From the beginning, Jawun chose to work with regions with strong leaders, underpinned by robust organisations. Subsequent place-based support has helped to build the capabilities of these organisations, accelerating strategic thinking, and the design and delivery of numerous reform programs. Andrea Mason, Coordinator of the NPY Women’s Council, agrees, “there’s been incredible work that’s been both developed and articulated in our communities. I’ve been very pleased with the progress”.

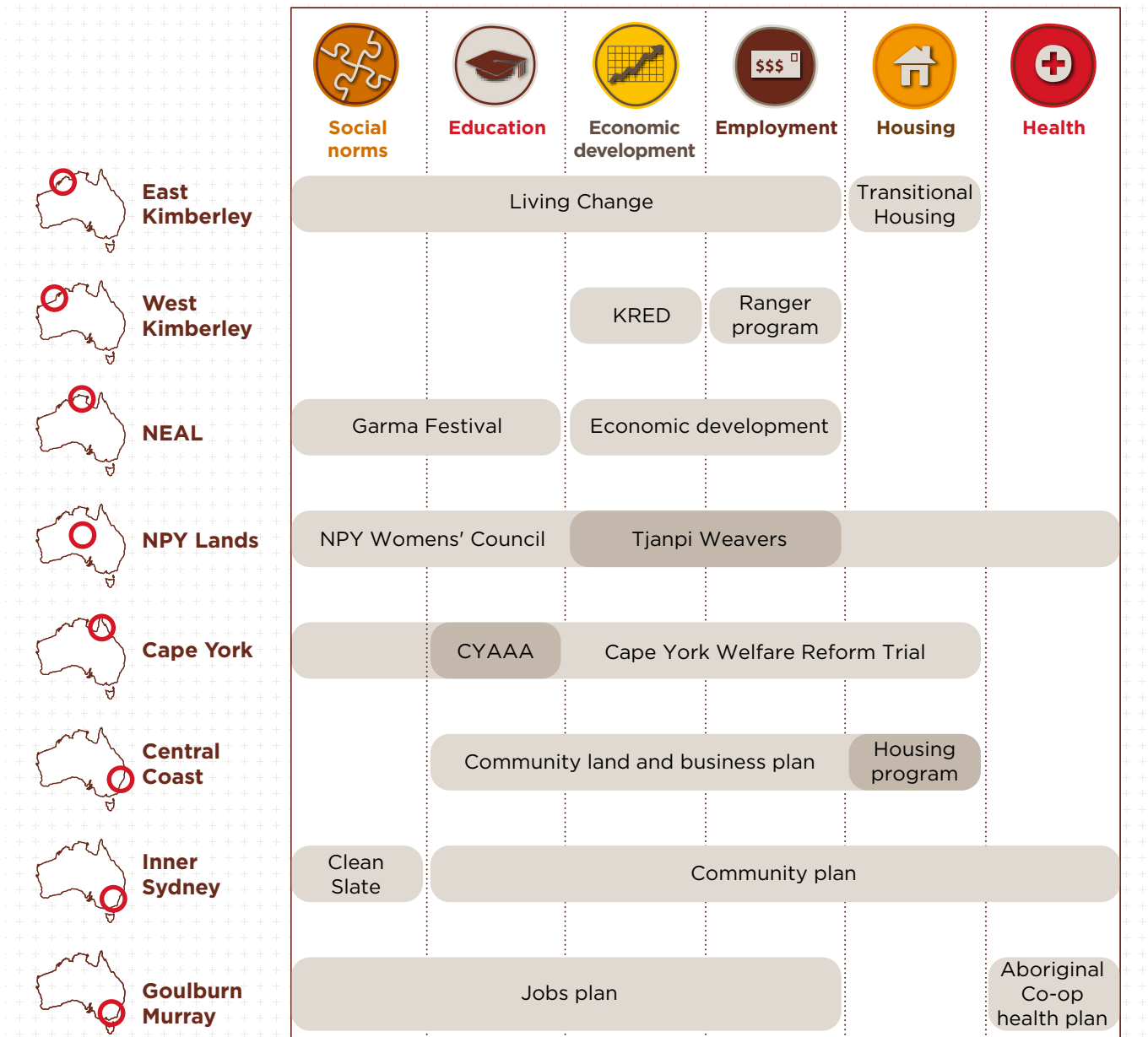
The depth of knowledge across the regions was only truly understood when the leaders gathered together on the Central Coast in June 2013 to showcase their work

(see also Exhibit 4, page 18). It was clear a ‘marketplace’ of learning and best practice existed across the regions. Simon Moore, Project Leader at BCG, who was involved in facilitating the Central Coast conference, remarks:

Once we came out with all the stories that people were talking about, people sat back and said “wow, we all believe that we’ve been trying our best, but there are a whole lot of great ideas here”. People were taken aback at all the good ideas.

The experience, knowledge and practice across the group have provided valuable inventory for the Empowered Communities leaders to draw from in their deliberations.

FIGURE 4: Marketplace of best practice from the eight regions Jawun supports





Andrea Mason (Coordinator, NPY Women's Council) and Ian Trust (Executive Chair, Wunan), East Kimberley, 2013. *Photo: Louise Law, Create Evoke Photography*

2.1.1.4 Mutual respect and willingness to connect and learn

While the Indigenous leaders across the regions face common challenges, albeit in varied contexts, until recently the opportunity to share and connect had been limited. Driven by an interest to learn from each other's work, a space where the leaders could come together to share their experience was created and a 'marketplace' of best practice across the Jawun network was explored.

Noel Pearson says, "I was very excited by what people are doing and seeing the diversity of progress, some regions more advanced than we are in some areas, and we're leading in others, and there is innovation somewhere else". Doreen Hart, Empowered Communities Regional Coordinator for Cape York, believes the diversity of experiences increases the appeal of sharing of knowledge across the region, "it's just a wealth of knowledge with a pool of people who have different knowledge and skills; sharing is the best part".

Simon Moore, Project Leader at BCG, assisted with the design of how collaboration might occur on a practical level, and observes that the strong appetite for sharing among the leaders was evident, "there was an upfront willingness to listen, to take those ideas to try and get people collaborating. We could see individuals swapping phone numbers and contact details and organising visits to each other's regions".

The interest in sharing lessons is founded on mutual respect and curiosity in each other's work. While the regions are distinct, there is acknowledgement many of the challenges they face are mutual. Nolan Hunter, CEO of Kimberley Land Council, says, "one of the key advantages is that we can look at different regions and see how they're doing a lot of things, and vice versa. They can see what we're doing, so we learn from each other". Sean Gordon, CEO of Darkinjung Local Aboriginal Land Council, agrees, "Aboriginal dysfunction and disadvantage exist around the country. An appreciation of these common challenges leads to a sense of respect for each other's work".

2.1.1.5 A shared sense of urgency and opportunity

The leadership group shares a sense of urgency to accelerate change and effect real improvements in their communities in areas such as education, health and economic participation. There is a common frustration with the status quo, Sean Gordon explains, “My people are in a washing machine, getting cycled around with government services and their problems, while nothing is changing”.

Following a trip that Jawun organised to its regions, Noel Pearson recognised the opportunity to act, “now we have sufficient scale across the country to do something in a united way”.

This sense of opportunity was heightened by the urgency to deliver solutions to entrenched problems. Simon Moore, who was assisting the group, observes:

There was a common feeling that we have so much going on, we have so much we have to address, we don't have time to waste. These are people's lives and livelihoods we're dealing with. We don't want to be chatting for two to three days and nothing comes of it.

Out of this resolve a collective focus around responsibility, initiative and empowerment was born. The leaders recognise that the model of service delivery where Indigenous people are passive recipients has been tried with little success. A new approach is needed but it requires wide support to succeed. Ian Trust, Executive Chair of Wunan, explains, “let's stop doing what we've been doing for 40 years and do something different”.

Not only was there a shared sense of urgency, but there was also a shared sense the timing was right for collaboration among regions. Wayne Bergmann, CEO Kimberley Regional Economic Development (KRED) Enterprises, explains:

Now is the time for real change because there is hope, there is a level of positive energy. It's time for us to be part of a movement in which we can make a positive legacy for our people. The ripple effect of this will spread, meaning more regions will stand up and say, we don't need to accept the status quo, this is not good enough, we can make a difference.

Brenda Garstone, Empowered Communities Regional Coordinator for East Kimberley, agrees, “it just so happens that we've moved into a space where there's a level of maturity in the Indigenous leadership space, and it's been timely that Empowered Communities came about”.

“People are sick and tired of people committing suicide at 12 years old, the level of violence and domestic violence, kids not being cared for.”

IAN TRUST, Executive Chair, Wunan



Noel Pearson (Chairman, Cape York Partnership and Jawun Patron), Garma Festival, 2014. Photo: Vit Koci



James Fa'Aoso (Head of Leadership, Cape York Leaders Program and Jawun 2013 Emerging Leader), Andrea Mason (Coordinator, NPY Women's Council), Ian Trust (Executive Chair, Wunan), Noel Pearson (Chairman, Cape York Partnership and Jawun Patron), Sean Gordon (CEO, Darkinjung Local Aboriginal Land Council), Paul Briggs OAM (Executive Chair, Kaiela Institute), Marcia Langton AM (Chair, Australian Indigenous Studies, University of Melbourne) and Nolan Hunter (CEO, Kimberley Land Council). *Photo: Louie Douvis*

2.1.1.6 Value of a united voice and coalition across Australia

The eight regions represent a cross-section of Indigenous communities including the remote areas of: East and West Kimberley, the NPY Lands in Central Australia, North East Arnhem Land and Cape York; the regional contexts of Goulburn Murray and the NSW Central Coast; and finally the urban community of Inner Sydney. Despite these varied contexts generating unique challenges, the network has much in common: disadvantage characterised by a high dependency on welfare, combined with reliance on a plethora of government services.

The leaders from the regions agree the strength of the alliance is that it represents a cross-section of Indigenous Australia. Ian Trust believes Jawun is a powerful network because it is a coalition of diverse regions:

The strength of the Jawun model is that it's the first time eight regions have come together nationally and presented a case for change ... the other strength is that it encompasses remote, semi-regional, metropolitan, and so on. It's a cross-section of the Aboriginal people of Australia.

Not only is the network a powerful cross-section, but this diversity across the Jawun regions adds rigour to the Indigenous leaders' solutions. The leaders have been coming together to cooperatively design and re-think how to tackle the disadvantage in their communities. This means constructive solutions must withstand the challenges of these varied contexts and be applicable

not just in one instance, but across the eight diverse regions. Nolan Hunter, CEO of Kimberley Land Council, captures the advantage of this diversity, "We take our unique experiences as shared input to contribute to a collective design process".

A network that represents diverse regions across Australia, sharing an Indigenous-led ethos, presents a landmark opportunity for Indigenous affairs. Sean Gordon explains:

To my knowledge we've not had eight regions come together to do the type of initiative that we're working on. It's unique and it's never been done before. If we develop this and we get it right then we're setting a new benchmark and model for our communities.

"The strength of the people around the table today is that they represent very different regions from inner city Sydney, to North East Arnhem Land, to Central Australia, to Central Coast NSW to Cape York. If collectively, their working with government can come up with a governance model that might work for them, then the chances are it might work for other regions."

THE HON ALAN TUDGE MP, Parliamentary Secretary to the Prime Minister and Federal Member for Aston



Top left: David Linke (National Managing Partner, Corporate Tax, KPMG), Craig Brent (KPMG secondee) and Louise Law (Jawun Regional Director, North East Arnhem Land), North East Arnhem Land, 2014. **Top right:** Ian Trust (Executive Chair, Wunan) and Adam Baylis (KPMG secondee), East Kimberley, 2011. **Bottom:** Grace George (KPMG secondee), Ben Andrade (Macquarie Capital secondee) and Kim Hogan (Westpac secondee), Cape York, 2014. *Photos: Daniel Linnet, Linnet Foto*

2.1.2 SUSTAINING COLLABORATION AND ENSURING ITS EFFECTIVENESS

While the appetite for collaboration and a united voice is clear, it requires space, resources and commitment to create a sustainable, long-term impact. Jawun has played an integral role, not only in bringing the leadership group together, but in sustaining this momentum.

One of the biggest obstacles to effective collaboration is distance. Australia is an enormous country, and those leaders from remote areas are acutely aware of the barrier that geography can play. Ian Trust explains, “We’re a long way from anywhere. Collaborating with the other Empowered Communities is always difficult. I’m on the phone pretty regularly but it doesn’t compensate for the face-to-face meetings. That’s worth 200 phone calls. Distance for us is one of the major challenges”.

Jawun and the Indigenous leaders immediately recognised there were inherent road blocks to fostering effective collaboration and sustaining it. To address this challenge, a ‘hub and spoke’ support mechanism with a number of key planks was created, involving:

- ‘boots on the ground’ support for Indigenous leaders
- the creation of a sustainable support structure that fosters long-term thinking
- engaging the next generation of Indigenous leaders on the journey.

2.1.2.1 ‘Boots on the ground’ support for Indigenous leaders

The leaders in the regions are exceptionally busy with numerous responsibilities, so creating space to enable them to progress an innovative initiative such as Empowered Communities requires extra resourcing.

The Empowered Communities Regional Coordinator for Inner Sydney, Michelle Tabone, remarks of the Indigenous leaders, “these are all people who have their nine-to-five jobs, their family commitments and their community commitments. They’re all very busy in the day-to-day fray of their worlds”. Referring to the organisations she works with in Inner Sydney, Michelle explains, “they’ve told me numerous times they couldn’t do it without Jawun’s support. There’s a real recognition, within the organisations and within Sydney, about the value Jawun has lent”. Janaki Tampi, Associate at Herbert Smith Freehills, who was seconded through Jawun to East Kimberley, explains how her work was often focused on supporting Ian Trust, “When I worked with Ian I converted his ideas into strategic outputs. These products included electronic illustrations and relationship maps which were used to demonstrate Wunan’s vision and strategic position”.

By the end of 2014, 49 highly skilled resources will have been brokered by Jawun to support the Empowered Communities initiative, amounting to approximately \$5 million in in-kind contribution. This is in contrast to Jawun’s standard secondments where people are usually seconded for six weeks. The allocation of long-term resources to assist the collaboration has been considerable.

Resources have been drawn from some of Australia’s leading companies including Allens, Commonwealth Bank of Australia, BCG, Herbert Smith Freehills, KPMG,

Leighton Contractors, and Westpac – where the commitment comes right from the very top.

Christa Gordon, Partner in Charge of Government Advisory Services at KPMG, sees their involvement as a unique opportunity:

It’s one of the most exciting initiatives we’ve seen, a combined voice in support of a welfare reform agenda that is community owned, community led and community driven. KPMG supports self-determination and governance for Indigenous Australia and if we can play a role in helping to facilitate this by providing our skills and our expertise at the invitation of communities, then I think we all win, so we’re really pleased to be a part of this exciting initiative.

“Jawun provides this level of confidence for corporations like Westpac to engage and bring great quality people to work on really challenging issues ... as Australia’s oldest company, and Australia’s oldest bank, Westpac feels this particular sense of responsibility given our size and history in helping to create a more prosperous future for the whole country”.

BRIAN HARTZER, Chief Executive, Australian Financial Services, Westpac

There are a number of ways the work by secondees has enabled, sustained and put into practice the collaboration efforts of Indigenous leaders:

- assistance with identifying services available and gaps in provision, through available existing data and new research
- development of external communication tools for engagement activities
- logistical support for stakeholder and community meetings, such as presentations and background papers
- analytical work synthesising comments and themes from stakeholder and community meetings
- preparation and support for regional working group meetings
- work on high-level strategy and assisting in researching and drafting regional governance models
- identification of best practice examples and production of case studies for sharing across the regions
- communications support for regional and national meetings and workshops.

Across the regions, many secondees have been involved in supporting the leaders with stakeholder and community engagement. Outreach to other organisations, and the

broader community, has been necessary for leaders to promote and share the philosophy of Indigenous-led change and responsibility associated with Empowered Communities. Noel Pearson outlines how the input of secondees in this area has been invaluable, despite his initial misgivings:

“The thing I was most sceptical about was the role of corporate secondees in helping us with community engagement. I just thought ‘no that’s a bridge too far. These people come from a completely different world and they will not be able to get up to speed in time in order for us to make this thing work’. But I was proven completely wrong on that one, it has gone so much better than any of us could have ever imagined ... secondees have been very patient and skilful in the way they have gone about their work; it has contributed to the success of Empowered Communities in a way I was not expecting.”

NOEL PEARSON, Chairman, Cape York Partnership and Jawun Patron

EXHIBIT 5: Community engagement activities across the regions

Community engagement has been a critical step in each region, building their vision for the future. Empowered Communities Regional Coordinator for the NPY Lands, Bianca Janovic, outlines the importance of community leaders working together to create “a shared strategy and a shared approach to achieving common goals, with initial engagement work focusing on discussion of high-level ideas with leaders, through meetings and forums”.

Across all regions, Jawun secondees provide a valuable additional resource, as Bianca explains, “all Indigenous leaders running organisations are extremely busy so they greatly value the insights, skills and dedication that secondees bring”. Although secondees do not have the community relationships to lead engagement work, they are able to complete complex and time-consuming background tasks that are critical to driving projects forward. Brenda Garstone, Empowered Communities Regional Coordinator in East Kimberley, outlines how valuable Jawun secondee contributions have been in her region, “it’s good to have a team ... before it was

just one person to do all the engagement. The work required a lot of conversations and making sense of those conversations and analysing them. Secondees mainly observe and assist in capturing some of the themes, but share the load of writing down the conversations, preparing notes and pulling insights together”.

Jawun secondees have also supported community engagement through extensive preparation work, so when leaders do come together, discussions are as productive as possible. For example, David Wirken, West Kimberley Regional Coordinator for Empowered Communities outlines how secondees provide “quality technical and logistical support”. He explains, “logistical support isn’t just around travel and accommodation. It’s around making sure presentations are in good order, and leaders are familiar with the work they’re going to present or the discussions they’re going to lead. Secondees also provide agendas, papers and administrative support required for a meeting like that”. Ground work like this is critical to ensuring that time together is maximised.

In addition to assistance with the mechanics of stakeholder and community engagement, the secondees have been helping to identify and map the broad range of services available in a community, including gaps and overlaps in service delivery. This is a considerable undertaking,

but worthwhile because it provides the community with a good understanding of the breadth of government programs and investment in their regions, and an appreciation of how program activity does not always translate to effective outcomes on the ground.

EXHIBIT 6: Establishing gaps and overlaps in community services

To clearly understand which services are available in a community, the gaps in the provision of these services, and whether there is any duplication, a number of Jawun regions have undertaken a service-mapping exercise. This process is at different stages in each region, but the regions recognise the value of such work. David Wirken, Empowered Communities Regional Coordinator West Kimberley, explains, “understanding what services are available, and having the community aware of what services are available and how to access them, is really important”.

The process is more advanced in regions covering a smaller geographical area, such as the Central Coast and Inner Sydney. Steve Adams, Empowered Communities Regional Coordinator for the Central Coast, explains how this task has been advanced with the support of successive secondees, “there was a lot of research involved in service mapping. The service mapping spreadsheet template was the work of our three-month secondee, and then Round 2 secondees started further development of service mapping”. In Inner Sydney, the task has been instrumental in understanding which organisations provide services from ‘cradle to grave’ for Aboriginal people.

In regions covering a much larger area, such as East Kimberley and the NPY Lands, the challenge is much greater. Brenda Garstone, Empowered Communities Regional Coordinator for East Kimberley, explains how the number of services and their geographical spread made the task difficult, “we probably had about 10 meetings just looking at service gaps, and 10 or more meetings looking at existing services; our research showed there are 350-plus services in East Kimberley alone”. Bianca Janovic, Empowered Communities Regional Coordinator for the NPY Lands agrees, “there has definitely been a lot of work on service mapping so far. In our region, service mapping is an enormous feat, crossing three jurisdictions (NT, SA and WA) and including many different services and programs”.

The next step of this process will be to engage with the local community to find out which services are effective and the appetite for filling gaps in the provision of services, both tasks being supported by Jawun secondees. Bianca outlines what the future work will involve, “the second layer of evaluating the efficacy of those services and looking more closely at duplications – what’s working and what’s not – will be the next, and very important, phase of the process”.

The compilation of case studies to showcase good practice across the eight regions has been another focus for the long-term secondees, assisting Indigenous organisations to document their organisational models

and programs of note. This exercise has captured existing initiatives across the regions in a format that is easy to share, and provided useful content for these programs to showcase to external parties such as funders.

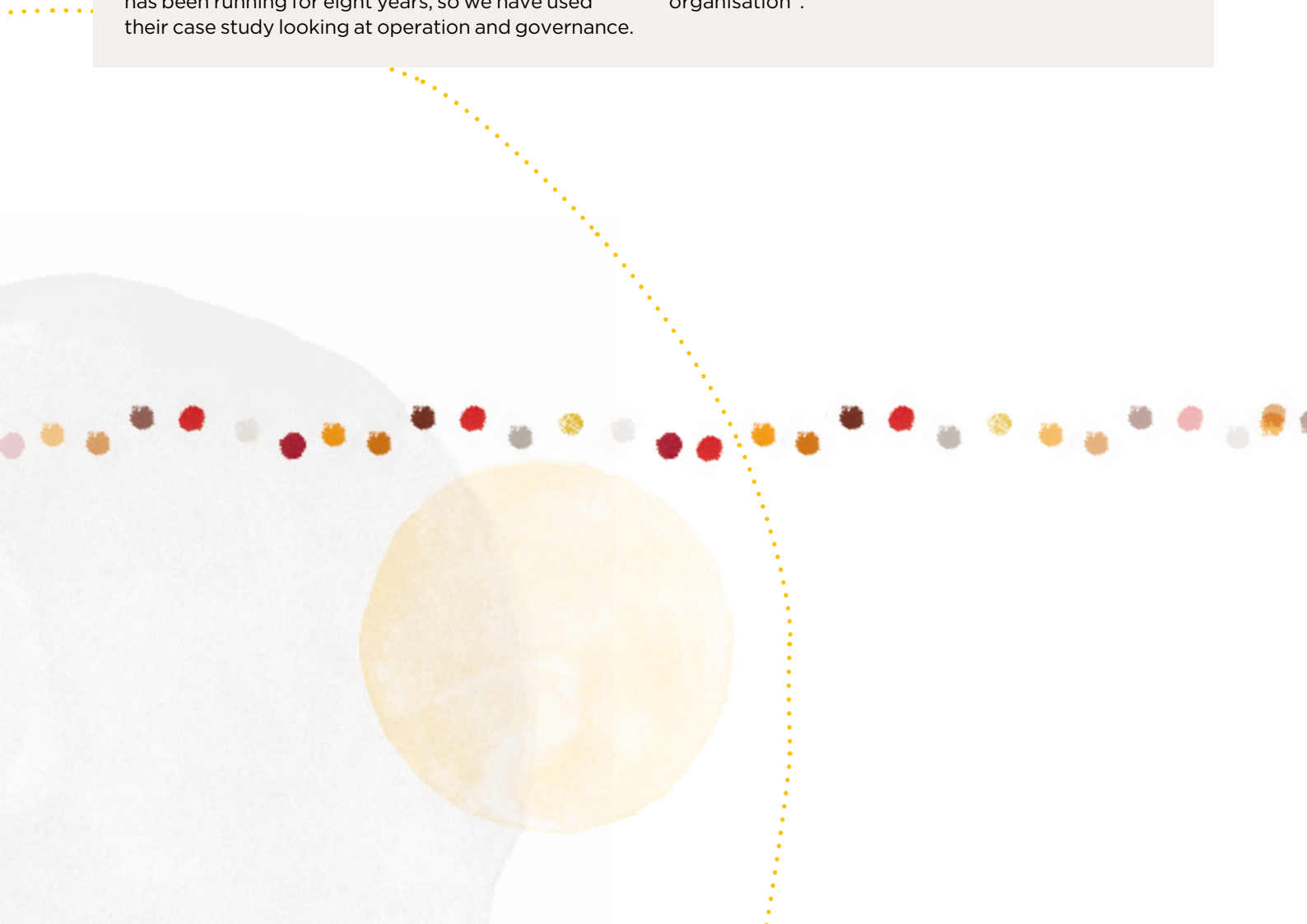
EXHIBIT 7: Documenting case studies from across the regions

Jawun secondees assisted in the preparation of detailed case studies that share best practice and strategies from the Indigenous organisations involved in Empowered Communities. These case studies have been compiled into a database. The purpose of this exercise is to share and capture good practice across regions and enable transfer of ideas and application of useful models in other regions.

Steve Adams, Empowered Communities Regional Coordinator for the Central Coast, describes how the Central Coast used a case study from the Inner Sydney region, “we hope to get funding to be able to build the Gulgul Barang Youth and Community Centre. La Perouse’s youth service [La Perouse Youth Haven] has been running for eight years, so we have used their case study looking at operation and governance.

Rather than starting from scratch we can use their model as a benchmark, which has been proven over eight years”.

The case studies are not only being used to showcase organisations and successes to other regions, but also as a marketing tool with government or other stakeholders. Steve talks about the first case study completed in the Central Coast region for The Glen, a drug and alcohol rehabilitation centre for men, “the timing was very good, it was printed and bound in the morning and the CEO of The Glen handed it to the NSW Health Minister during a visit that afternoon ... The Glen used it as a marketing and promotional tool, and to showcase what it is they do as an organisation”.





David Linke (National Managing Partner, Corporate Tax, KPMG), Philip Hirschhorn (Partner and Managing Director, BCG), Richard Helm (Partner and Managing Director, BCG) and Balupalu Yunupingu (Board Member, Gumatj Corporation Ltd), North East Arnhem Land, 2014.
 Photo: Daniel Linnet, Linnet Foto

2.1.2.2 Creating a sustainable support structure that fosters long-term thinking

Many leaders from the regions believe that without trusted, long-term corporate partners contributing resources, the constant pressure and demand to deal with urgent issues would undermine a more strategic approach.

Jawun's commitment to a region is long term. To the leadership group this provides a reliable infrastructure enabling them to focus on proactive strategic analysis and solutions. The participating Indigenous and corporate leaders agree that Jawun has been the catalyst and provided a platform for this to occur.

"In the past, a lot of our planning has been around crisis and short-term issues, especially around the availability of government funding for particular projects. Jawun and Empowered Communities are enabling us as a community to sit down and have input into what we want our community to look like in 15 or 20 years."

CHRIS INGREY, CEO, La Perouse Local Aboriginal Land Council and Jawun 2013 Emerging Leader

Ian Trust uses a metaphor to describe the progress:

+ + + + +
 + This whole race is a marathon, it's not a sprint. + + + + +
 + When you go out and have meetings with families + + + + +
 + and individuals and corporations in my regions, + + + + +
 + people do get very excited about a possible new + + + + +
 + future. You want your people enthused, but you + + + + +
 + don't want them burning out. + + + + +
 + + + + +

Long-term backing also ensures there is continuity of support, which is critical for maintaining momentum. David Wirken, Empowered Communities Regional Coordinator for West Kimberley, explains that this is important because of the quality of the contribution of secondees, "they come in and do such good work, and then the worst that can happen to that work is that it gets filed and forgotten". He believes the continuity of secondees enables not only continued support, but also the benefit of fresh eyes, those who can review the work to date, provide new analysis and build on the work to add further value.

Indigenous leaders across the Jawun regions are redesigning solutions with strategic clarity, and a long-term focus. The collaboration occurring via Jawun and Empowered Communities has created the space for the Indigenous leaders to reflect, along with the collective wisdom from each other as trusted peers.

2.1.2.3 Engaging the next generation of Indigenous leaders on the journey

“There is an overwhelming feeling across the group that this is the start of something amazing, as we start our own journeys as leaders for our communities, but also for Indigenous people in general.”

NEIL MORRIS, Woka Walla (Land and Water) NRM Project Officer, Yorta Yorta Nations Aboriginal Corporation and Jawun 2013 Emerging Leader

The problems leaders from the regions are attempting to overcome are so entrenched they require long-term solutions. It is therefore necessary to identify the next generation of Indigenous leaders and support their development. For this reason, since 2011 Jawun has been conducting its Emerging Leaders program, to broaden and grow the Indigenous leadership base, exposing the next generation of Indigenous leadership to examples of progress across the country. Noel Pearson, Chairman Cape York Partnership and Jawun Patron, outlines the power of the initiative, “The concept of Emerging Leaders is really important ... because we need to sustain this for the next generation. Even as we work on this, we are building the next generation of leaders across our regions.” Ian Trust agrees there is value in investing in development of the next generation: “We’ve got to develop our people as we go. It can’t just be dependent on the current regional leaders. It’s got to be that in 20 years, we have 200 leaders who are pushing it”.

The Emerging Leaders program consists of site visits, opportunities for reflection and discussion, and encourages established Indigenous leaders to involve new leaders in contributing to the community vision. The Empowered Communities initiative is developing leaders to apply their skills and perspectives to the challenges of Indigenous policy reform. It offers participants the opportunity to be involved in the next level of collaboration both personally and professionally, building pragmatic, inclusive and place-based leadership.

Jawun’s connection of established leaders and emerging leaders renewed motivation for those who were struggling with feelings of isolation, commonly associated with community leadership. James Fa’Aoso explains how his involvement in the 2013 Emerging Leaders program was critical in renewing his resolve to work towards positive change in Cape York:

+ + + + +
+ I’ve walked away reenergised, with new ideas and + + + + +
+ with reconfirmation that you can make anything + + + + +
+ happen when you really put your mind to it. Knowing + + + + +
+ that things do take time, but with the right vision, + + + + +
+ with the right intent, with the right motivation, with + + + + +
+ the right action, you get the right results. + + + + +
+ + + + +

The benefit of investing in the next generation of leaders and broadening the leadership base is demonstrated by Mary O’Reeri’s story. Mary is an Indigenous Engagement Officer in the Beagle Bay Office of the Remote Community Advancement Network. She also participated in the Jawun Emerging Leaders program in 2013.



Chris Ingrey (CEO, La Perouse Local Aboriginal Land Council and Jawun 2013 Emerging Leader), Djawa Yunupingu (Director, Gumatj Corporation and Marn Garr Resource Centre Aboriginal Corporation) and James Fa'Aoso (Head of Leadership, Cape York Leaders Program and Jawun 2013 Emerging Leader), Cape York, 2014. *Photo: Daniel Linnet, Linnet Foto*

EXHIBIT 8: Widening the circle of Indigenous leadership

Mary O'Reeri is a 2013 Emerging Leader from Beagle Bay on the Dampier Peninsula in Western Australia. She works as an Indigenous Engagement Officer for Remote Community Advancement Network, supporting a range of service delivery organisations. Prior to her involvement in the Emerging Leaders program, Mary was aware her community lacked an overarching body to coordinate services, resulting in a sense of disenfranchisement and a feeling the community was not heard.

As part of the Emerging Leaders program, Mary was exposed to effective Indigenous governance structures and organisations across Australia. She discussed her community's challenges and explored potential solutions with her fellow program participants.

"The personal impact of being part of Emerging Leaders has been astounding, the energy, the best practices that I have seen through my journey in Emerging Leaders has brought life and leadership back into me. What I've learned is that I can now advocate more. I've got more support from my leaders in the region and I'm much more effective. Until Emerging Leaders, my advocacy had been alone. Now I have a big extended family that can help me do the best for my people."

The journey built Mary's leadership style. She returned from the Emerging Leaders tour and leveraged Jawun secondees to secure assistance in establishing an effective governance structure for Beagle Bay. She is now focused on empowering younger community members to step up and grow the next generation of young leaders. Mary's growth as a leader is shown by her ability to galvanise the resources around her with great effect, to change the status quo. Since the completion of the program, Mary has continued to build her leadership and has

solid relationships with the other 2013 Emerging Leaders, Jawun and the community of Beagle Bay.

"Jawun ignited me. It gave me insight into how I can work and strategically bring the community on board. I'm more effective because I can call on people collectively. I used to do it individually."



Mary O'Reeri (Indigenous Engagement Officer, Remote Community Advancement Network and Jawun 2013 Emerging Leader). Photo: Jawun staff

2.1.3 EARLY SIGNS OF PROGRESS AND CHANGE

The formal collaboration that has occurred through Empowered Communities commenced in earnest at the Garma Festival in North East Arnhem Land in August 2013. While it is too early to identify measurable outcomes, powerful signs of progress can already be

seen. This section captures the development of the leadership group, the building support for Empowered Communities within the regions and how cross-sector collaboration has evolved over the last 12 months to September 2014.

2.1.3.1 Evolution of the Indigenous leadership group

Many of the leaders across the Jawun network remark on how collaboration of this nature has never occurred before. Noel Pearson says previous examples of Indigenous leaders coming together were largely short term and driven by political campaigns, rather than a proactive approach to solve things together:

It's never happened before in Indigenous affairs; what has happened in terms of collaboration has always been political. The last 25 years I have been involved in collaborations across Northern Australia, across the country from time to time, but they have always been in the context of political campaigns. What I have never been involved in, and what I have never witnessed, is people collaborating on policy and action on the ground, on development. We have only ever got together for political reasons, and then everybody goes to the four winds and does their own thing in terms of action on the ground.

At the 2013 Garma Festival, Indigenous leaders from across the Jawun network committed to work together under the banner of Empowered Communities to develop an Indigenous-led platform, working with government to more effectively deliver services addressing the spectrum of community need. As noted earlier in the report, the collaboration to develop this shared approach is considered by many to be the most enduring and remarkable aspect of this work.

Following the 2013 Garma Festival, the group interaction gained momentum, with regular teleconferences and face-to-face meetings. There is also a steering committee for Empowered Communities, whose members not only include Indigenous leaders, but senior corporate input with Michael Rose, Chief Executive Partner of Allens, and Brian Hartzler, Chief Executive of Australian Financial Services from Westpac, as well as Karyn Baylis, Chief Executive of Jawun, participating.

Michael Rose is astounded and humbled by the leadership of this group. He reflects on the personal inspiration gained from his role in the steering committee:

I find myself coming away from meetings with these leaders thinking the issues I am dealing with on a daily basis are actually pretty simple. There is such complexity in some of the things they are trying to do. There's political and social complexity, and so many obstacles to overcome. These leaders have such stamina and resilience to keep doing what they do. They are extraordinarily courageous people, putting themselves right out there with a big idea about the future for Indigenous people in Australia. You read about resilience, courage and authenticity in leadership and these people are really genuine leaders in that regard.

2.1.3.1 Evolution of the Indigenous leadership group (cont...)

Like the emergence of any alliance, the group has evolved during their journey. Sean Gordon, CEO Darkinjung Local Aboriginal Land Council, observes that the biggest change is around the trust that has been built:

+ + + + + I think that 12 months ago there was a little bit more wariness amongst the group or uncertainty as to why everyone was coming together. Where we are today, the relationships are established, the trust is there and the support is there. For me importantly, everyone's commitment to the principals and the objectives of Empowered Communities is there.

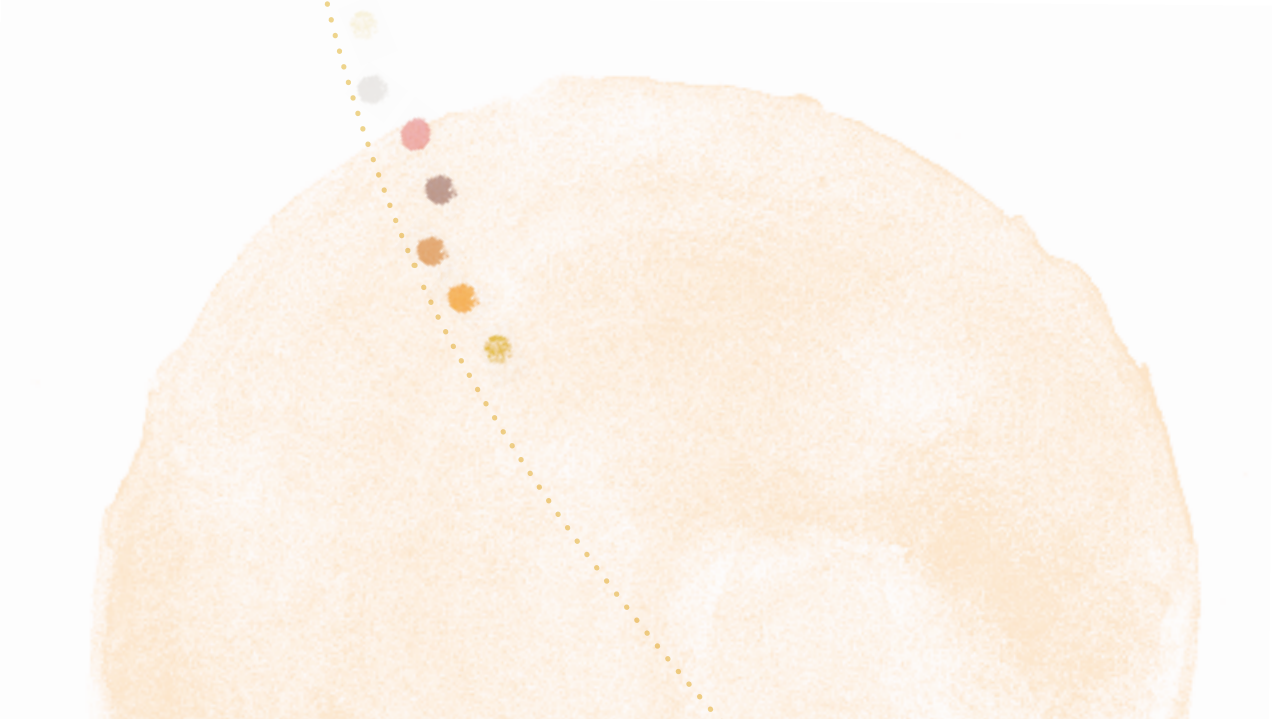
Noel Pearson agrees that the foundation of trust underpins the development of the group: "the biggest change I have seen is the development of trust between the leaders, it has been the big missing piece in the past".

The Empowered Communities leaders sharing insights and working together on a common platform for change has provided opportunities to learn from each other's experiences and build strong relationships. Dean Parkin, Empowered Communities Engagement Lead, explains

the growth he has witnessed, "There has been a massive change in the leadership group in the last 12 months. I have seen a lot of relationships develop and informal networking increase. Every time the leaders meet, they seem to learn something from each other".

Others echo Dean's sentiments: Dianne Hawgood, Empowered Communities Design Lead, explains:

+ + + + + I have seen changes in the leadership, with more focus on what we need to achieve. Building off the strength of having each other to share this journey with, through that growing collaborative strength, the group has been able to stare down some quite hard issues and be open about the challenges they are going to share in the future to succeed with Empowered Communities ... I have seen confidence and focus develop very strongly.





Top left: James Fa'Aoso (Head of Leadership, Cape York Leaders Program and Jawun 2013 Emerging Leader) and Noel Pearson (Chairman, Cape York Partnership and Jawun Patron). **Top right:** Joshua Toomey (Chairperson, Darkinjung Local Aboriginal Land Council) and Sean Gordon (CEO, Darkinjung Local Aboriginal Land Council). **Bottom left:** Inawantji Scales (Indigenous Researcher) and Andrea Mason (Coordinator, NPY Women's Council). **Bottom right:** Brenda Garstone (East Kimberley Regional Coordinator, Empowered Communities), Des Hill (Chair, Yawoorroong Miriwung Gajjerrong Yirregeb Noong Dawang Aboriginal Corporation), Nolan Hunter (CEO, Kimberley Land Council), Anthony Watson (Chairman, KRED Enterprises), Ian Trust (Executive Chair, Wunan), Ted Hall (Chair, Gelganyem Trust), Marty Sibosado (Managing Director, Djaringo, Nirrumbuk Aboriginal Corporation), David Wirken (West Kimberley Regional Coordinator, Empowered Communities). *Photos: Louie Douvis*

2.1.3.2 A groundswell of support slowly building for 'reform'

Speaking at the Garma Festival in 2014, Sean Gordon CEO Darkinjung Local Aboriginal Land Council, made the observation that in the past only Noel Pearson and Marcia Langton used the term 'reform' in relation to Indigenous affairs. There has been a change in the last 12 months, and this growing comfort with the word is significant in Sean's opinion: "until Aboriginal people take responsibility seriously, they can continue to blame everybody else. We now have communities talking about reform and actually using the term reform, this was never heard of before".

As its name suggests, Empowered Communities aims to empower Indigenous people to take personal responsibility for their circumstances and affairs. Support and buy-in are required to build positive social norms to achieve this, not only from leaders and organisations, but from communities and individuals. Sean Gordon explains:

Regions and organisations are now starting to put governance structures in place to challenge other organisations that aren't practising good leadership, that aren't committed to addressing the issues of our communities. Through having frank discussions and through understanding the issues we need to address within our communities, organisations are now challenging each other and saying, "if you want to sign up to these principles, you need to not only sign up to them, but start practising them".

The philosophy of both rights and responsibilities which underpins Empowered Communities has required intensive community engagement within each region, and exploring the idea in public forums. Shane Phillips, CEO Tribal Warrior Association, observes that the background for this was "to take ownership of our destiny and our own organisations and community and push the issues from the bottom up".

Ian Trust echoes similar sentiments, likening the effort to a campaign, "as we gain more and more momentum, people get onside and are willing to stand up in a public forum". Ian believes that for any change to succeed it must be Aboriginal-led, "otherwise it will seem like yet another imposition from government. We've said that it's got to be bottom up and Aboriginal-led and you've got to demonstrate that".

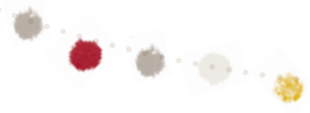
Many small gatherings of organisations and representatives have been organised throughout the regions to begin the process of growing the support for this initiative. Jawun assists by providing resources, in the form of secondees, to support the engagement needed to build momentum. These Empowered Communities secondees have assisted in the preparation for and practical logistics of this groundswell. These aspects of support are discussed in Exhibit 5 on page 26.

Ian Trust has noticed as the support increases, the meetings have become larger and other people are now willing to stand up. He believes communities had become accustomed to being recipients, but the tide is turning towards personal action and responsibility.

"It's based on you and your community wanting to address the dysfunction, disadvantage, and the poverty that exists in your communities."
SEAN GORDON, CEO, Darkinjung Local Aboriginal Land Council



Noel Pearson (Chairman, Cape York Partnership and Jawun Patron), Cape York, 2010. Photo: Daniel Linnet, Linnet Foto





Sonia Minniecon (Head of Employment, Cape York Partnership), Djawa Yunupingu (Director, Gumatj Corporation and Marn Garr Resource Centre Aboriginal Corporation), James Fa'Aoso (Head of Leadership, Cape York Leaders Program and Jawun 2013 Emerging Leader), Steve Grzeskowiak (Deputy Secretary Defence Support and Reform, Department of Defence), Elizabeth Kelly (Deputy Secretary Governance, Department of Prime Minister and Cabinet) and Peter Scott (Chairman, Perpetual Limited), Cape York, 2014. *Photo: Daniel Linnet, Linnet Foto*

2.1.3.3 A network actively supporting each other's work for broader social outcomes across Australia

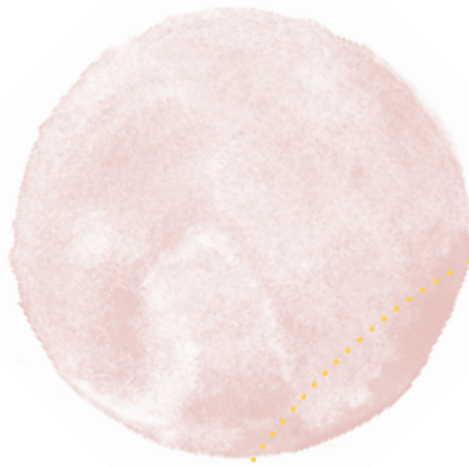
The trust and mutual respect have cemented the leaders' commitment to their shared purpose, and they have become active advocates of each other's work. They frequently call on each other, not only for support, but as an alliance to advance their place-based initiatives. Following their exposure to the different regions, the leaders share a concern for other communities in addition to their own.

Noel Pearson says, "this is the next phase of building. That is part of our aim, that we make a contribution beyond our community, that the Cape York Institute can make a contribution to social disadvantage generally". Fiona Jose emphasises the importance of the collaboration across the regions because it strengthens their individual efforts in place now that there is a wider pool of support to draw from. "It's important because we are stretched beyond our own regional agendas; now this leadership asks 'How can we support another region's reform agenda?'"

Sean Gordon says there is now a greater interest in the work across the regions and more support for each other: "this week I've spoken to four leaders from each of the regions, just conversations on how people are going, or to check in if something unfavourable has happened to them". The formal structure around collaboration has led to informal individual relationships that help steer the collective effort, particularly during challenging times. Sean notes, "there's a real rally of reinforcement around individuals to make sure they're supported all the way through".

Ian Trust has found enormous value in the unity of the group, which was a motivating factor when he faced opposition to his reform efforts in the East Kimberley:

+ + + + +
 + It welds the group closer together. The group sees + + +
 + it as being our problem, not just my problem, which + + +
 + is really heartening ... instead of having one or two + + +
 + leaders in a region thinking about an issue, you know + + +
 + you have 16 focusing on that issue. + + + + +



2.1.3.4 Shared learnings accelerating progress and leading to better practice

As previously acknowledged, although regions in the Jawun network have different cultures and geographies, they share much in common, particularly in their struggle against passivity breeding a dependence on welfare. This common challenge feeds the transfer of thinking and application of solutions across the regions.

Rumbalara Aboriginal Cooperative in Shepparton, Victoria, has also sparked interest from other regions. Sean Gordon organised a visit to the cooperative so that leaders in his community of the New South Wales Central Coast could see first hand how the Goulburn Murray community had addressed their issues with a less siloed structure and with services reflecting community need.

EXHIBIT 9: 'Living Change': applying thinking from the Cape to East Kimberley

Ian Trust, Executive Chair of Wunan, has been both an admirer and observer of Noel Pearson for some time, with this professional association preceding his involvement with Jawun. Ian credits the thinking behind his model of Living Change, which promotes individual responsibility, as inspired by Cape York's Welfare Reform model.

Ian explains, "we went to the Cape 10 years ago to look at what Noel was doing, and in fact, I was a follower of Noel's from afar, even before we went there. I've always had a vision that we have to do something about Aboriginal empowerment. It can't be service delivery. The government model of the last 50 years has all been about service delivery. The Aboriginal people have been passive recipients, which adds to the problem even more".

The development of the Living Change model is ambitious because, to be successful, it necessitates both communities and the government reframing Aboriginal disadvantage and changing their approach to the issue. To understand why a different approach is needed, in May 2014 Ian took a delegation of Traditional Owners to visit Cape York with him and see what is possible. He says, "I came away from there very refreshed and vitalised in terms of these are some of the things we can do for our country".

Ian's model for reform has been supported by BCG. The firm has sent numerous secondees to help build Wunan's Living Change model. This support comes from not only the immediate secondees, but also the content expertise of the broader BCG family. For example in 2012, BCG secondee Tim Mooney worked on Wunan's transitional housing strategy. As part of this project, he sought input from an expert in social financing from BCG's London office.



Paul Briggs OAM (Executive Chair, Kaiela Institute) and Ian Trust (Executive Chair, Wunan), East Kimberley, 2014. *Photo: David Rennie*

EXHIBIT 10: Cross-fertilisation of ideas

The Rumbalara Aboriginal Cooperative (Rumbalara) provides services to Indigenous people in the Goulburn Murray region in the areas of health, family support, housing, financial and administration, justice, aged care and disability.

In 2014, Sean Gordon, CEO of Darkinjung Local Aboriginal Land Council, along with 15 land council members, visited Rumbalara to understand their service model.

The Central Coast representatives were particularly interested in Rumbalara's aged care and medical facilities, as establishment of these types of health services had been high on the Central Coast agenda for some time. Both the East Kimberley and Central Coast are interested in developing a model that coordinates the delivery of services suited to community needs.

Sean Gordon explains the value of the visit: "it was important for our people to have a look at something they've been talking about for a long time. And then working out 'how do we come together to achieve that?' It's putting the vision in front of them".

For Sean, the trip confirmed the need for the community to work together toward its common goals, and while outcomes wouldn't be immediate the visit was certainly a catalyst. "For me it was a trigger to bring our community together; you want this but the only way is for all organisations to work together to make it happen. If we don't do that, then the thing gets further and further away from us. Just

because we did the trip to Goulburn Murray doesn't mean it will happen in the next 12 to 18 months, but if we put a strategy in place it could be a possibility in the next five years".

Brenda Garstone, East Kimberley Regional Coordinator for Empowered Communities, also visited Rumbalara to learn about the operations and governance of the organisation. Brenda shares a similar view in the value in not trying to reinvent the wheel: "It's definitely been a good learning experience, to then bring back those learnings to the East Kimberley and start to put them into place. As a long-term thing, that's really getting us to think creatively so that when Empowered Communities is up and running we will be able to better tailor our programs with these new ideas and not do the same old thing which hasn't worked. It's been really good to see what others are doing, so that when we get to that space we can try to mirror some of that good work that's happening in the other regions".

Furthermore, Sean explains the value of sharing knowledge: it does not mean models have to be replicated, but the cross-fertilisation of ideas from other regions and organisations can be a great headstart: "it may be they just pick up the way an organisation conducts its business, or the way they present their business, whether media, website, their marketing, their branding. Seeing how an organisation does something, then trying to adopt some of the principals can be really effective".

2.2 COLLABORATION ACROSS SECTORS

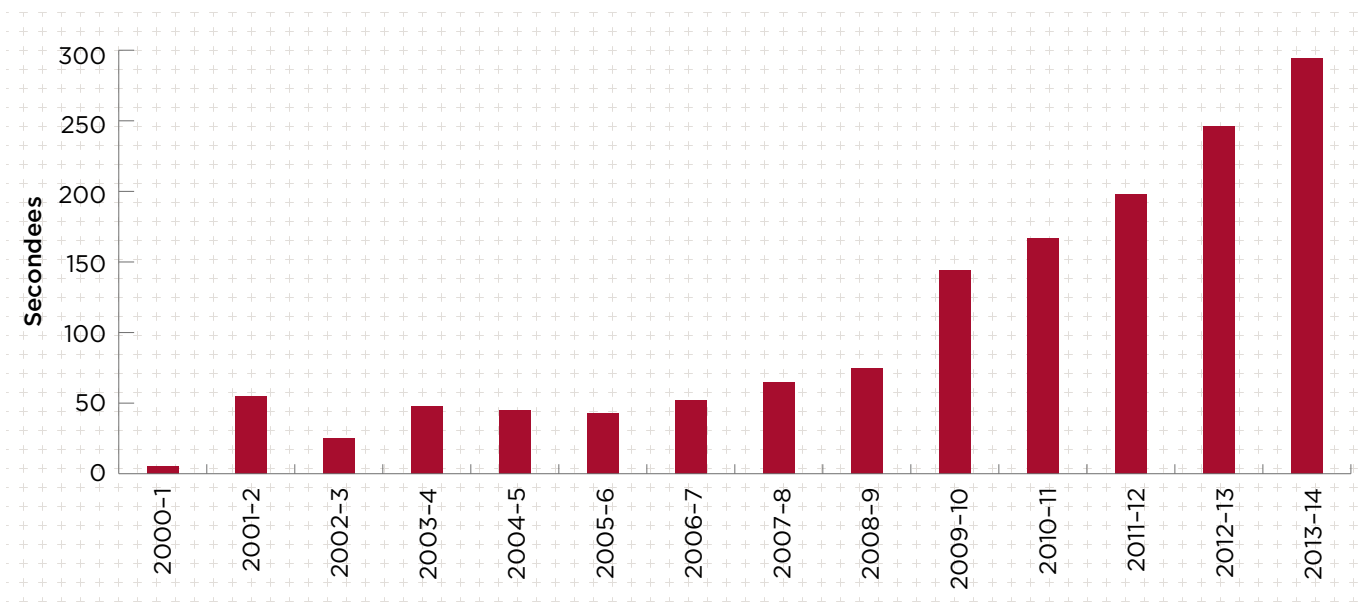
As Section 1 of this report outlines, Jawun was founded on the basis of cross-sector collaboration. Since 2001, the organisation has been facilitating the deployment of skilled people from corporate Australia into Indigenous communities, with the Australian Government joining the secondment program in 2011.

The collective Empowered Communities work has generated a renewed strategic focus, where leaders are concerned with what their communities want and need, where the investment is going and how the services should be coordinated to achieve these goals. Ian Trust, Executive Chair of Wunan, argues, “we haven’t really had a strategy for our people; we’ve had goals like ‘closing the gap’ but no strategy of how to get there”.

This section explores how Indigenous reformers have benefited from collaboration across sectors in the following areas:

- cross-sector resources from the Jawun secondment program
- high-level strategic input from corporate Australia
- connecting senior leaders across sectors.

FIGURE 5: Growth in cross-sector secondees provided to Indigenous regions via Jawun



2.2.1 CROSS-SECTOR RESOURCES FROM THE JAWUN SECONDMENT PROGRAM

Jawun supplies highly skilled secondees to organisations in eight Indigenous regions across Australia. According to Noel Pearson, the ongoing channel of well-placed, multi-skilled resources has lifted Indigenous capacity in four key areas:

- leadership
- capability
- governance
- innovation.

In 2011, the Australian Government joined the Jawun secondment program, adding a new dimension to Jawun's cross-sector model. This evolution was explored in Jawun's 2012 report *Learnings and Insights: Catalyst for Change*. The partnership with Jawun offered a new way for government to interact with Indigenous communities and better inform future public sector leaders on the challenges facing Indigenous people. There were also clear benefits to the Indigenous organisations on having an expanded skill set available to them, particularly specialist knowledge of navigating government processes such as funding applications and legislative reform.

Jawun secondees contribute to a wide range of areas. Examples of where this support has been critical include:

- helping to establish the Cape York Institute
- supporting effective implementation of the Welfare Reform trial in Cape York via support for Cape York Partnerships
- supporting multiple education reform trials in Cape York since 2002
- working with Paul Briggs to incubate a new employment approach in Shepparton
- helping Wunan in the East Kimberley to test and fast-track a comprehensive social reform agenda
- building organisational strength, governance, business acumen and confidence via local organisational capability building and skills transfer.

As Jawun's reach across Australia has grown, so too has the level of support from corporate Australia and government, as measured by the number of secondees supplied. This has grown from around 50 secondees per year to over 300 secondees in 2014.



Dean Parkin (Engagement Lead, Empowered Communities), Jesse Whelan (BCG secondee), Sean Gordon (CEO, Darkinjung Local Aboriginal Land Council), Karyn Baylis (Chief Executive, Jawun) and Dan Adams (BCG secondee). *Photo: Louie Douvis*



Karyn Baylis (Chief Executive, Jawun), Andrew Hall (Executive General Manager, Corporate Affairs, Commonwealth Bank of Australia) and Eddie Mulholland (Chief Executive, Miwatj Health Aboriginal Corporation) North East Arnhem Land, 2014. *Photo: Daniel Linnet, Linnet Foto*

2.2.2 HIGH-LEVEL STRATEGIC INPUT FROM CORPORATE AUSTRALIA

As the model evolves, and the Indigenous leadership strengthens, Jawun has begun to leverage strategic influence and guidance from some of corporate Australia’s best minds – those who use their personal insight and influence to further support the agendas of the Indigenous leaders.

Ian Trust feels the strength of the Jawun model is amplified by the connections to corporate partners’ intellectual input, personal commitment, honest analysis and entrepreneurial spirit for innovation. He observes, “there are not many people who have a wider view or are more strategic”.

Dianne Hawgood, Empowered Communities Design Lead, says Jawun’s Chief Executive, Karyn Baylis, has played a vital role in brokering this strategic corporate support:

Karyn Baylis has been a huge part of keeping this going, motivating people and making sure things happen. I think without someone drawing together those threads in the way Karyn has done across the regions and with the corporates, it wouldn’t have happened. I don’t think we can underestimate her role.

“We would probably have the best thinking power in Australia, collectively focusing on a particular issue.”

IAN TRUST, Executive Chair, Wunan

Sean Gordon adds, “the number one support through this process is Karyn Baylis, who brings in an outside, corporate perspective, so that it’s not just driven from an Aboriginal perspective”.

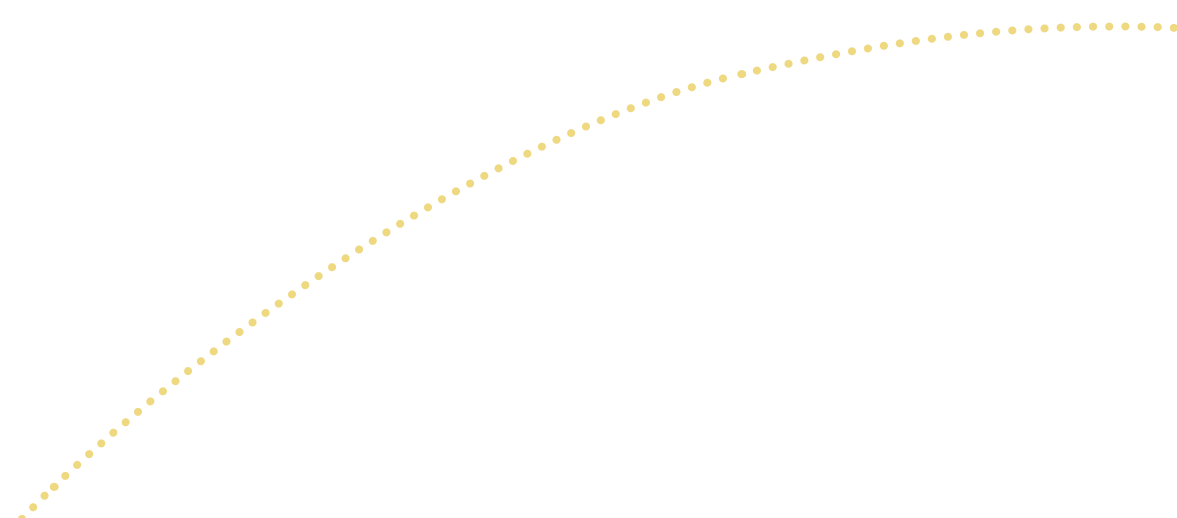
The challenges facing Indigenous Australia are extremely complex and little progress has been made despite decades of investment. Corporate expertise helps test and debate solutions, injecting lateral expertise that creates greater leverage and better problem solving.

The Indigenous leadership values the intellectual investment in the Empowered Communities initiative, but also the personal backing from senior figures across corporate Australia via Jawun. Sean Gordon says:

We have two corporates sitting on the Empowered Communities Steering Committee, Brian Hartzler, [Chief Executive, Australian Financial Services, Westpac] and Michael Rose [Chief Executive Partner, Allens]. It gives further weight to the initiative and encourages government to take what we’re proposing seriously, which is important to drive it.

Sean believes that without corporate support, the ideas would have still developed, but it would have taken longer and it would have been much harder to influence government and political stakeholders: “it would have been a lot tougher to get over the line and tougher to sell the message”.

Exhibit 11 on page 44 illustrates the critical contributions from BCG and KPMG Australia, to work with the leaders to develop a new approach to measuring the impact of their work.



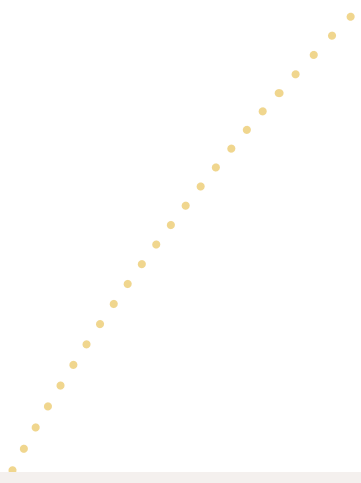


EXHIBIT 11: Cross-sector thinking challenges traditional impact evaluation methods

Empowered Communities provided a catalyst for the participating regions to consider the role of measurement and evaluation. Too often measurement practices are fragmented, poorly planned and occur too late. The Indigenous leaders of Empowered Communities agreed that effective measurement was critical to success, but they were keen to do things differently.

After initial consultation with some of the Empowered Communities leaders, Jawun approached Dr Neil Soderland, Senior Advisor and Healthcare Practice Leader, Healthcare Practice at BCG, and Liz Forsyth, National Sector Lead: Health, Ageing and Human Services, Deputy Chair of KPMG Australia, to help the leaders formulate a new approach to measuring the impact of their work.

As an initial step, Jawun brought a number of the Empowered Communities leaders together for a workshop, alongside a consortium of both corporate and academic experts. Representatives from the Cape York Institute shared their insights on the strengths and weaknesses of various evaluation attempts relating to the Cape York Welfare Reform trial and many lessons were extracted.

From this gathering, KPMG and BCG jointly led a design process with the leaders over the course of a year, which has resulted in an exciting alternative to past evaluation practice being developed. The proposed approach uses traditional evaluation methods but underpins them with a more dynamic, developmental delivery model. According to Liz Forsyth, "This approach to evaluation uses data and rapid feedback at the local level to drive continuous improvement and emergent solutions to dynamic and complex problems, which have rendered the more static, traditional approaches inadequate".

This approach empowers local decision makers and builds a culture of data-based decision making, which in turn better equips the Indigenous organisations for success.

As Dr Neil Soderlund says, "The collaboration and innovation across the Empowered Communities regions is greater than the sum of its parts. It is about systems change. The measurement framework we're proposing will ensure that learnings are being identified and leveraged across the system".

The collective focus and commitment across sectors has many tiers. It involves peer-to-peer support as covered in Exhibit 11 on strategic alliances, the transfer of skilled resourcing made possible from secondees, the symbolic influence of corporate backing to Empowered Communities, and the provision of research to assist the leaders in their analysis. Brian Hartzler of Westpac provides an example of this final point; as a member of the Empowered Communities Steering Committee, he took a personal interest in the factors leading to successful economic participation for Indigenous communities:

+ + + + +
+ I was thrilled to be asked to be part of the Empowered Communities steering committee.
+ Hopefully we have been able to bring a contribution in terms of another leg of the stool, economic viability.
+ It seems like some of the traditional protagonists don't usually focus on that area, but it's really important to the sustainability of these communities.
+ + + + +



EXHIBIT 12: Westpac's Brian Hartzler commissions report to inform debate on Indigenous economic prosperity

As a member of the Empowered Communities steering committee, Brian Hartzler, Chief Executive of Australian Financial Services at Westpac, is actively involved in Indigenous affairs. Jawun has enjoyed a long and fruitful relationship with Westpac, and alongside BCG considers the bank a founding partner. Brian's personal interest in tackling the issues facing Indigenous Australia led him to seek independent and robust advice on success factors for economic development.

In June 2014, Westpac commissioned Urbis to prepare a report entitled *Enabling Prosperity: Success factors for Indigenous economic development*. Reports such as this help build collective understanding around the solutions to harness greater economic activity and enterprise across Indigenous Australia. The report was designed to provide evidence-based analysis to some of the questions and deliberations facing the Empowered Communities group.



Brian Hartzler (Chief Executive, Australian Financial Services, Westpac) and Haroldian Woibo (Hope Vale Banana Farm Pty Ltd), Cape York, 2014. Photo: Vit Koci

2.2.3 CONNECTING SENIOR LEADERS ACROSS SECTORS

In addition to this visible support, Jawun has facilitated the engagement of a number of other senior corporate leaders who have been providing counsel behind the scenes in their own personal time. Michael Rose, Chief Executive Partner of Allens; Jon Nicholson, Chairman of the Westpac Foundation; Ross Love and Anthony Roediger, both Partner and Managing Director at BCG, have all been critical sounding boards and strategic advisors to the Indigenous leadership group. Noel Pearson believes this type of relationship is critical, “It is so important to have people who are not down in the weeds with us all the time, who are taking notice of what we’re doing and coming in from time to time, and giving us angles on things that we obviously miss because of the way we work”.

Jawun Executive Visits have played a role in forging these close relationships between Indigenous leaders and senior figures from the corporate and government world. These trips include senior representatives from corporate, government and philanthropic organisations, and are designed to provide a snapshot of the communities Jawun works with and the organisations it supports through the secondment program. They help partners and interested parties understand the challenges and opportunities in communities, and demonstrate the type of practical support provided by Jawun secondees.

For Indigenous leaders, these visits also provide an opportunity to meet their counterparts from other regions. Fiona Jose, CEO of Cape York Institute, explains:

+ + + + +
 + The real momentum is we’re all being exposed to + + + + +
 + each other by Indigenous leaders being included in + + + + +
 + Executive Visits, that’s one of the most important + + + + +
 + aspects. Indigenous leaders see each other, talk, + + + + +
 + discuss, then come back to place and fully + + + + +
 + understand and see things in action. + + + + +
 + + + + +

For many executives too, these trips provide real insight into the entrenched challenges in Australia’s Indigenous communities, and hint at the fortitude of those leaders and organisations that dedicate themselves to changing the status quo. Often executives become more closely involved with communities and leaders on a personal level. Michael Rose believes the relationship-building opportunities that Jawun provides to Indigenous communities are invaluable, “Jawun has exposed the leaders to some business people who have taken a genuine interest in what’s happening in their communities, people who are happy to be active participants and real sounding boards”.

Strategic, and sometimes quite personal, relationships are emerging between the Indigenous leaders and senior leaders from corporate Australia and government. It is clear these relationships are being sustained by a genuine reciprocity and sense of shared value. The Hon Alan Tudge MP says:

+ + + + +
 + I often reflect on my time up north, and my work + + + + +
 + with Paul Briggs in Shepparton and some time with + + + + +
 + Ian Trust over in East Kimberley. I’ve learned a huge + + + + +
 + amount from working with those people and + + + + +
 + hopefully I can take those learnings with me forward + + + + +
 + as part of the government, not only to Indigenous + + + + +
 + Australia but to non-Indigenous Australia as well. + + + + +
 + + + + +

Michael Rose, agrees, “I learn as much as I give, more actually. I come away thinking ‘there’s better ways for me to do what I do’. For me spending time with these leaders has really broadened my perspective on the sort of tools available to leaders and the ways in which good leaders can operate”.

EXHIBIT 13: Strategic alliance and friendship between Ross Love and Ian Trust

For over 30 years, Ian Trust, founder and Executive Chair of Wunan, has been pursuing a vision to improve the lives of Aboriginal people in the East Kimberley. He wants to shift the balance of Aboriginal people on welfare from 80 per cent to 20 per cent over the next 20 years, by implementing a complex set of reforms designed to provide opportunities and reward aspiration and self-responsibility. According to Ian, there is an urgent need to change attitudes and not only inspire Aboriginal people but government as well. He says, “good leaders take people where they want to go. Great leaders take their people where they don’t want to go, but where they must”.

When Jawun began supporting the East Kimberley in 2010, long-term corporate partner BCG, was keen to back Ian’s ambitious plan and to date BCG has provided Wunan with over \$1 million of pro bono support. Managing Partner of BCG in Australia and New Zealand, Ross Love, has been the driving force and strategic advisor for the successive BCG consultants who have been sent to the East Kimberley to assist. After meeting on a Jawun Executive Visit, a dialogue developed between Ian and Ross, which has evolved over the years into a unique and personal friendship.

“A leadership position is by nature a lonely job,” says Ross, “whether you are at the top of a company or leading community change, there aren’t really that many places to go for an outlet without having to think

about what you’re saying and how you’re phrasing it; to refine your thoughts”. Ross describes himself as a “sounding board” for Ian. “It’s what I do for a living. You ask questions, listen to a response and play it back with a bit of structure. It’s a socratic process.”

In 2012, Ian asked Ross to join the Wunan Board as an independent advisor. Ross continues to serve on the Wunan Board and travels to the East Kimberley at least four to five times a year for board meetings and other events. When asked if it’s a burden, juggling these commitments in amongst an already punishing schedule, Ross says, “it’s more important for me than it is for him [Ian]. It has become part of what I do and who I am. The complexity of the challenges and the people I get to work with make it some of the best professional time I spend in a year”.

Over the years, Ross has willingly used his own networks and connections to promote Ian’s work. Whether it’s targeted funding conversations with key government officials or more casual conversations where there is the opportunity to make a particular point to an influential listener.

Ian says, “we have two people, Ross Love and Patricia Clancy, on our board. We use those two quite a bit and the wider group as well, like Michael Rose, who are really strategic, and we can tap into their intellect as well. They can just give us another perspective on the issues we’re facing”.



Ross Love (Partner and Managing Director, BCG and Jawun Board Member) and Ian Trust (Executive Chair, Wunan), East Kimberley, 2011.
Photo: Daniel Linnet, Linnet Foto

2.3 PLACE-BASED COLLABORATION

Both Jawun's place-based presence in a community and the recent collaboration across regions have led to Indigenous organisations, in the same region, working together more effectively.

Sean Gordon, CEO Darkinjung Local Aboriginal Land Council, says, "For a long time, organisations in our region have preferred to operate individually or in silos, so it's not just building the trust with Darkinjung but it's building trust across each of the organisations, with each other". Jawun's presence creates a mechanism for connection between the key organisations in a region. In leveraging resources via Jawun, community priorities and resource

allocation must be discussed. Jawun Regional Directors, who live and work in each community, facilitate this local collaboration by engaging across the key community organisations to understand their needs and priorities.

The Redfern and La Perouse Aboriginal communities in Sydney were always familiar to each other. However, despite their proximity and sporting association, until recently they viewed themselves as very distinct communities. Their recent coming together and shared focus as a result of Empowered Communities have brought them closer in articulating their vision for the future.

EXHIBIT 14: Barang – empowering Indigenous people through a unified voice

Barang, meaning 'tomorrow', marks the turning point in realising a prosperous future for the 12,000-strong Indigenous community on the New South Wales Central Coast. The vision of the seven local enterprises that have joined in forming Barang is to create a collective of Aboriginal organisations that will communicate with one voice to government and other key stakeholders, to lead and empower community prosperity.

Speaking at the launch of Barang, Steve Adams, Empowered Communities Regional Coordinator for the Central Coast, acknowledged the role of Jawun as a springboard for Barang, "you simply cannot put a value on the work Jawun has contributed to our community".

Under the auspices of Empowered Communities, Jawun's secondment program has been a key enabler in accelerating collaboration by providing a ready stream of 'hands on deck' to support community leaders in building a structured program of works. It provides an environment of inclusion and transparency, where collaboration creates a relationship of trust and binds the secondees with the community.

In building an objective governance structure, community politics give way to the greater collective agenda to drive meaningful reform. "This is about a community empowering itself, and signing a

document together saying that we commit to working together in the future," explains Sean Gordon, CEO Darkinjung Local Aboriginal Land Council and Co-Chair of Barang.

Barang represents a bold move to redefine the way government engages with Aboriginal communities. It is a significant shift away from the ineffectual 'one-size-fits-all' approach, to provide communities with a real say in what services they need, what is delivered and how it is delivered. The landmark agreement includes health, welfare, housing and performing arts organisations and the Darkinjung Local Aboriginal Land Council. They hope that by working together with a united voice on local governance and community services, they can enable better outcomes for their community in the future.

"We are united in taking responsibility for the future of our kids, in taking responsibility for our kids going to school and bridging educational gaps, for looking after the elderly," says Sean. "If we forgo that ownership, we allow others to empower our people when that is our responsibility. Barang is about accepting responsibility for what is ours and empowering our people to make decisions that will shape our future."

“Now with the establishment of the Inner Sydney Aboriginal Alliance, we are looking forward to erasing the boundaries and being there together as black fellas, working together to help our community and our people.”

Presentation, Inner Sydney region, Our Connected History

EXHIBIT 15: A renewed shared focus for Redfern and La Perouse

Jawun’s Inner Sydney region comprises two iconic Indigenous communities: La Perouse on the coast near Botany Bay, and Redfern, the ‘Koori hub’ near Sydney’s CBD.

The healthy rivalry of these communities on the football field is well known, and mutual respect has always been strong. Yet in many ways these communities saw themselves as distinct from one another.

Recently this perspective has shifted, and Redfern and La Perouse are working together to articulate a shared vision for their Inner Sydney community. Redfern leader Shane Phillips reflects on the collaboration with La Perouse, “what I do love about this is it’s given us an opportunity to collaborate with the communities that we’re all part of anyway... it strengthens our relationship. It’s such a positive and warming time when you start to do things that are going to make a difference for everyone”.

La Perouse and Redfern each have their own ‘alliance’, which seeks to address important issues for the

community and their organisations. These visions have now been brought together, under the banner of the Inner Sydney Aboriginal Alliance. This alliance aims to strengthen their case at the negotiation table with government through a united approach to community planning. Chris Ingrey, CEO La Perouse Local Aboriginal Land Council and Jawun Emerging Leader, explains, “now we’ve started talking to Redfern to understand more about what they’re doing. Empowered Communities was the trigger to start talking - we had to. Even though there’s only 14 km between us we’re very different”.

Jawun Chief Executive Karyn Baylis sees this as the most exciting example of collaboration within regions: “the La Perouse and Redfern case is exciting, the ability for these guys in Empowered Communities to stand up with a shared vision is quite extraordinary. Two communities loosely linked by Jawun have now built a system and infrastructure that hardens that up and is working toward one shared vision and both communities working toward it”.



Shane Phillips (CEO, Tribal Warrior Association) and Vicki Reed (KPMG secondee), Redfern, 2010. *Photo Daniel Linnet, Linnet Foto*

CONCLUDING REMARKS

Over a decade ago, the Jawun model emerged from the pressing need to find an alternative, more effective way of tackling Indigenous disadvantage, as distinct from the traditional welfare-based approach of successive governments.

Jawun's unique, place-based, cross-sector model has been instrumental in building the capabilities and capacity of Indigenous partner regions over the years. As Jawun extended its reach to what is now a network of eight regions, collaboration across those regions has emerged as a significant evolution.

The launch of Empowered Communities has galvanised a greater collective focus both within and across regions. The formation of a national coalition of Indigenous leaders, who are leveraging their combined authority to shift the government policy interface as it relates to Indigenous people and communities, is unprecedented.

However, as this report has outlined, this type of empowerment does not automatically occur. A long-term commitment from an array of cross-sector partners, provision of skilled resources and collaboration on multiple levels has provided the infrastructure for the change to occur. The momentum for Indigenous-led reform continues to build and there is an increasing

awareness that developing capability and empowering Indigenous people to lead their own futures, is the way forward. Jawun and its dedicated cross-sector partners remain committed to backing this Indigenous-led, and fundamentally innovative, vision for addressing persistent Indigenous disadvantage.

“Jawun is an organisation that brings everybody together. That’s a fundamental process of Jawun for me; they are able to do that in a constructive, political, practical and wonderful way.”

MARY O'REERI, Indigenous Engagement Officer,
Department of the Prime Minister and Cabinet, Beagle Bay Office, Remote Community Advancement Network and Jawun 2013 Emerging Leader



Foreground: Shane Phillips (CEO, Tribal Warrior Association), Sean Gordon (CEO, Darkinjung Local Aboriginal Land Council), Noel Pearson (Chairman, Cape York Partnership and Jawun Patron). **Background:** Karyn Baylis (Chief Executive, Jawun), Ross Love (Partner and Managing Director, BCG and Jawun Board Member), Anthony Roediger (Partner and Managing Director, BCG), Sarah Franks (Westpac), Alison Urquhart (BCG), Alex Macoun (BCG), Simon Moore (BCG), Steve Hind (former BCG) and Tim Mooney (BCG). *Photo: Daniel Linnet, Linnet Foto*

ⁱ World Bank Database, 2014, *Life Expectancy at Birth*. [Online.] [Accessed 12 July 2014.] <http://data.worldbank.org/indicator/SP.DYN.LE00.FE.IN>

ⁱⁱ Pearson, N, 2000, *Our Right to Take Responsibility*. Cairns, Queensland: Noel Pearson and Associates.

ⁱⁱⁱ Sen, A, 1999, *Development as Freedom*. New York: Oxford University Press.

^{iv} Common Impact, 2014. [Online.] [Accessed 20 July 2014.] <http://www.commonimpact.org/>

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^{vii} United States Department of Education, 2012, *A Progress Report on the Department of Education's Place-based Strategy*. Washington DC: Department of Education.

^{viii} Evidence for the Importance of Place to Indigenous Communities. [Online.] [Accessed 27 July 2014.] <http://australia.gov.au/about-australia/australian-story/austn-indigenous-cultural-heritage>, http://econgeog.misc.hit-u.ac.jp/icgg/intl_mtgs/yhchen.pdf, http://www.geo.cornell.edu/hawaii/AIS3400/Kanaiaupuni_article.pdf; <https://eprints.mdx.ac.uk/7227/3/Gilbert-India.pdf>

^{ix} Urbis on behalf of Westpac, 2014. *Enabling Prosperity: Success factors for Indigenous economic development*. Sydney: Urbis.

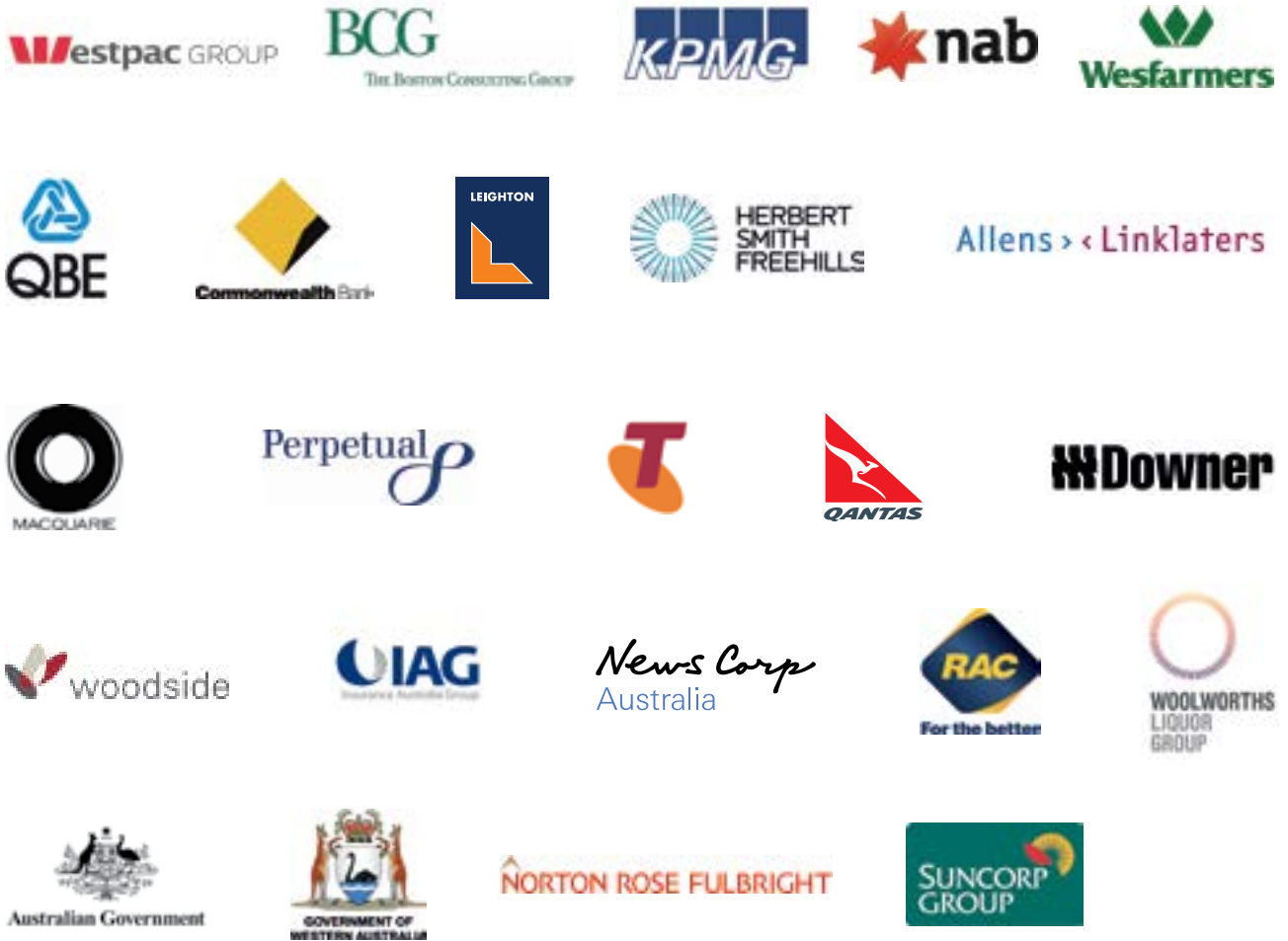
JAWUN PARTNERS

INDIGENOUS PARTNERS:

Jawun supports over 60 Indigenous organisations across Australia, some of which are presented below:



SECONDMENT PARTNERS:

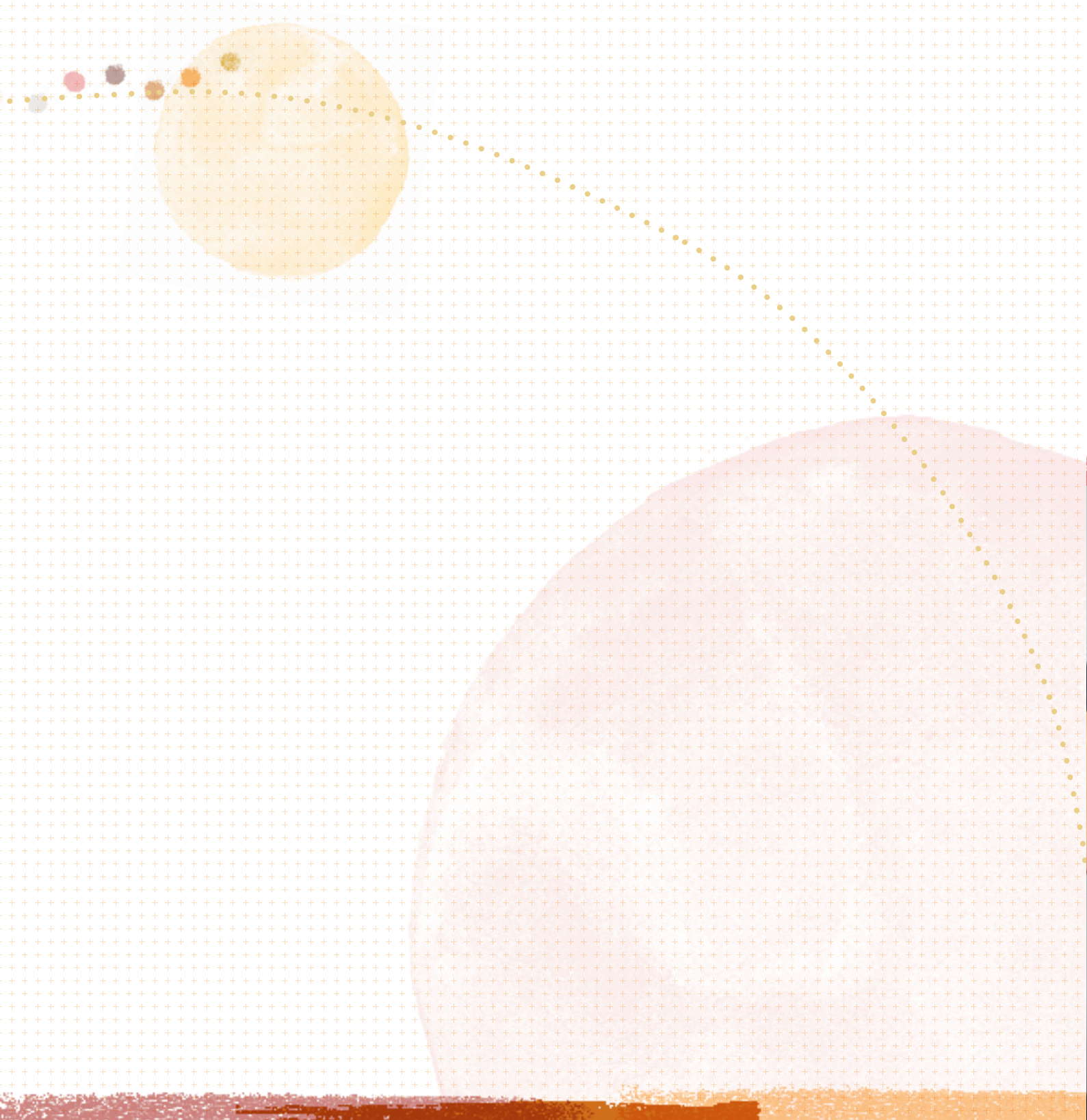


FUNDING PARTNERS:



SUPPORTERS:





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