

2023-2025

MARANGUKA LIMITED

Strategic Plan



Maranguka acknowledges and pays respect to all of the Aboriginal people and families living in and associated with our Bourke community.



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Maranguka Ltd also trading as Maranguka and Maranguka Community Hub
ABN 82646525135

FOUNDER AND EXECUTIVE DIRECTOR'S *Foreword*

Maranguka, meaning 'caring for others' in the local Ngemba language, is a unique expression of self-determination and cultural authority from the Bourke Tribal Council.

The Maranguka model has evolved over the past decade, and has been informed by the journey we've taken with the Bourke community.

Maranguka is a community-led, placed-based initiative with a grassroots vision for improving outcomes and creating better coordinated support for vulnerable families and children through the true empowerment of the local Aboriginal community.

Maranguka is not new. It builds on our local community's positive engagement and strong advocacy over many years with a variety of state and federal government policy initiatives and draws on the expertise and collective wisdom of Indigenous communities and researchers around the world.

Bourke was the first Justice Reinvestment site announced in Australia a decade ago, and was chosen as one of the ten sites under the Federal Government's *Stronger Places, Stronger People*, initiative.

The community's vision for creating a brighter future is reflected in the collective impact framework, the Bourke Tribal Council's *Growing Our Kids Up Safe Smart and Strong strategy*, which aims to change the way that services are provided to the local community with self-determination at its centre.

In April 2022, Maranguka successfully transitioned to independence, and

became its own legally constituted entity – Maranguka Limited.

Maranguka is fortunate to have a strong 'backbone team' who are committed to their place, their work and their people, and they help bring the Maranguka Community Hub to life and sustain the transformational change required. The backbone team supports the local community working groups and daily check-ins with police and other services, which are crucial to the wellbeing and quality of services provided to the people of Bourke.

Finally, I wish to recognise the important relationship with and commitment from the Maranguka Cross Sector Leadership Group (CSLG) and Executive, who work with us to identify how best to address service delivery challenges in Bourke, and create a shared accountability framework between the Bourke Tribal Council, government and non-government organisations. In this regard, I welcome the November 2021 findings of the University of Sydney's Policy Lab report on the Maranguka CSLG, which described the group as: '*a case study of government and non-government organisations aligning policy and resources towards an Aboriginal community-led agenda*'.

Alister Ferguson
Founder & Executive Director



Working differently, working with community

Four factors of success

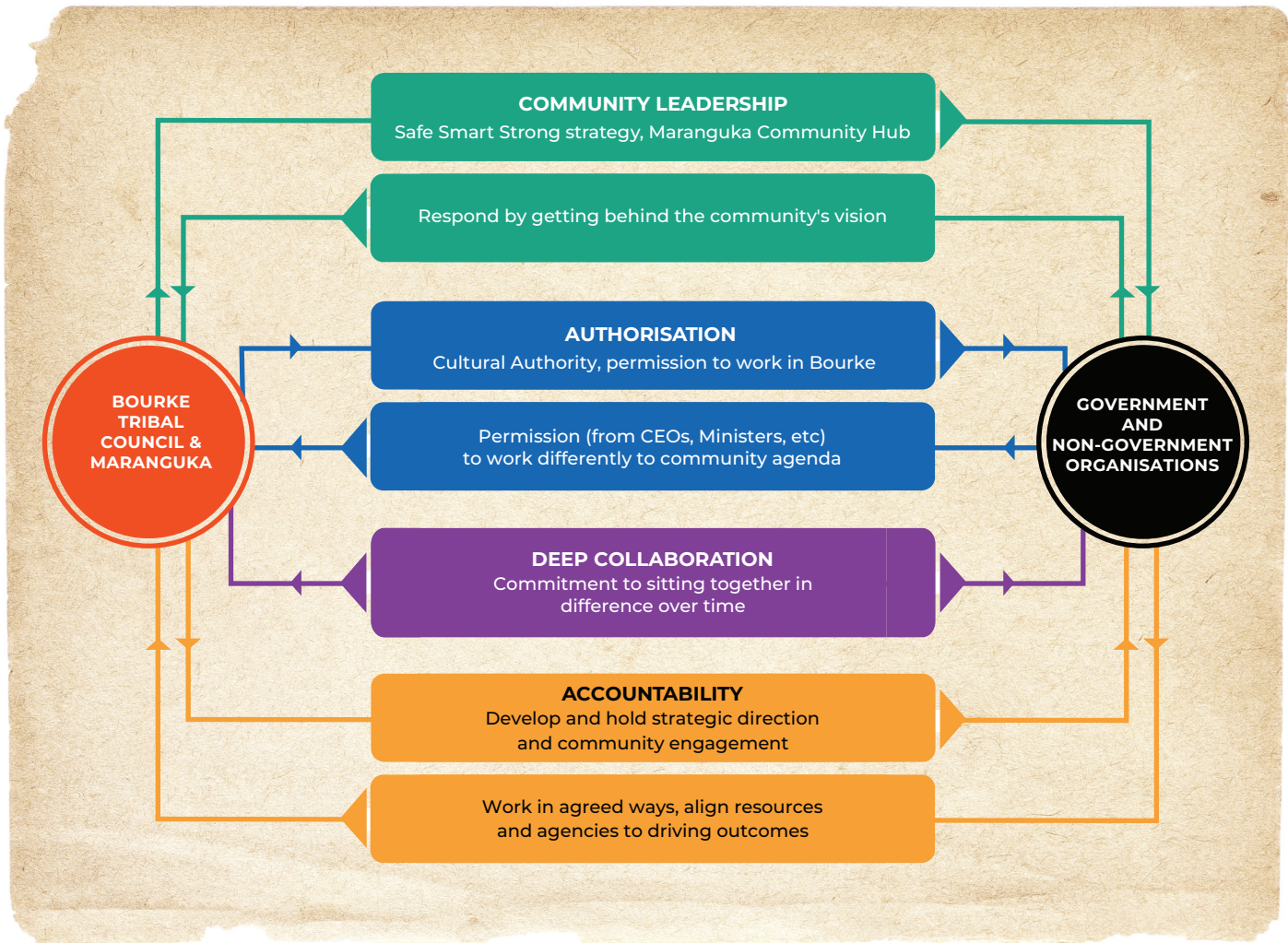


Photo: Maranguka Board and Team 2022

The Maranguka Strategy supports the first steps to Self Determination outlined in this piece of the Maranguka story, one that looks to work at all levels within the governance framework to mark the endurance and sustainability of this work into the future.

Context OF THIS PLAN

This document is the inaugural strategy released by the Maranguka Interim Board (see Appendix 1 for membership details). The Interim Board draws on the knowledge and practices of the Bourke Tribal Council through Maranguka Community Hub, its operational arm.

The Bourke Tribal Council (BTC) is the overarching community governance body for Bourke representing the 22 Indigenous Tribes and families living in and around the town.

BTC's Growing our Kids Up Safe, Smart and Strong strategy, supported by data and community consultation – with the assistance of organisations such as Just Reinvest NSW (a strategic initiative of the Aboriginal Legal Service NSW/ACT), and funding from Dusseldorp Forum, CAGES and the Vincent Fairfax Family Foundation – takes a whole of life approach to building community strength through community led local initiatives, systems reform and reducing harmful contact between local young people and the criminal justice.

Maranguka is located in the centre of town, works alongside the people of Bourke to reduce crime, increase community wellbeing, and model a different kind of relationship between community, government and service providers. This work is delivered on the ground by the CEO, Executive Director and Backbone Team.

With direction from the BTC, Strategic Working Groups have been established and developed from the priorities recognised in the Safe, Smart and Strong strategy.

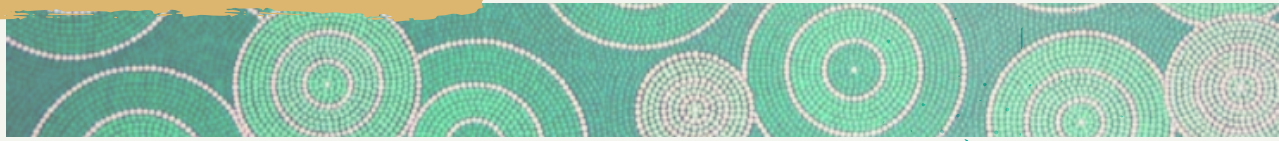
The Working Groups are data-driven and comprise of government and non- government agencies, service providers and Bourke community members. The Working Groups are forums to confront problems facing the community and the best possible community driven solutions.

The model is also supported by a Cross Sector Leadership group that comprises of senior administrators in government and other stakeholders that assist in authorising and facilitating the work in Bourke.

Key outcomes to date are vast and include trust being built between community and service providers, data collection, communication during COVID 19 pandemic, over 300 driving licenses obtained, introduction of school holiday programs and diversionary activities, the Daily Check-in (with police and community services), reflecting and identifying community priorities, implementing a range of circuit breakers.

Nationally, Maranguka is seen as a leader in community-led place-based approaches and collective impact models.

Formation of Maranguka



Maranguka Timeline

2013

- Maranguka Community Hub officially opened after elders in the community decided that a new way of thinking and doing things needed to be developed in order to help the children of Bourke.
- Justice Reinvestment NSW partnered with Maranguka to propose a plan for the first major justice reinvestment pilot site in Australia.
- Dept Community Services provide the space for Maranguka Community Hub and an administration officer.

2014

- Data request made to NSW Government to begin data collection within the community.
- Start of Maranguka Executive Director's role.
- The Bourke Tribal Council was officially formed, bringing together local community members representing 24 different tribes.

2015

- Finalisation of the 'Snapshot of Life for Aboriginal Children and Young People in Bourke.' Local community members and service providers receive training on how to interpret data snapshot.
- Bourke Tribal Council initiates 'Growing Our Kids Up Safe Smart and Strong,' strategy and Working Groups are established.
- Maranguka partnered with Birrang and advocated for the Driver Licensing Program to come to Bourke.

2016

- KPMG produces a preliminary assessment of Maranguka.
- Maranguka secures three-year funding from philanthropy to begin implementation phase.
- Save Our Sons, Save Our Sister (SOS), programs initiated, SOS was a partnership through Birrang Enterprise.
- Maranguka Working Groups meet for the first time.

2017

- Maranguka advocated for a family violence services to come to Bourke, which launched the initiation of the Gawimara Burrany Ngurung 'Picking Up the Pieces,' program in Bourke.
- The first Healthy Kids Bus Stop (HKBS) was held in Bourke, from which 39 children were screened and 32 of those children required some form of referral.

2018

- KPMG produced an impact assessment of Maranguka.
- The Men's Space was officially launched in July, providing the Men of Bourke a safe place to heal and grow as men together.
- The SOS Youth Worker Assistant position started this year after the Maranguka Youth Advisory Council advocated for a role to support girls.
- Baby expo held in Bourke.
- MOB (men of bourke) hub.

2019

- Based on the outcomes achieved by the community to date, the Commonwealth and New South Wales Governments have recently announced \$1.8 million in funding to support the ongoing implementation of the project as part of the Stronger Places, Stronger People initiative.
- Maranguka Education Employment & Training Community Summit (MEETCS) was held to discuss learning, employment and training opportunities across the life-span of people in Bourke.
- A Collaboration Agreement workshop was held, including service providers and agencies from across Bourke.
- Due to the reduction in family and domestic violence, a collaboration agreement workshop was held with service providers and agencies across Bourke to address contributing factors to this.

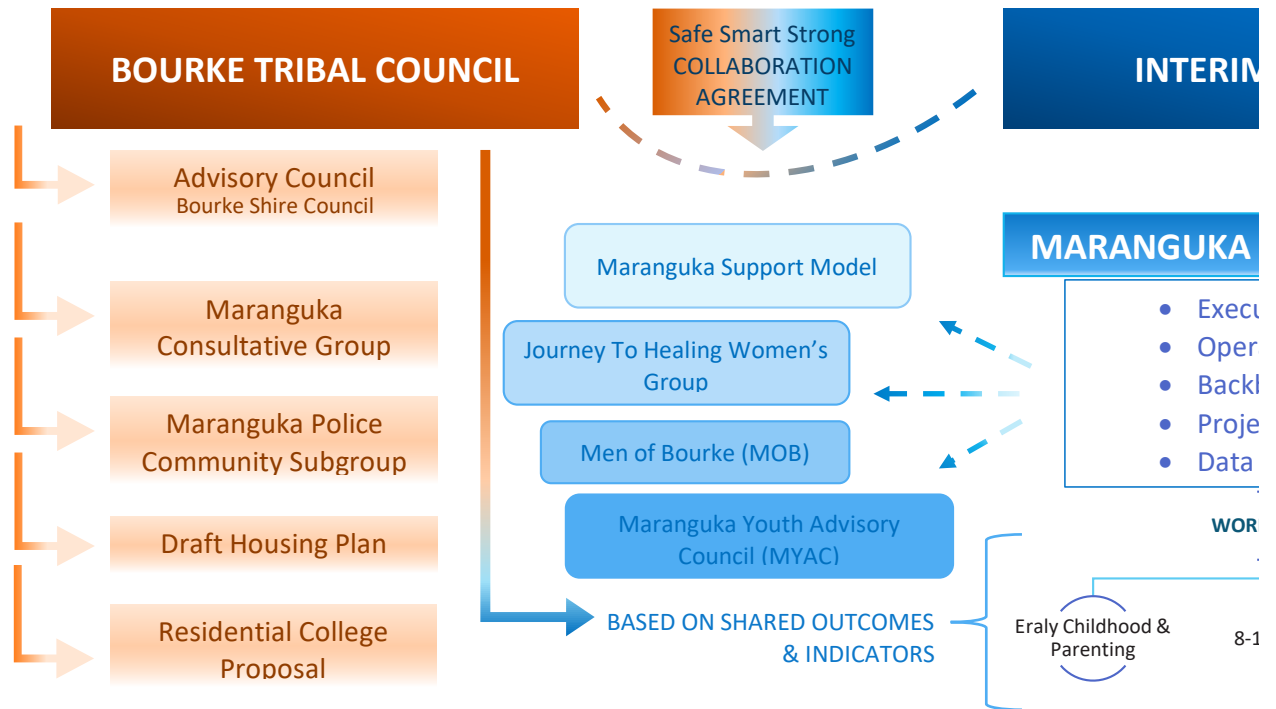
2020

- Maranguka began to move towards incorporation with the support of Gilbert & Tobin to establish Maranguka as an incorporated entity.
- Maranguka coordinated NAIDOC week activities held in Bourke.
- Maranguka conducted a Summer School Holiday Program, which included a variety of organised activities for the Youth of Bourke.
- Maranguka's Early Childhood & Parenting Working Group partnered with Connected Beginnings to better achieve their goals.
- Inaugural welcome Baby to country.

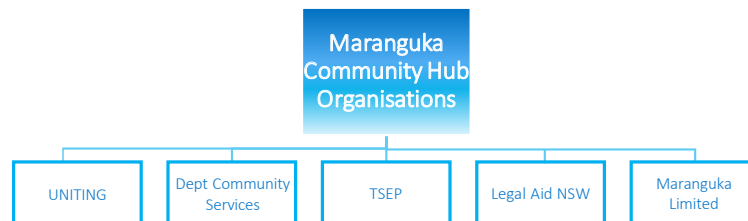
2021

- Official signing of the Collaboration Agreement took place in the Bourke community, formalising the process of collaborative partnerships across services and agencies in attempts to reduce family and domestic violence in Bourke.
- The Maranguka - Wellness Connect Mental Health Summit was held in Bourke, with Minister for Regional Health Mark Coulton joining local community and agency members.

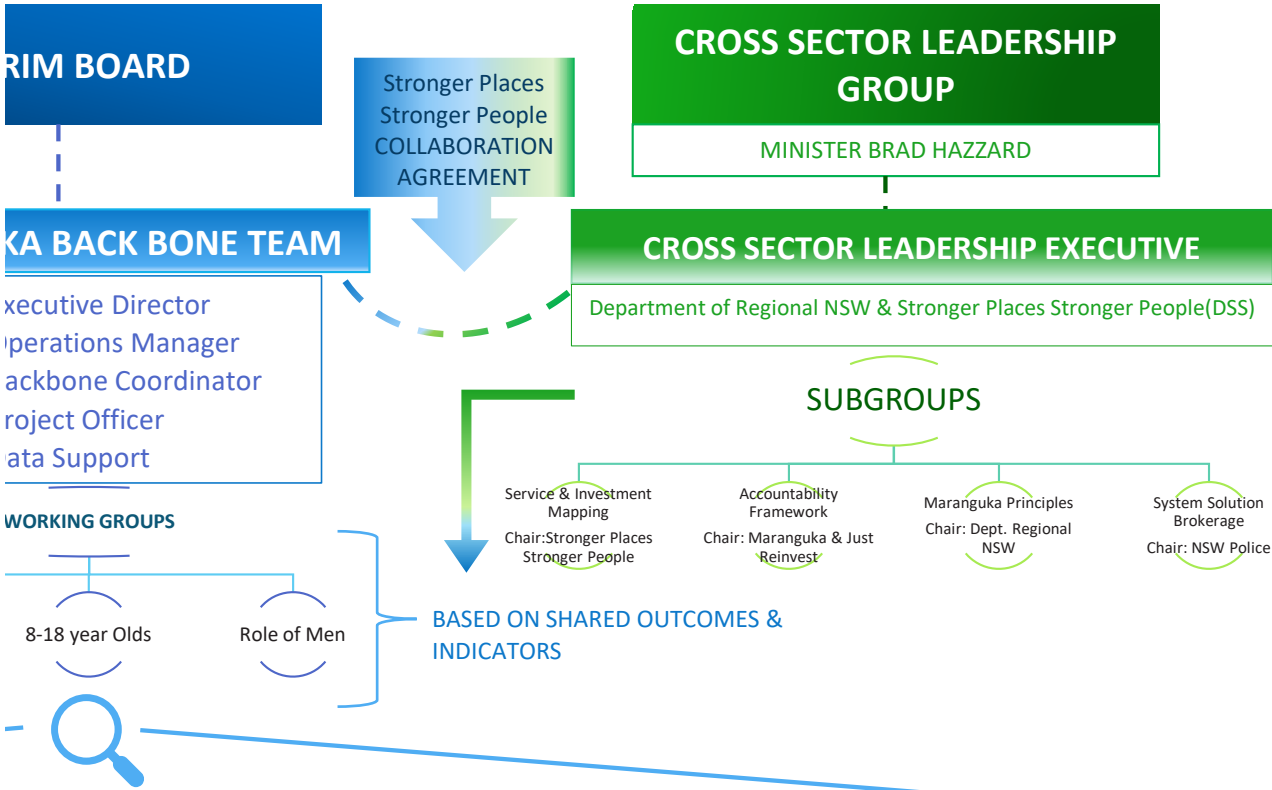
GROWING THEM UP SAFE SMA



| Early Childhood & Parenting | 8-18 Year |
|--|---|
| <ul style="list-style-type: none"> ○ Connected Beginnings ○ Baby Expo ○ Healthy Kids Bus Stop (HKBS) ○ Welcome Baby to Country | <ul style="list-style-type: none"> ○ Daily Check Ins ○ Save Our Sisters, Save Our Sons (SOS) ○ Learner Driver Licence Program ○ Return to Community ○ Maranguka Youth Hub (MY Hub) ○ School Holiday Program ○ Senior Management Group ○ To Reach Your Potential (TRYP) ○ Maranguka Education Employment Program <ul style="list-style-type: none"> » Cultural Competency train |



ART AND STRONG STRATEGY



| 8-18 year Old's | Role of Men |
|---|--|
| <ul style="list-style-type: none"> 8-18 year Olds Role of Men | <ul style="list-style-type: none"> Men of Bourke Hub Bourke Aboriginal Employment Prosperity Strategy Picking Up the Pieces (DV) Suicide Prevention Network <ul style="list-style-type: none"> Mental Health Summit Domestic Violence Collaboration Agreement |



Executive meeting with Bourke Tribal Council
NOT FOR DISTRIBUTION

| PARTNERSHIPS | COMMUNITY PARTNERS |
|--|--|
| <ul style="list-style-type: none"> » NSW Government » Regional NSW » Just Reinvest NSW » Dusseldorp » Vincent Fairfax Family » ALS » Ombudsman NSW » Gilbert & Tobin | <ul style="list-style-type: none"> » CatholicCare » REDI.E » Lendlease » Cages |

WHO WE ARE AND WHAT WE WILL *Achieve*

OUR PURPOSE

A unified and empowered community shaping and determining its own future.

OUR AIMS

Maranguka aims to:

- Be informed to stay informed to make conscious decisions
- Overcome systemic disadvantage and systematic failure through service delivery and reform
- Demonstrate what success looks like
- Address intergenerational trauma and start the journey to healing
- Contribute to peace and reconciliation across Australia
- Empower people and communities
- Develop cultural authority
- Improve accountability, consistency and transparency
- Involve the community unlike ever before
- Retrieve the autonomy to make our own decisions.

OUR GOALS FOR MARANGUKA

Maranguka is:

- a vehicle to empowerment and operationalising Self-Determination and Closing the Gap
- enabling collaboration, co-design and flexible service delivery
- relieving the suffering, distress and disadvantage of the members of the Aboriginal and Torres Strait Islander community of Bourke NSW
- supporting the needs and aspirations of the Aboriginal and Torres Strait Islander community of Bourke NSW as identified and prioritised by Bourke Tribal Council
- creating better pathways and supporting the aspirations of our young people.

OUR GOALS FOR OUR COMMUNITY

Our Community:

- is more inclusive, confident and empowered
- is engaging in more – in both conversations and collaborations for the future
- is benefiting from increased collaborations and flexible services
- is a place where families are doing more things together as a unit
- shows real and visible change, evidenced by data.



The strategic plan is made up of 5 pillars and 5 actions areas, underpinned by a separate business plan, which provides detailed information about specific activities under each action area.

Pillar 1



CULTURAL AUTHORITY

What do we aim to achieve with this pillar?

- Enhanced Cultural Governance and Cultural Authority
- A shift in mindsets where collaboration partners are amplifying First Nations wisdom and approaches, including the Growing our Kids up Safe Smart and Strong strategy
- The cultural authority of Bourke Tribal Council and Maranguka is respected in order to guide change in Bourke.

Where are we focusing our efforts to help us to achieve these outcomes?

- Our focus under this pillar is to action **Cultural Governance** to create opportunities to grow and model mutual respect in all areas of the Maranguka governance framework.

What will our key actions be?

- Ensuring cultural authority is both enhanced and held by Bourke Tribal Council, through Maranguka, on what needs to change in community
- Revising the Constitution of Bourke Tribal Council to ensure it is culturally appropriate and leads to genuine cultural governance
- Prioritising community engagement and cultural groups representation and interaction with government agencies and the Cross Sector Leadership Group
- Operationalising cultural authority in service delivery on the ground
- Work with the teaching faculty of Bourke public schools (Bourke High School and Bourke Primary School) to attend the Maranguka Cultural Competency training.



COLLABORATIVE AND FLEXIBLE SERVICE DELIVERY

What do we aim to achieve with this pillar?

- The right mix of services are delivered at the right times to stop our people from falling between the gaps
- By working closely together, all our people have the best outcomes and opportunities
- Complex issues of fragmentation and duplication in service delivery, service gaps, low community trust and other capacity constraints are addressed
- New innovative activities have emerged in response to community priorities.

Where are we focusing our efforts to help us to achieve these outcomes?

- Our Board sees Maranguka playing a pivotal role in prioritising **Community Priorities and Aspirations to Direct Activities and Investment** for the challenges facing our people - across sectors, siloes and organisations. We are focussed on place based co-designed approaches to deliver services to the community of Bourke.

What will our key actions be?

- Providing support services to members of the Aboriginal and Torres Strait Islander community of Bourke NSW
- Facilitating and coordinating support services to members of the Aboriginal and Torres Strait Islander community of Bourke NSW
- Taking a holistic and systems-based approach to address the issues associated with siloed programs and services on the ground in Bourke
- Executing new (and building on existing) Collaboration Agreements with key local stakeholders and philanthropies
- Support the CSLG to build a strategy to retain teachers and build stronger stability in the teaching staff for the students.

Pillar 3



SHARED DECISION- MAKING

What do we aim to achieve with this pillar?

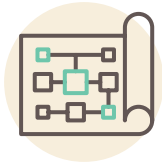
- The authorising environment for the achievement of Growing Our Kids Up Safe Smart Strong Strategy goals has been created and strengthened
- The coordination, delivery and accountability of government-funded and other services in Bourke is improved
- The Maranguka team has fostered an ethos of brokering local solutions and a practice of co-designing with service providers and partners.

Where are we focusing our efforts to help us to achieve these outcomes?

- Maranguka recognises that for the work to be successful and have enduring impact that there needs to be time spent on **Building the Authorising Environment** to enable and collaborate with others. This is a critical enabling action area.

What will our key actions be?

- Directing and supporting the work of government and non-government organisations that are providing services to the members of the Aboriginal and Torres Strait Islander community of Bourke NSW
- Action on reform of funding models to support priorities, shared power and decision-making with community directing where and how resourcing flows
- Convening a wider cross-section of community to be involved in setting priorities, and collaborative outcomes through culturally appropriate community-led processes and governance
- To work with the CSLG to develop and implement a framework through which the government and its agencies is accountable to community ie the accountability framework.



BROKERING LOCAL SOLUTIONS TO SYSTEMIC CHALLENGES

What do we aim to achieve with this pillar?

- Greater community voice engaging with and implementing systems reform with partners for better service options
- Efforts are focused on the identification of mutually agreed and defined problems to co-design local solutions for place and people
- Working on closing the gap indicators with delivery partners across the local service sector for greater impact
- Maranguka and partners will implement shared accountability and transparency principles underpinned by committed structures and processes to disrupt local systems.

Where are we focusing our efforts to help us to achieve these outcomes?

- Our focus under this pillar is to action the **Implementing Systems Reform** to benefit our community and its people. Disrupting systems to operationalise self-determination by giving voice and agency to people with lived experience in place is key to better outcomes and understanding by others.

What will our key actions be?

- Taking a holistic and systems-based and data driven approach to address the issues associated with the services on the ground in Bourke
- Lead and develop tailored approaches and programs to tackle systemic issues facing the community
- Lead, broker and trial solutions to long standing place based problems to build community confidence
- Advocating on behalf of the Aboriginal and Torres Strait Islander community of Bourke NSW
- Operationalising self-determination by brokering solutions to long standing problems to build community capability and voice.

Pillar 5



OPERATIONALISING FIRST NATIONS DATA SOVEREIGNTY

What do we aim to achieve with this pillar?

- Greater community agency and utilisation of existing service data where the community has a say in managing better service outcomes informed by this data
- Operationalising self-determination by levelling the playing field with the use of data and ensuring attributable sovereignty
- Maranguka has championed the custom built Palimaa data platform to support analytics, data evaluation and activate research to drive local decision making
- Maranguka and partners have built shared accountability and transparency through data collection and stories that is underpinned by committed structures and processes.

Where are we focusing our efforts to help us to achieve these outcomes?

- Data collection and distribution giving the community the ability to tell their own story and the impact Maranguka has had in Bourke. Equal access to data is a key to self-determination and community ownership. Our focus under this pillar is on **shared accountability through data sovereignty**.

What will our key actions be?

- Providing robust information and data to inform the decision making of Maranguka and its partners
- Actively sharing data within the community to inform progress in accordance with the Safe Smart and Strong strategy and Shared Outcomes and Indicators
- Supporting collaboration partners to track progress of initiatives that seek to contribute to Safe Smart and Strong outcomes
- Operationalising the custom built Palimaa database across Bourke
- Incorporate data from the education department into Palimaa and ensure it has been made available to the community.

Strategy ON A PAGE

OUR DESTINATION

For all our people to shape and determine our future

OUR PURPOSE

A unified and empowered community shaping and determining the future of our people






OUR AIMS

- Be informed to stay informed to make conscious decisions
- Overcome systemic disadvantage and systematic failure through service delivery and reform
- Demonstrate what success looks like
- Address intergenerational trauma and start the journey to healing
- Contribute to peace and reconciliation across Australia
- Empower people and communities
- Develop cultural authority
- Improve accountability, consistency and transparency
- Involve the community unlike ever before
- Retrieve the autonomy to make our own decisions






OUR GOALS

Maranguka Community Hub is:

- A vehicle to empowerment and operationalising self-determination
- Enabling collaboration, co-design and flexible service delivery
- Relieving the suffering, distress and disadvantage of the members of the Aboriginal and Torres Strait Islander community of Bourke NSW.
- Supporting the needs and aspirations of the Aboriginal and Torres Strait Islander community of Bourke NSW as identified and prioritised by the Bourke Tribal Council
- Creating better pathways and supporting the aspirations of our young people

| STRATEGIC PILLARS | <i>Pillar 1</i> | <i>Pillar 2</i> | <i>Pillar 3</i> | <i>Pillar 4</i> | <i>Pillar 5</i> |
|-------------------|---|--|--|--|---|
| |  <p>Cultural authority</p> |  <p>Collaborative and flexible service delivery</p> |  <p>Shared decision-making</p> |  <p>Operationalising first nations data sovereignty</p> |  <p>Brokering local solutions to systemic challenges</p> |
| ACTION AREAS | Cultural governance | Community priorities and aspirations direct activities and investment | Building the authorising environment | Shared accountability through data | Implementing systems reform |

OUR ACTION *Areas*

| STRATEGIC PILLARS | | ACTION AREAS <i>Where are we focusing our efforts to help us to achieve these outcomes?</i> |
|-------------------|--|---|
| Pillar 1 | Cultural authority  | Cultural governance <ul style="list-style-type: none"> Our focus under this pillar is to action Cultural Governance to create opportunities to grow and model mutual respect in all areas of the Maranguka governance framework. |
| Pillar 2 | Collaborative and flexible service delivery  | Community priorities and aspirations to direct activities and investment <ul style="list-style-type: none"> Our Board sees Maranguka playing a pivotal role in prioritising Community Priorities and Aspirations to Direct Activities and Investment for the challenges facing our people - across sectors, siloes and organisations. We are focussed on place based co-designed approaches to deliver services to the community of Bourke. |
| Pillar 3 | Shared decision-making  | Building the authorising environment <ul style="list-style-type: none"> Maranguka recognises that for the work to be successful and have enduring impact that there needs to be time spent on Building the Authorising Environment to enable and collaborate with others. This is a critical enabling action area. |
| Pillar 4 | Operationalising first nations data sovereignty  | Implementing systems reform <ul style="list-style-type: none"> Our focus under this pillar is to action the Implementing Systems Reform to benefit our community and its people. Disrupting systems to operationalise self-determination by giving voice and agency to people with lived experience in place is key to better outcomes and understanding by others. |
| Pillar 5 | Brokering local solutions to systemic challenges  | Shared accountability through data sovereignty <ul style="list-style-type: none"> Data collection and distribution giving the community the ability to tell their own story and the impact Maranguka has had in Bourke. Equal access to data is a key to self-determination and community ownership. Our focus under this pillar is on shared accountability through data sovereignty. |

KEY ACTIONS

What will our key actions be?

- Ensuring cultural authority is both enhanced and held by Bourke Tribal Council and Maranguka on what needs to change in community
 - Revising the Constitution of Bourke Tribal Council Board to ensure it is culturally responsive and leads to genuine cultural governance
 - Prioritising community engagement and cultural groups representation and authority with government agencies and the Cross Sector Leadership Group
 - Operationalising cultural authority in service delivery on the ground
- Providing support services to members of the Aboriginal and Torres Strait Islander community of Bourke NSW
 - Facilitating and coordinating the provision of support services to members of the Aboriginal and Torres Strait Islander community of Bourke NSW
 - Taking a holistic and systems-based approach to address the issues associated with siloed programs and services on the ground in Bourke
 - Advocating on behalf of the Aboriginal and Torres Strait Islander community of Bourke NSW
 - Executing new (and building on existing) Collaboration Agreements with key local stakeholders and philanthropies
- Directing and supporting the work of government and non-government organisations that are providing services to the members of the Aboriginal and Torres Strait Islander community of Bourke NSW
 - Action on reform of funding models to support priorities, shared power and decision-making with community directing where and how resourcing flows
 - Convening a wider cross-section of community to be involved in setting priorities, and collaborative outcomes through culturally appropriate community-led processes and governance.
- Taking a holistic and systems-based and data driven approach to address the issues associated with the services on the ground in Bourke
 - Lead and develop tailored approaches and programs to tackle systemic issues facing the community
 - Lead, broker and trial solutions to long standing place based problems to build community confidence
 - Advocating on behalf of the Aboriginal and Torres Strait Islander community of Bourke NSW
 - Operationalising self-determination by brokering solutions to long standing problems to build community capability and voice.
- Providing robust information and data to inform the decision making of Maranguka and its partners
 - Actively sharing data within the community to inform progress in accordance with the Safe Smart and Strong and Maranguka Outcomes
 - Supporting collaboration partners to track progress of initiatives that seek to contribute to Safe Smart and Strong outcomes
 - Operationalising the custom built Palimaa database across Bourke

HOW WE WILL WORK *Together*

The work cannot be done without a collaborative framework that honours the intent of Maranguka, walks alongside the community and advocates for the community led place-based approach to Closing the Gap.

In 2020, the following Maranguka Principles were agreed for all partners including government and non-government organisations:

1. Work in ways that are culturally competent, ensure cultural safety and recognise the cultural, spiritual, economic and physical connections that exist in the Bourke Aboriginal community
2. Fully support, work collaboratively towards, and report against the outcomes and indicators in Growing Our Kids Up Safe Smart and Strong (Strategy)
3. Recognise and support the role of Maranguka and the leadership of the Bourke Tribal Council by embedding these Principles into our way working and where possible into service delivery contracts
4. Build the capacity of local Bourke Aboriginal and Torres Strait Islander people to support self determination
5. Engage Maranguka and the Bourke Tribal Council in decision-making around employment and procurement and support the development and implementation of an Aboriginal employment and procurement strategy for Bourke
6. Work in ways to ensure responsibility, accountability and transparency in decision making including ensuring access to data
7. Provide leadership, authority and facilitation to drive change and better outcomes for the community of Bourke
8. Are clear on roles, responsibilities and accountability to community
9. Focus efforts on the identification of mutually agreed and defined problems and the co-design of local solutions
10. Work to create an environment of trust between partners that supports systems change approach, reform, risk taking and innovative responses to issues
11. In recognition of the need for long term commitment and sustainability, will retain and seek to secure appropriate resources to support collaborative effort, meet community needs and to reduce gaps and/or duplication in service delivery
12. Be open, fair and transparent in engaging with other Aboriginal stakeholders and organisations, build capacity and where possible avoid competing with the Aboriginal community-controlled sector.

How THIS PLAN WILL WORK

This plan details the high-level goals that Maranguka will be working to achieve over the next two years.

The board will use this document to:

1. Regularly identify the best actions to achieve the plan.
2. Drive its ability to do more with what it has gained to ensure a strong and secure future.
3. Enhance its accountability and responsiveness to the people of Bourke.

Two documents that complement and operationalise this plan are:

1. The annual Business Plan, which is directly linked to resourcing and budgeting of the organisation.
2. The collaboration framework, that enables partnerships and creates shared accountabilities across different aspects of the work.

HOW WE WILL MONITOR *Progress*

This plan will also sit alongside an evaluation framework Maranguka has adopted that will capture the data through a shared outcomes framework with key indicators (over the page).

This framework will be implemented by Maranguka through collection of data into the purpose built Palimaa data system. This will be substantiated by the collection of stories of significant change. This also complements the CSLG Framework and Working Group Reports that already exist in the governance ecosystem.



Shared Outcomes and Indicators of Working Groups

HEALTHY PROTECT RESPECT STRENGTH



SHARED OUTCOMES & INDICATORS

EARLY CHILDHOOD WORKING GROUP

Children are born healthy

- Proportion of pregnant women who are on track to deliver healthy babies
- Proportion of mothers who breast feed
- Increased proportion of mothers see a doctor in the first 20 weeks of pregnancy
- More babies are born a healthy weight

Families support their children's connection to culture and country

- Proportion of pregnant women who would choose to deliver their babies in Bourke, if there were adequate services in Bourke
- More service providers support staff and client connection to local culture
- More service providers support staff and client connection to local country
- More family members say the children they play a role in raising has someone who connects them to culture

Children live in a safe place

- More family members believe that their children live in a safe place
- Rate of substantiated Risk of Significant Harm reports for children for domestic violence, emotional abuse, physical abuse or sexual abuse

Families value learning and feel supported and confident raising children

- More family members attend parenting courses
- Increased attendance rate of children aged 3 and 4 years attending an early childhood education program
- Proportion of Mothers who accept Universal Health Home Visiting Within 2 Weeks
- Proportion of Mothers who accept Universal Health Home Visiting Within 4 Weeks
- Families receive regular home visits in the first 2 years of life
- Family members feel more confident in their parenting skills
- Increased "True" responses from teachers' to question: "Would you say that this child has parents(s)/caregiver(s) who are actively engaged with the school in supporting their child's learning?"
- Family members read to, tell stories or dance with their children more frequently

Strong family relationships

- Less family violence offences in Bourke
- Reduced number of family violence offenders in Bourke
- Reduction in the number of family violence related assaults
- Reduced number of family violence victims in Bourke
- Families report having strong relationships
- Reduced family violence reoffending
- Reduction in out of home care (generally and non-kinship care)

Children arrive at school ready to learn

- Increased attendance rate of children aged 3 and 4 years attending an early childhood education program
- Reduced proportion of children requiring referrals at the 3 year old health check
- Reduced proportion of children developmentally vulnerable on one or more Australian Early Development Census domains

8 - 18 YEAR OLD WORKING GROUP

Young people feel connected to culture

- More service providers support staff and client connection to local culture
- More service providers support staff and client connection to local country
- Young people report feeling more connected to culture

Strong family relationships

- Young people and/or family members report having strong relationships
- Less family violence offences in Bourke
- Reduced number of family violence offenders in Bourke
- Reduction in the number of family violence related assaults
- Reduced number of family violence victims in Bourke
- Reduced family violence reoffending
- Reduction in out of home care (generally and non-kinship care)

Young people have a greater sense of identity

- Young people report having a more positive cultural identity
- Young people report positive connections to culture

Young people feel respected and have increased confidence

- Young people have increased confidence
- Young people report feeling respected
- Increased Year 12 retention rates

Young people are engaged in positive activities

- Increased participation in structured activities
- Young people say they are involved in activities
- Young people have taken steps to access services

Young people are mentally and emotionally healthy

- School attendance rates
- Reduced percentage of long suspension and truant enrolments
- Less young people requiring clinical support
- Less young people requiring clinical support
- Proportion of young people enrolled in school with indicated support for mental health care
- Young people score higher on MTI questionnaire

Young people offend less

- Less juveniles breach bail
- Less young people breach bail
- Less days spent in custody for juveniles
- Less days spent in custody for young people
- Less receptions into custody for juveniles
- Less receptions into custody for young people
- Reduction in juvenile offending in top 50% of schools
- Reduction in young people offending
- Reduction in juvenile reoffending at 12 months
- Reduction in young people reoffending
- Reduction in revoked intensive correction orders
- Increased proportion of young people on positive pathways

Young people are on positive pathways

- Young people feel more comfortable seeking help
- Young people are setting and achieving goals
- Young people say they are involved in activities
- Young people have sufficient ID
- Increased number of young people applying for MYAC

OUTCOMES

INDICATORS

COMMUNITY DEFINED HEADLINE INDICATORS

INITIATIVE SELECTED HEADLINE INDICATORS

LEAD WORKING GROUP

Culture

Strong staff and client connection to local culture
 Strong staff and client connection to local country
 Men feel connected to culture

Members report stronger family relationships
 More men in Bourke
 More men engaged in violence related assaults
 More men engaged in violence victims in Bourke
 More men engaged in mentoring (generally and non-kinship care)

Sense of identity and belonging

More positive relationships and engage in physical activity
 Strong connection to school

Men have increased self confidence

More confidence
 More engaged

Men engage in positive activities

More men engaged in supervised activities outside school
 More men engaged in positive activities
 More men access services and positive opportunities

Men are more educationally equipped for their future

More men in Bourke as a percentage of full-time equivalent
 More men access support for mental health related incidents
 More men access support for D&A related incidents
 More men in education who are receiving clinically relevant health conditions (ADHD specific)
 More men in PI questionnaire

Men are more engaged

More men engaged in mentoring people
 More men engaged in mentoring juveniles
 More men engaged in mentoring young people
 More men in top five offence categories
 More men engaged in mentoring in top five offence categories
 More men engaged at 12 & 24 months from final court date
 More men engaged in mentoring at 12 & 24 months from final court date
 More men engaged in mentoring corrections orders (ICO)
 More men engaged in mentoring people dealt with under YJC

Men are more engaged in positive pathways

More men able starting high school
 More men achieving goals
 More men engaged in positive activities

More men engaged in advocating for change by way of subscription

ROLE OF MEN WORKING GROUP

Men feel connected to culture

- More service providers support staff and client connection to local culture
- More service providers support staff and client connection to local country
- More men are supporting each other to connect with culture
- Men report feeling more connected to culture

Men feel supported to overcome trauma, grief and loss

- Men get help for mental health & drug & alcohol issues (increase in occasions of service) and go on to lead healthy lives (reduced hospital admissions)
- Less men requiring support for D&A related incidents
- More men are accessing the dedicated mens space in times of need
- More men engage in and are exposed to the learnings of the Strong Aboriginal Mens (SAM) program
- Men say they feel supported to overcome trauma, grief and loss

Men are on a healing journey

- Service providers report that men are making good progress towards achieving goals
- Men believe that they are making progress toward healing

Men have meaningful employment

- Men describe challenges to obtaining meaningful employment
- Men feel like they have meaningful employment
- Job opportunities are made available to men in Bourke
- Number of REDl job seekers
- Reduction in men receiving unemployment, Newstart and Youth Allowance benefits

Men increase their skills in parenting and being a role model

- Educators report proportion of children who have male role models
- Men attend parenting programs and appointments with their children
- Aboriginal people say they have stronger family relationships
- Men say they feel more confident in their parenting skills

Men feel respected

- Men say they feel valued
- Men say they feel respected when they engage with services

Men protect community and family wellbeing

- More MOB members play a role in protecting community and family wellbeing
- Attendance rate at Mens' group meetings
- Women report feeling safer and more supported by the men in their family and community
- More men contribute to the financial needs of their children
- Less family violence offences in Bourke
- Reduced number of family violence offenders in Bourke
- Reduction in the number of family violence related assaults
- Reduced number of family violence victims in Bourke
- Reduced family violence reoffending

Men offend less

- Less adult breach bail
- Reduced average sentence length for adults
- Less receptions into custody for adults
- Reduction in adult offending in top five offence categories
- Reduction in revoked intensive corrections orders (ICO)
- Reduction in adult reoffending at 12 & 24 months from final court date

Men are on positive pathways

- More people in Bourke are obtaining their licence
- Less people are having their licence suspended
- Increased percentage of men taking up leadership, volunteer and mentoring roles in the community
- Reduction in men receiving unemployment, Newstart and Youth Allowance benefits

KEY COMMUNITY *Outcomes*

*(What will tell us we are
succeeding in the community?)*

- Children are born healthy
- Families support their children's connection to culture and country
- Children live in a safe place
- Families value learning and feel supported and confident raising children
- Strong family relationships
- Children arrive at school ready to learn

- Young people feel connected to culture
- Strong family relationships
- Young people have a greater sense of identity and belonging
- Young people feel respected and have increased self confidence
- Young people are engaged in positive activities
- Young people are mentally and emotionally equipped for their future
- Young people offend less
- Young people are on positive pathways

- Men feel connected to culture
- Men feel supported to overcome trauma, grief and loss
- Men are on a healing journey
- Men have meaningful employment
- Men increase their skills in parenting and being a role model
- Men feel respected
- Men protect community and family wellbeing
- Men offend less
- Men are on positive pathways



Maranguka is fortunate to have a strong 'backbone team' who are committed to their place, their work and their people, and they help bring the Maranguka Community Hub to life and sustain the transformational change required.



Key MARANGUKA DOCUMENTS

1. Bourke Tribal Council, [Growing Our Kids Up Safe Smart Strong Strategy](#).
2. Maranguka website, [Maranguka Community Hub](#).
3. Maranguka Community Hub, Maranguka, [Governance Eco-system, Data Platform and Accountability Framework](#).

OTHER RELATED *Articles*

1. ABC Four Corners, Backing Bourke: How a radical new approach hopes to save young people from a life of crime. ABC News Online, 19 Sep 2016.
2. Kania, J. & Kramer, M. "Collective Impact" Stanford Social Innovation Review, Winter 2011.
3. KPMG, Maranguka Justice Reinvestment Project – Impact Assessment. KPMG report for Maranguka Community Hub and Just Reinvest NSW, 27 November 2018.
4. Riboldi, M., & Hopkins, S. "Community-led justice reinvestment: Rethinking access to justice". Precedent (Sydney, NSW), 154, 2019: 48–51.
5. Ten 20, Funding Community Led Place Based Practice – Insights and actions for funders and communities. Ten 20, Social Ventures Australia (SVA) and The Australian Centre for Social Innovation (TACSI), May 2019

Appendix INTERIM MARANGUKA LIMITED BOARD MEMBERS

Alister Ferguson - *Chair*

Phillip Sullivan

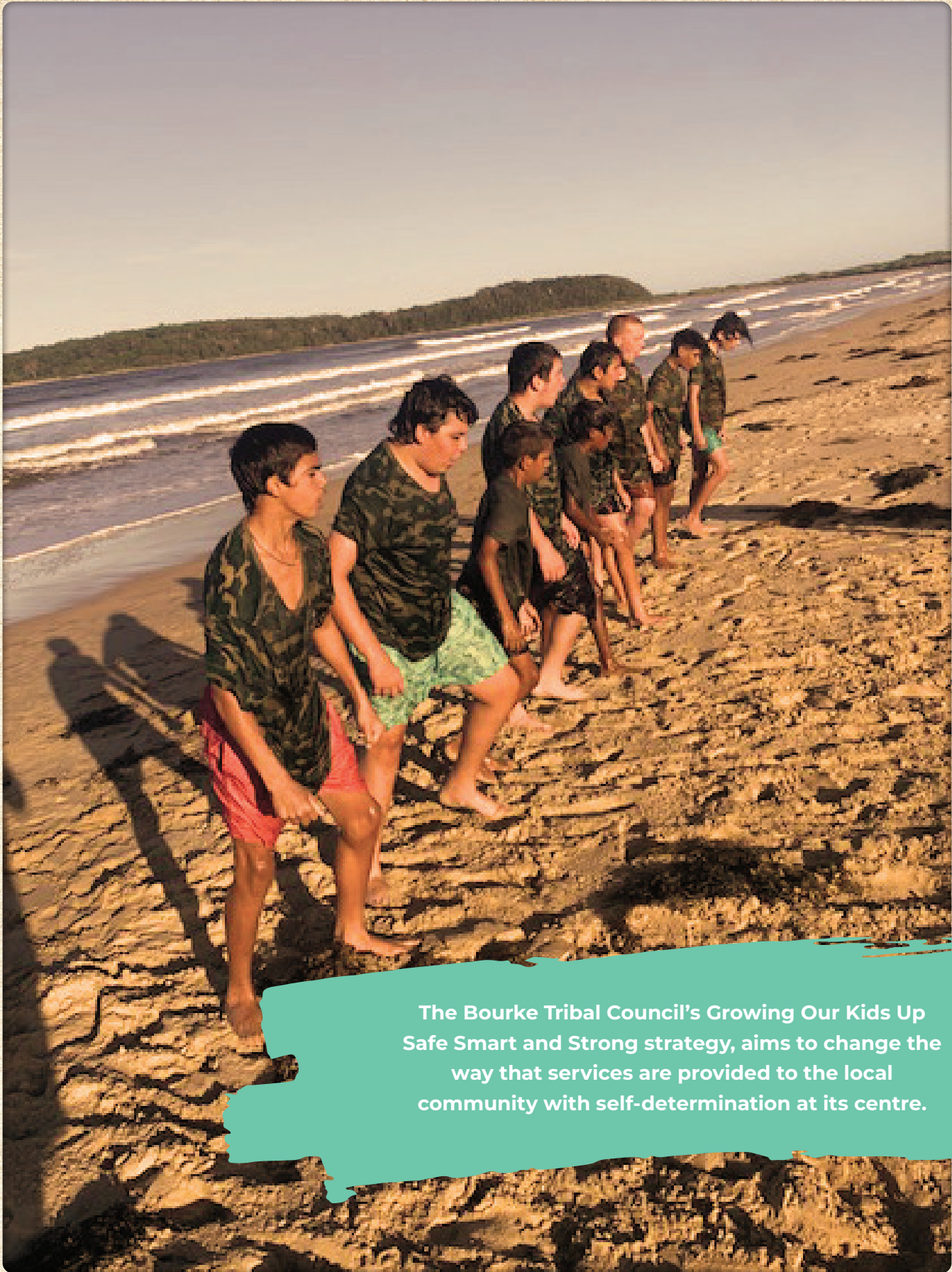
Dorothy Martin

Megan Mitchell

Bill Pritchard

Phillip Naden

Stephen Buckley



The Bourke Tribal Council's Growing Our Kids Up Safe Smart and Strong strategy, aims to change the way that services are provided to the local community with self-determination at its centre.



MARANGUKA

COMMUNITY HUB

www.maranguka.org.au