



Wunan Foundation

Building a stronger future in the East Kimberley

Strategic Plan 2006-08



The East Kimberley – A Challenging Landscape

Excerpts from ‘The Taylor Report’, 2003:

“The East Kimberley has a serious economic development problem: around one half of its resident adult population, representing the majority of its Aboriginal population, remains overly dependent on welfare, structurally detached from the labour market, and ill-equipped to engage it.”

“If social and economic conditions for Aboriginal people remain the same as currently experienced, then the (public) cost of providing such income support and other welfare payments, as well as program support in areas of health, housing and CDEP in particular, will escalate over time in line with the growth in working age population. On the other hand, if Aboriginal people had more jobs at higher occupational levels, then, from their own incomes, they would be able to meet many of the basic needs that governments now provide for. Some estimate of the opportunity cost of simply continuing business as usual is provided in the form of welfare dependency rates and associated estimates of dollar amounts. What is not costed, though, is the potentially greater public impost of excess disease burden, infrastructure replacement, and foregone educational outcomes due to the continued and growing marginalisation of Aboriginal people in the regional economy. It is important to recognise that the policy (and strategic) options for addressing this situation are not cost neutral – expenditure will grow either in response to declining economic status, or in order to enhance it. Whatever the case, a fiscal response is unavoidable.”



Key Regional Statistics

	Indigenous	Non-Indigenous
Life expectancy (years) - males	47	78
% completing school to Year 12	7.2%	39.2%
% with an under-graduate degree	0.6%	10.0%
% aged 15-24 unemployed/on CDEP	79.3%	4.3%
Average dependents per income earner	9.1	0.5
Arrest rates per 1,000 population	364	24.4
% of population under 30 years of age	65.6%	30.1%
Median age of population	20	35
Birth rate (births per 1,000 population)	21.9	12.3

Source: ABS, UWA

Statement of Strategic Intent

Our Purpose

To build a stronger future for Aboriginal people in the East Kimberley, Wunan Foundation focuses its energies on increasing Indigenous independence and economic participation. The Foundation aims to achieve this by first maintaining a robust independent organisation with sound governance and quality management capacity sustained by a solid commercially-based investment portfolio, which we in turn leverage to maximise outcomes from social investments primarily in: -



- Employment, Education and Training; and
- Community Governance Support.

Our commitment is to contribute to a future where Aboriginal people achieve greater independence to better participate in opportunities in the region and to:

- Perform to the highest ethical, professional, commercial and governance standards
- Work in partnership with others committed to improving outcomes for Indigenous people
- Operate collaboratively to build constructive relationships with stakeholders
- Create a working environment that promotes learning and encourages active community involvement
- Make decisions based on simultaneous consideration of social, cultural, environmental and economic factors.

Statement of Strategic Intent (continued)

Our Vision

Our vision is for Aboriginal people in the East Kimberley to share equitably in the social and economic opportunities in the region, and for Wunan Foundation to be a driving force for achieving that outcome.

Our Values

We are a values driven organisation represented by five core attributes:

Empowering

Greater economic independence helps build and maintain strong culture, communities and families. We aim to build the capacity of those around us by sharing information, knowledge, experience and expertise.

Rewarding

Those who we come in contact with value their experiences with us and are enriched by those experiences.

Inspiring

We motivate and encourage ourselves and others to achieve better and sustained outcomes for the long-term benefit of Aboriginal people in our region.

Trusted

All those who we have relationships with us know that our dealings with them will be honest, open, reliable and trustworthy.

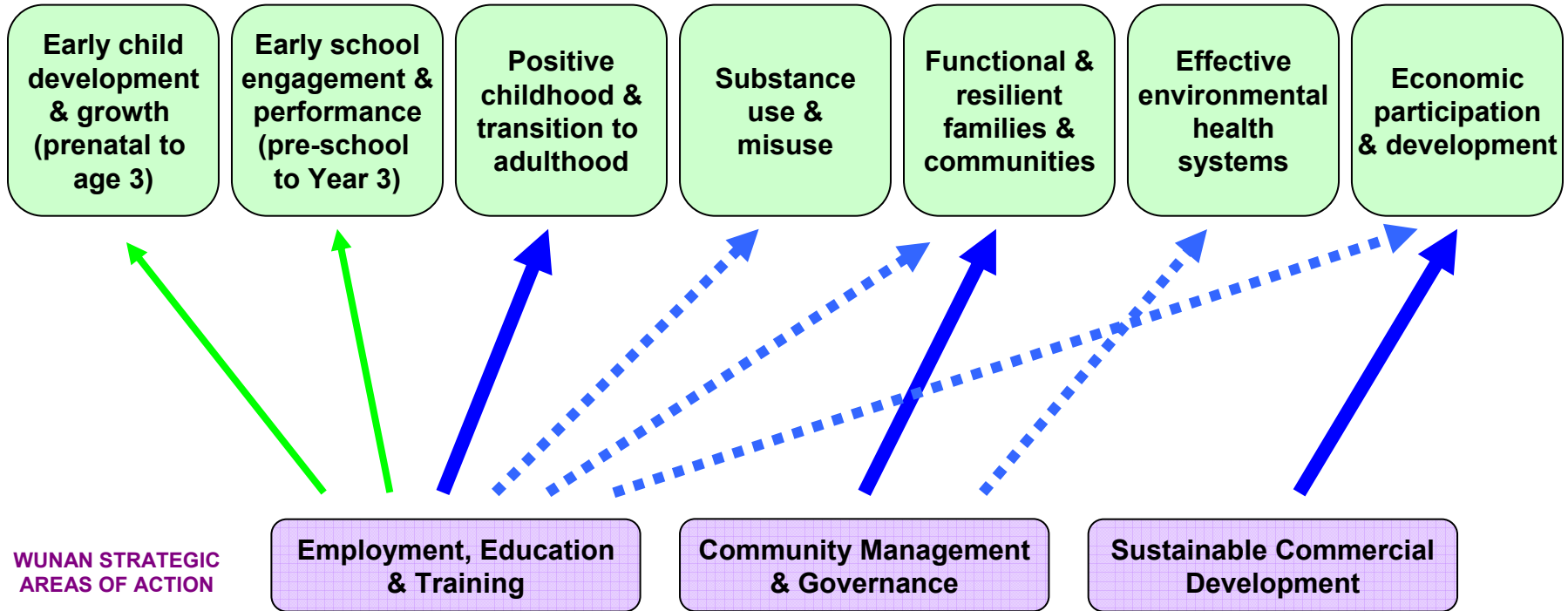
Engaging

We will actively seek partnerships and contact with others for mutual benefit.



Overcoming Indigenous Disadvantage

The 2003 Productivity Commission review initiated by COAG* to improve service delivery across all tiers of Government to better address Indigenous disadvantage agreed the following Strategic Areas of Action:-



Wunan Foundation's Strategic Areas of Action clearly align with COAG's.

CURRENT PRIORITY AREA



POSITIVE FLOW-ON IMPACT

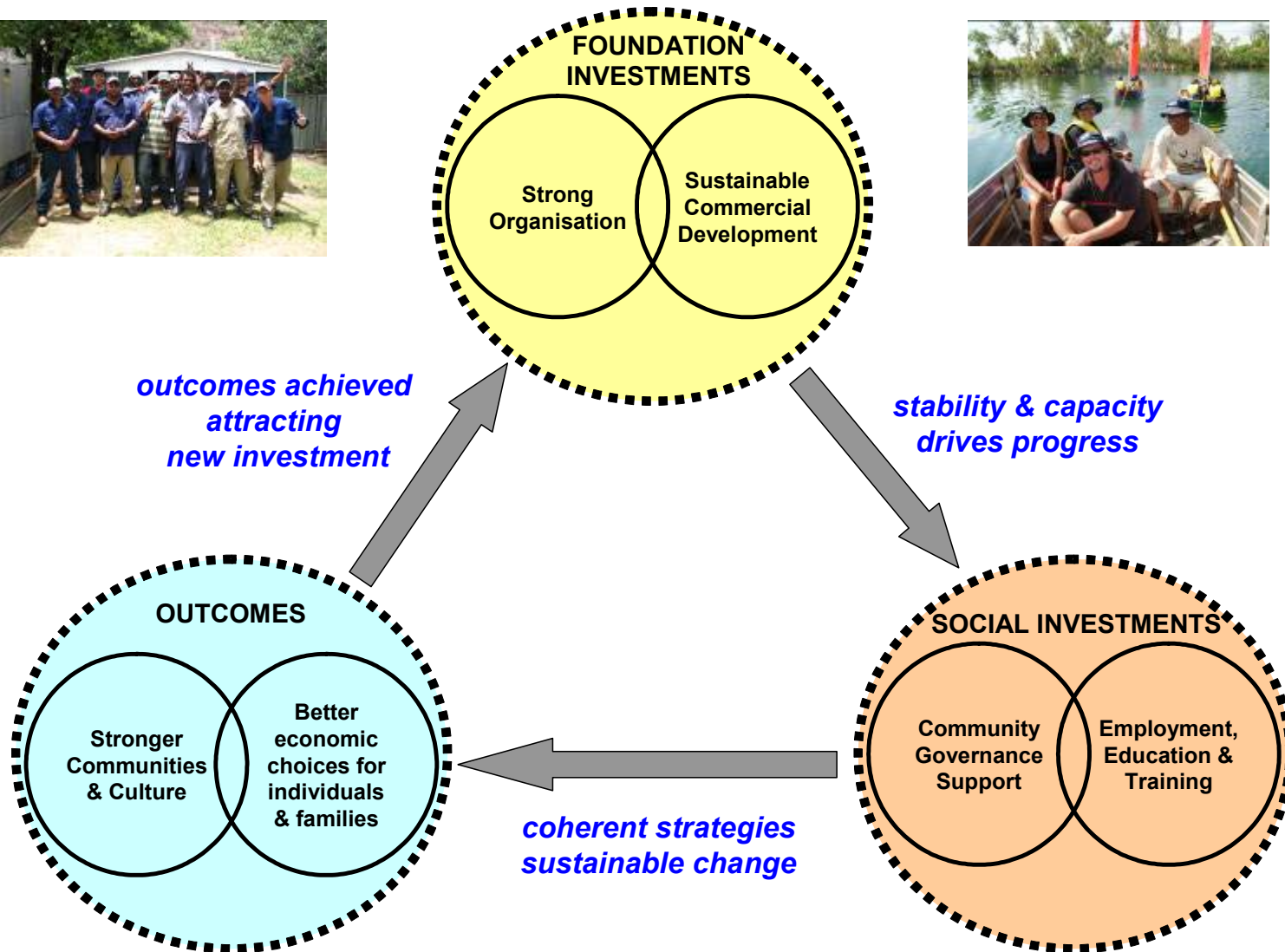


POTENTIAL ACTION AREA

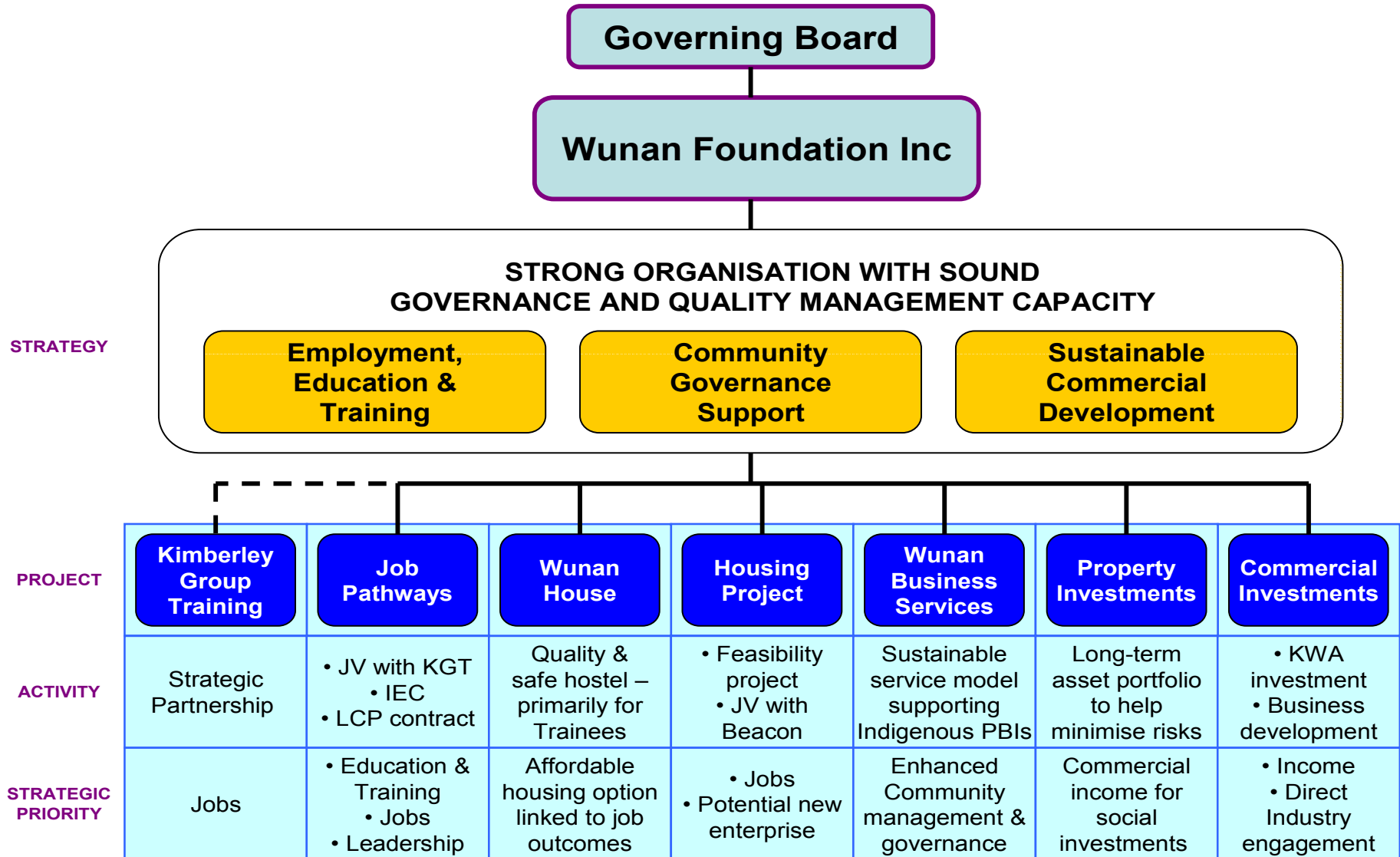


* COAG or Council of Australian Governments is the peak intergovernmental forum in Australia, comprising the Prime Minister, State Premiers, Territory Chief Ministers and President of the Australian Local Government Association. Reference: Steering Committee for the Review of Government Service Provision (SCRGSP) 2003, *Overcoming Indigenous Disadvantage: Reporting Framework and Key Indicators 2003*, Productivity Commission.

Strategic Framework



Organisation Structure



Strategy 1: Strong Organisation

	Program Logic	Plan	Performance Assessment
Target	<ul style="list-style-type: none"> • Build solid corporate 'backbone' & governance capacity to ensure consistently high quality performance and outcomes 	<ul style="list-style-type: none"> • Build sustainable operating models, based on commercial principles, that add real value for clients • Develop internal capacities in project management and effective relationship/partnership management • Open and effective governance and reporting 	<ul style="list-style-type: none"> • \$ investment in 'backbone' capacity • Client/stakeholder engagement • Board/management functionality
Outcomes	<ul style="list-style-type: none"> • Activate Board and staff development strategies • Rigorous internal evaluation & review processes • Robust systems/infrastructure • Effective partner/stakeholder engagement 	<ul style="list-style-type: none"> • Strengthen people capacity via professional development, recruitment and succession planning • Build dynamic environment that empowers Board and challenges/motivates staff to excel • Continually review systems and infrastructure in accordance with organisation and client needs • Regular and open engagement with partners, external stakeholders and broader community 	<ul style="list-style-type: none"> • Overall Board & management capabilities and effectiveness • Client feedback on performance • Systems performance • Clear reporting against KPIs • Partner, stakeholder & community feedback
Activities	<ul style="list-style-type: none"> • Strengthening of reporting and management systems • Strengthening of stakeholder engagement in Wunan activities • Collaborate with Government, NGOs & community 	<ul style="list-style-type: none"> • Develop enhanced templates for reporting and performance management • Enhance external relationships through regular contact and clear open communication • Actively engage new partnerships for mutual benefit 	<ul style="list-style-type: none"> • Effective & efficient reporting and performance management • External feedback on website, "Pathways" newsletter etc • Strength of partnerships
Resources	<ul style="list-style-type: none"> • Human capital and infrastructure 	<ul style="list-style-type: none"> • Expand expertise relative to new projects/activities • Intelligently leverage limited internal resources to attract extra external investment in Wunan capacity 	<ul style="list-style-type: none"> • Growth in independent capacity and expertise

Strategy 2: Sustainable Economic Development

	Program Logic	Plan	Performance Assessment
Target	<ul style="list-style-type: none"> • Achieve independent net capital base of \$10M by 2010 to support social investments & 'corpus' 	<ul style="list-style-type: none"> • Business development: pursue appropriate new commercial and investment opportunities • Maintain and build relationships with ILC, IBA and other potential sources of capital funding 	<ul style="list-style-type: none"> • Value of capital base • Sustainable \$ returns from commercial investments • \$ investment in 'backbone' capacity
Outcomes	<ul style="list-style-type: none"> • Solid growth assets producing strong \$ returns • Robust investment and risk management processes • Intelligently leverage internal resources by partnering with external funding groups 	<ul style="list-style-type: none"> • Continued investment in maintaining quality of assets • Explore financing options to optimise net returns • Rigorous due diligence and investments reviews • Leverage partnerships effectively to reduce risk • External fundraising and partnership management • Solid funds management, project delivery (including communication) and grant administration 	<ul style="list-style-type: none"> • Capital growth (net of borrowings) • Return on investment (ROI) • Consistent financial performance and reporting • External funds raised for social investments • Partner satisfaction
Activities	<ul style="list-style-type: none"> • Property and other asset management • Scarborough House and other new investments • Continued development of KWA investment • Fundraising and stakeholder management 	<ul style="list-style-type: none"> • Commercial property asset management • Internal risk management systems • Complete Scarborough House acquisition • Pursue new potential investments • Continuing JV with APT to grow KWA business • Instigate 'Investors Tour' of the East Kimberley • Solid project management and reporting of outcomes in line with funder expectations 	<ul style="list-style-type: none"> • Asset management costs • Risk profiles and assessment • Commercial asset portfolio and performance • Surveyed KWA customer feedback • Competitive performance • Funds raised/partner re-investment • Stakeholder feedback and support
Resources	<ul style="list-style-type: none"> • Internal – people & \$\$ • External – partnership investments, pro-bono support, capital management 	<ul style="list-style-type: none"> • Develop management expertise and networks • Share capacity with partners and engage their commitment to building 'corpus' for mutual benefit • Intelligent financial, debt and risk management 	<ul style="list-style-type: none"> • Board feedback on performance and effectiveness • Achievement of targets

Strategy 3: Community Management & Governance (Wunan Business Services)

	Program Logic	Plan	Performance Assessment
Target	<ul style="list-style-type: none"> • Build governance capacity and operational stability amongst client Indigenous organisations in the region 	<ul style="list-style-type: none"> • Work alongside client organisations to simultaneously improve governance skills and stabilise basic management functions • Build Indigenous leadership expertise and networks 	<ul style="list-style-type: none"> • Community management stability • Governance performance • Sustained progress in local Indigenous affairs
Outcomes	<ul style="list-style-type: none"> • Enhance executive stability and effectiveness amongst client organisations • Improve understanding of governance responsibilities amongst clients • Improve client business planning and performance to attract new investment 	<ul style="list-style-type: none"> • Develop a suite of business services tailored to client needs • Provide an effective reference point and buffer for client organisations to improve Govt/external relations • Provide tailored governance support according to where respective communities are at and want to be • Strategic planning support linked to engaging new external partnerships and sustaining commercial operations 	<ul style="list-style-type: none"> • Board and executive performance • Financial performance of clients • Feedback from clients and external stakeholders • Improved governance skills and knowledge • Community business plans in place and operational • Additional \$ investment for clients
Activities	<ul style="list-style-type: none"> • Value added business services with regular 'in situ' support • Governance support service in partnership with DIA etc • Governance mentoring 	<ul style="list-style-type: none"> • Build WBS capacity to meet client needs • Access pro-bono partner support for mutual benefit • Effective engagement with Government partners to enhance service delivery and build local capacity • Develop appropriate training materials and skills – delivered in a culturally appropriate manner 	<ul style="list-style-type: none"> • Quality of services provided • WBS fee for service income based on value delivered to clients • Community progress vs KPIs • Feedback from clients/stakeholders • Improved confidence in client organisations' capabilities
Resources	<ul style="list-style-type: none"> • WBS resources supporting and working together with Government & other partners 	<ul style="list-style-type: none"> • Grow WBS service capacity to in turn boost client capacity to achieve sustained progress • Partner with Government & private sector to achieve best community outcomes for resources invested 	<ul style="list-style-type: none"> • Sustained commercial performance of WBS • Better community outcomes relative to investments made

Strategy 4: Employment, Education & Training

	Program Logic	Plan	Performance Assessment
Target	<ul style="list-style-type: none"> Enhance engagement of local Indigenous young people in education and skills development that leads to sustained job outcomes 	<ul style="list-style-type: none"> Provide management and coordination capacity to develop more coherent pathways to employment Work to develop a sustainable model for delivery of projects, inclusive of Government/private funding, based on outcomes achieved 	<ul style="list-style-type: none"> Sustained job outcomes Milestones achieved \$ income received based on outcomes achieved Sustained/recurrent funding model
Outcomes	<ul style="list-style-type: none"> Increased job outcomes (Target 250+ additional jobs by 2010) to in turn support regional industry development Increased transitions into further education and training Increased skills base amongst local youth 	<ul style="list-style-type: none"> Work together with CDEPs, NGOs & Govt to coordinate resources better to improve pathways to employment Initiate new projects to assist disengaged youth achieve sustained job outcomes Continue to address major barriers to sustained jobs (eg affordable housing) Support improved connections between schools/TAFE, community and Industry (eg LCP, 'No Dole' program) Facilitate new resources to expand 'Argyle model' to broader industry (recruitment & case management) 	<ul style="list-style-type: none"> Strategies & leadership model developed and implemented New projects implemented Successful demonstration of Beacon's 'Real Jobs' template (ie 'Something Concrete' project) Successful transitions into jobs Improved retention rates Additional E,E & T resources invested and working effectively
Activities	<ul style="list-style-type: none"> Job Pathways project (joint venture with KGT) Wunan House (supported by Wunan & AHL) Housing Project (joint venture with Beacon & DHW) 	<ul style="list-style-type: none"> Implement new Job Pathways initiatives Establish IEC and LCP functions Maintain hostel quality and affordability Affordable rents - linked to E, E & T outcomes Commence 'Something Concrete' project Sustained job creation using a viable business model 	<ul style="list-style-type: none"> Initiatives implemented Milestones achieved Hostel occupancy & resident feedback Job outcomes Housing project outcomes
Resources	<ul style="list-style-type: none"> Internal resources partnered with external resources to create synergies 	<ul style="list-style-type: none"> Work with Government to achieve more effective E, E & T investment Extensive stakeholder engagement in projects 	<ul style="list-style-type: none"> Sustainable \$ funding for projects Stakeholder feedback, support SROI analysis

About Wunan Foundation

- Wunan Foundation was established in 1997
- Momentum for the establishment of the Foundation came from the ATSIC Wunan Regional Council's 'Future Building Strategy' (1996), which recognised a need to pursue Aboriginal community development by investing resources in long-term initiatives, particularly education and training, employment and economic development.
- The Foundation is an independent not-for-profit charitable organisation that does not receive any recurrent funding from Government.

The Board

The Board of Directors of the Foundation comprises predominantly Indigenous representatives of the East Kimberley community, selected people from outside the region with recognised special expertise and a Special Adviser from a major Perth accounting firm with experience in Aboriginal economic development.



Tom Birch
Chairman



Ian Trust
Executive Director



Shirley Brown
Board Member



Vicki Butters
Board Member



Trevor Bedford
Board Member



David Skeehan
Board Member



Patrick Dodson
Board Member



John Nicholas
Special Advisor

Glossary

The following terms, acronyms and abbreviations have their meanings defined below: -

AHL	Aboriginal Hostels Limited (www.ahl.gov.au)	APT	Australian Pacific Touring (www.aptouring.com.au). APT own 60% of KWA with Wunan owning the balance 40%.
Beacon	Beacon Foundation (www.beaconfoundation.net)	DEWR	Commonwealth Department of Employment and Workplace Relations (www.dewr.gov.au)
CDEP	Community Development Employment Projects program – an initiative of DEWR to provide unemployed Indigenous people with activities designed to meet community needs, develop participants’ skills and improve their employability in order to assist them to move into mainstream employment off CDEP.		
DEST	Commonwealth Department of Education, Science & Training (www.dest.gov.au)	DIA	WA Department of Indigenous Affairs (www.dia.wa.gov.au)
GM	General Manager – Job Pathways	IBA	Indigenous Business Australia (www.iba.gov.au)
IEC	Indigenous Employment Centre – a service initiative delivered under contract from DEWR to help CDEP participants find sustainable long term jobs		
ILC	Indigenous Land Corporation (www.ilc.gov.au)	IT	Information technology
KWA	Kimberley Wilderness Adventures (www.kimberleywilderness.com.au)	OIPC	Office of Indigenous Policy Coordination (www.oipc.gov.au)
LCP	Local Community Partnerships – a regionally based initiative to implement career and transition programs for 13-19 year olds delivered under contract from DEST		
Place Management	A WA Government initiative in response to the Gordon Inquiry to facilitate community engagement and ensure effective collaborative Government responses. Wunan has been contracted by DIA to coordinate ‘Place Management’ in Warmun and Kalumburu.		
Practice Management	Specialised software typically used by small accounting and business services suppliers to improve the management of staff workloads and ensure efficient and accurate services of WBS clients.		
PR	Public relations	R&M	Repairs and maintenance
RPA	Regional Partnership Agreement – these are agreements between Government(s) and groups of Indigenous communities to address government investment, to promote coordination, eliminate overlaps or gaps, and meet regional needs and priorities. RPAs are typically developed through OIPC		
ROI	Return on investment	SKM	Sinclair Knight Merz (www.skm.com.au)
SROI	Social Return on Investment - financial modeling tool that provides an estimate of the total social and economic value generated by social investments		
SVA	Social Ventures Australia (www.socialventures.com.au)	WBS	Wunan Business Services