



# Maranguka



# Maranguka



- Maranguka: a model of Indigenous self-governance guided by the Bourke Tribal Council.
- Maranguka partnered with Just Reinvest NSW in 2013 to develop a ‘proof of concept’ for JR.
- 1<sup>st</sup> stage focused on building trust between community and service providers, data collection, identifying community priorities and ‘circuit breakers’.
- During the next phase, a community strategy for change was developed with shared vision, goals and measurement system by the Bourke Tribal: *Growing our Kids Up Safe, Smart and Strong*.
- Quarterly Working Groups bring community, government and service providers together to deliver the community developed and led strategy, changing the way government, NGOs and community members support and service the community.
- A Cross Sector Executive meets quarterly to authorise/facilitate the work in Bourke.
- The development and the implementation of *Growing our Kids Up Safe, Smart and Strong* Strategy underpins the framework of the community-led and place-based initiative.

# What can community-led Justice Reinvestment look like- Maranguka JR



- **The Bourke Tribal Council & Maranguka's interpretation of Justice Reinvestment- our placed based & community led model, including collective impact.**
- Community Empowerment - responding to community aspirations and solutions - the Bourke Tribal Council and the Bourke community being in the drivers seat
- Self Determination in Action- applying & asserting cultural authority- including cultural protocols & guiding principles to the Protocols. Having a localised cultural competency training framework, as well as an opt in opt out model, having non invasive & respectful pathways to engage. As well as having our interpretation of Closing the Gap & OCHRE/Local Decision Making.
- Developing and delivering a community led strategy for change - *Safe, Smart & Strong*.
- Shared outcomes and indicators framework designed by the community- applying community expectations to indicators (an additional dimension to traditional KPI's, including community report cards and collaboration agreements.)
- The need for independent scrutiny, oversight and accountability
- The role of government - having a Ministerial Government Champion and Coordinator General/Deputy Secretary Champion
- The need to redirect government spending from the criminal justice system to community-led initiative

### JUST REINVEST NSW

#### A SNAPSHOT OF LIFE FOR ABORIGINAL CHILDREN & YOUNG PEOPLE IN BOURKE, NSW

Maranguka supports families, young people, services, schools, governments, and businesses to work together to achieve those goals.

The best thing about living in Bourke is friends and family.

These goals are documented and widely shared.

The Bourke Tribal Council and other leaders in Bourke use the summary to set goals to improve the lives of Aboriginal children and young people in Bourke.

A summary of what people said is created and shared widely.

We want to be treated with respect.

People talk about this data in homes, public spaces and services with elders, women, men, young people and children.

This document puts data into your hands so you can learn, talk, think and set goals about what needs to change so that all Aboriginal children and young people in Bourke can have better lives.

If you would like to talk more about this data please speak with the person below.

**ATTENDANCE 2013**  
Bourke Primary School: 89% Aboriginal students, 96% non-Aboriginal students  
Bourke High School (BHS) Attendance 2013: 68% Aboriginal students, 90% non-Aboriginal students

**SAFE NEW ENROLMENTS 18-25 YEARS**  
2013: 48 Aboriginal students, 10 non-Aboriginal students  
2014: 35 Aboriginal students

**TRANSITION TO WORK**  
27% Unemployment among indigenous youth  
49% Of all youth not in Education or Employment (NITE)

**INCOME & EMPLOYMENT**  
Average Income 2011: \$4,632  
Unemployment March 2013: 12%

**JOB SEEKERS 18-49 YEARS**  
6.5 Aboriginal job seekers for each place in RUCP

**SOCIAL SECURITY 2014**  
Youth Allowance (Aboriginal and non-Aboriginal): 72  
Newstart (Aboriginal): 39  
Newstart (non-Aboriginal): 157

**YOUTH UNEMPLOYMENT**  
27% Unemployment among indigenous youth  
49% Of all youth not in Education or Employment (NITE)

**DRIVER LICENCE SUSPENSIONS**  
337 Total suspensions  
Fine default: 88%  
SUSPENDED: Demand Note: 25%, Police Action: 4%

**OUTSTANDING FINES >25 YEARS**  
149 People owing the State Debt Recovery, Average owed: \$1715  
562 Enforcement orders

**YOUTH SERVICES**  
771 Hospital admissions 10-14 years  
TOP 3 REASONS FOR ADMISSION:  
1. Musculoskeletal  
2. Ear, nose, mouth and throat  
3. Digestive system  
16% ABORIGINAL

**COMMUNITY BASED HEALTH SERVICES 10-14 YEARS**  
241 Occasions of Service  
TOP 3 REASONS FOR SERVICE:  
1. Wound Management  
2. Fracture  
3. Sexual Health  
69% ABORIGINAL

**HOSPITAL ADMISSIONS 15-19 YEARS**  
1259 Occasions of Service  
TOP 3 REASONS FOR ADMISSION:  
1. Pregnancy and childbirth  
2. Musculoskeletal  
3. Ear, nose, throat and mouth  
40% ABORIGINAL

**COMMUNITY BASED HEALTH SERVICES 15-19 YEARS**  
1259 Occasions of Service  
TOP 3 REASONS FOR SERVICE:  
1. Maternity and Maternity  
2. Drugs and Alcohol  
3. Child & Family Health (Early post-natal care)  
52% ABORIGINAL

**REPORTS OF ABORIGINAL CHILDREN AT RISK OF SERIOUS HARM AGE 0-17**  
157 Reports  
TOP 3 REASONS FOR SERVICE:  
1. Neglect  
2. Abuse & Violence  
3. Child Protection  
54% ABORIGINAL

**HOSPITAL ADMISSIONS FOR MENTAL HEALTH REASONS 0-19 YEARS**  
79 Occasions of Service  
TOP 3 REASONS FOR SERVICE:  
1. Depression  
2. Anxiety  
3. Bipolar Disorder  
34% ABORIGINAL

**COMMUNITY-BASED MENTAL HEALTH SERVICES 0-19 YEARS**  
314 Occasions of Service for mental health reasons  
75% ABORIGINAL

**HOSPITAL ADMISSIONS FOR DRUG AND ALCOHOL RELATED REASONS 20-24 YEARS**  
118 Occasions of Service  
TOP 3 REASONS FOR SERVICE:  
1. Drug and Alcohol  
2. Injury  
3. Mental Disorder  
85% ABORIGINAL

**COMMUNITY BASED DRUG AND ALCOHOL RELATED REASONS 20-24 YEARS**  
112 Occasions of Service  
TOP 3 REASONS FOR SERVICE:  
1. Drug and Alcohol  
2. Injury  
3. Mental Disorder  
85% ABORIGINAL

**HOSPITAL ADMISSIONS FOR DRUG AND ALCOHOL RELATED REASONS 25-29 YEARS**  
38 Occasions of Service  
TOP 3 REASONS FOR SERVICE:  
1. Drug and Alcohol  
2. Injury  
3. Mental Disorder  
78% ABORIGINAL

**COMMUNITY BASED DRUG AND ALCOHOL RELATED REASONS 25-29 YEARS**  
304 Occasions of Service for mental health reasons  
68% ABORIGINAL

**HOSPITAL ADMISSIONS FOR DRUG AND ALCOHOL RELATED REASONS 30-34 YEARS**  
309 Occasions of Service  
TOP 3 REASONS FOR SERVICE:  
1. Drug and Alcohol  
2. Injury  
3. Mental Disorder  
83% ABORIGINAL

**COMMUNITY BASED DRUG AND ALCOHOL RELATED REASONS 30-34 YEARS**  
307 Occasions of Service  
TOP 3 REASONS FOR SERVICE:  
1. Drug and Alcohol  
2. Injury  
3. Mental Disorder  
83% ABORIGINAL

**COMMUNITY-BASED DRUG AND ALCOHOL SERVICES 35-39 YEARS**  
249 Occasions of Service  
TOP 3 REASONS FOR SERVICE:  
1. Drug and Alcohol  
2. Injury  
3. Mental Disorder  
87% ABORIGINAL

**COMMUNITY-BASED DRUG AND ALCOHOL SERVICES 40-44 YEARS**  
307 Occasions of Service  
TOP 3 REASONS FOR SERVICE:  
1. Drug and Alcohol  
2. Injury  
3. Mental Disorder  
91% ABORIGINAL

### THE BOURKE TRIBAL COUNCIL & YOUNG PEOPLE THROUGH THE JUSTICE SYSTEM

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### JUSTICE REINVESTMENT A SMALL SCALE PILL

PRISON PREVENTION

A STRONG, SAFE COMMUNITY

JUSTICE REINVESTMENT A SMALL SCALE PILL

PRISON PREVENTION

A STRONG, SAFE COMMUNITY



LOCATION OF MAJOR OFFENCES 2013/2014



*We need  
somewhere open  
at nights and  
in the school  
holidays*



*Things that send  
us off track are  
having a record  
and going to jail*





# GROWING OUR KIDS UP SAFE, SMART & STRONG

## GOALS FOR CHILDREN AND FAMILIES

### Every Aboriginal Child...

- Is born healthy
- Lives in a safe place
- Arrives at school ready to learn
- Has strong family relationships

### Every Aboriginal Parent & Caregiver...

- Values learning and feels supported and confident in raising children
- Supports their children's connection to culture & country

## GOALS FOR CHILDREN & YOUNG PEOPLE

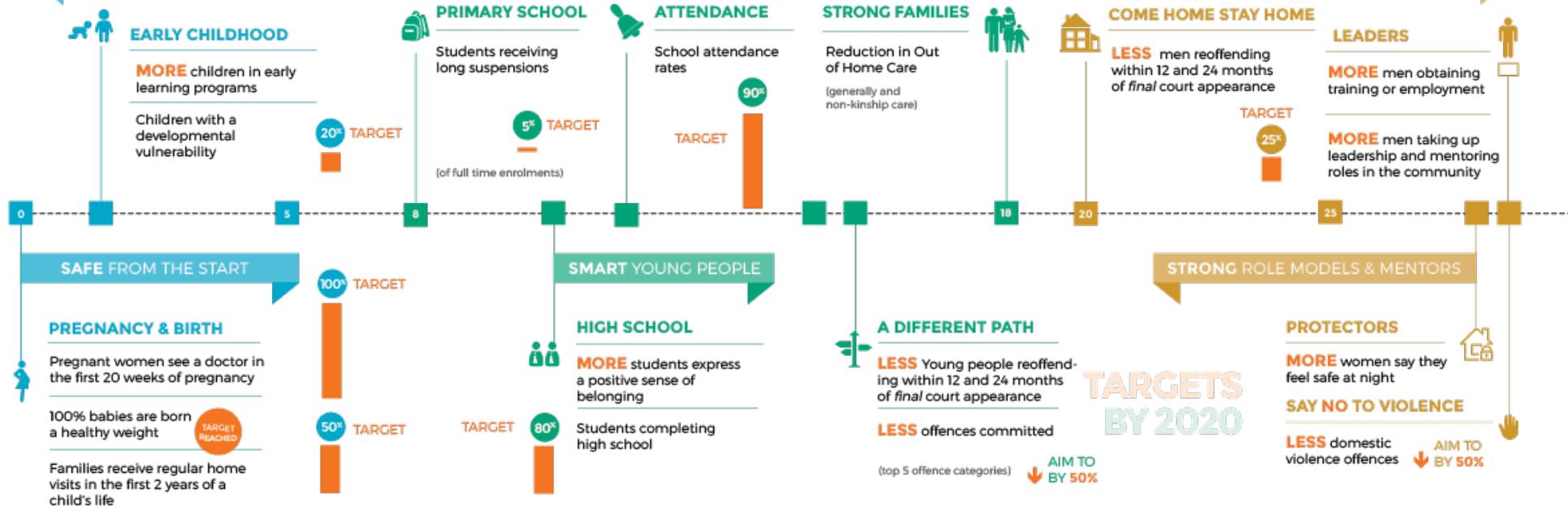
### Every Aboriginal Child & Young Person...

- Feels connected to culture and country
- Has strong family relationships
- Has a positive sense of identity & belonging
- Feels respected and has increased self confidence
- Is receptive to services and assistance
- Is mentally and emotionally equipped for their future
- Is on positive pathways

## GOALS FOR MEN

### Every Aboriginal Man...

- Feels connected to culture and country
- Is supported to overcome trauma, grief and loss
- Is supported along his healing journey
- Is a skilled parent, caregiver and role model
- Feels respected
- Protects his family and community
- Is on positive pathways



## ABORIGINAL COMMUNITY LED

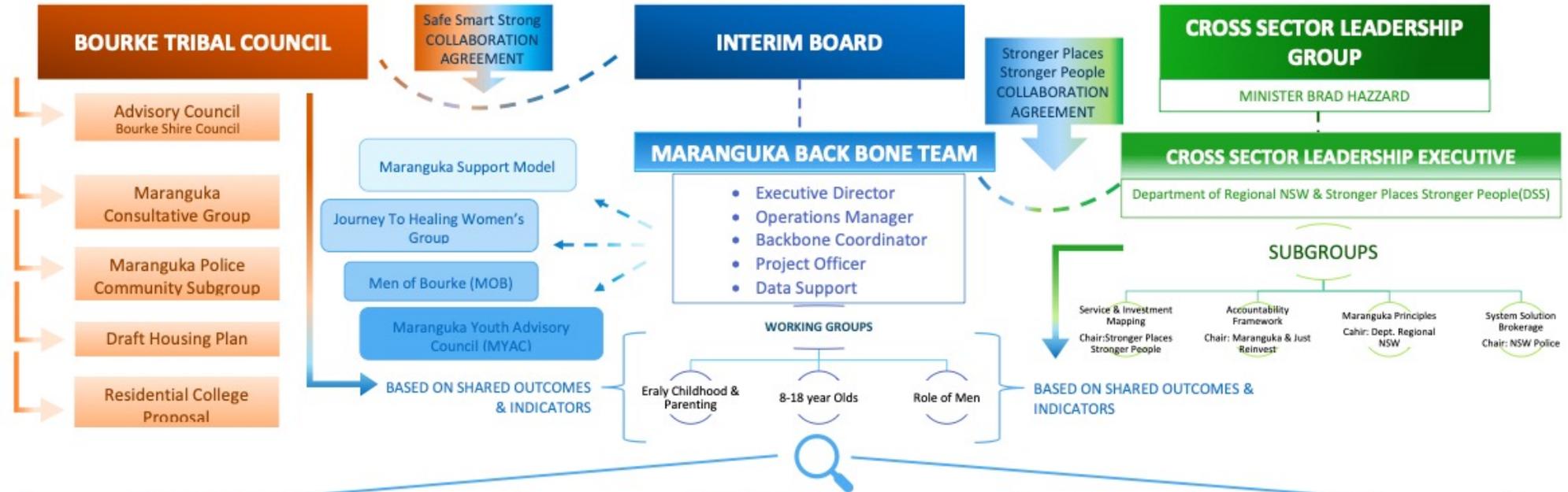
- BOURKE TRIBAL COUNCIL, (BTC)
- JOURNEY TO HEALING WOMENS GROUP (JTH)

- MARANGUKA YOUTH ADVISORY COUNCIL (MYAC)
- MEN OF BOURKE (MOB)

## MEMBERS OF THE WORKING GROUPS

Premier and Cabinet, Aboriginal Affairs, NSW Police, Bourke Public School, Family and Community Services Primary and Community Health, Eternity Aid, Bourke and District Children's Service, University of Sydney Mission Australia, St. Ignatius Parish School, Western NSW PHN, Bourke Aboriginal Health Service, Centacare Family Referral Service, Centrelink, Juvenile Justice, Birrang Enterprise CorporaLon Ltd, Clontarf Academy, PCYC Community Mental Health, Bourke High School, Youth Off The Streets, Office of Environment and Heritage Bourke Shire Council, TAFE, The Men of Bourke, Third Action Plan, SOS, Aboriginal Legal Service

# GROWING THEM UP SAFE SMART AND STRONG STRATEGY



| Early Childhood & Parenting  | 8-18 Year Old's   | Role of Men  |
|--|---|--|
| <ul style="list-style-type: none"> <li>o Connected Beginnings</li> <li>o Baby Expo</li> <li>o Healthy Kids Bus Stop (HKBS)</li> <li>o Welcome Baby to Country</li> </ul> | <ul style="list-style-type: none"> <li>o Daily Check Ins</li> <li>o Save Our Sisters, Save Our Sons (SOS)</li> <li>o Learner Driver Licence Program</li> <li>o Return to Community</li> <li>o Maranguka Youth Hub (MY Hub)</li> <li>o School Holiday Program</li> <li>o Senior Management Group</li> <li>o To Reach Your Potential (TRYP)</li> <li>o Maranguka Education Employment and Training Summit (MEETCS)                             <ul style="list-style-type: none"> <li>» Cultural Competency training</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>o Men of Bourke Hub</li> <li>o Bourke Aboriginal Employment Prosperity Strategy</li> <li>o Picking Up the Pieces (DV)</li> <li>o Suicide Prevention Network                             <ul style="list-style-type: none"> <li>» Mental health Summit</li> </ul> </li> <li>o Domestic Violence Collaboration Agreement</li> </ul> |



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



Bourke Tribal Council

# Maranguka Guiding Principles

**Maranguka has always had guiding principles for programs, projects and services operating in Bourke. These have now been formally endorsed by the Cross Sector Leadership Group.**



**GROWING OUR KIDS UP SAFE SMART AND STRONG  
MARANGUKA PRINCIPLES  
BOURKE TRIBAL COUNCIL, GOVERNMENT AND NON-GOVERNMENT PARTNERS**



## Principles for Government and Non-Government Partners:

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 a 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

# The Bourke Tribal Council and Cross Sector Leadership Group



# Maranguka Justice Reinvestment: headline outcomes

- A new Bourke narrative written by Bourke people
- Reduced crime – and increased safety
- Cost savings and economic development
- Shift in policing
- Youth development
- Adult empowerment
- Collaboration culture - led by the Aboriginal community
- Government adapting to the community agenda
- Improved service collaboration and coverage based on community priorities and needs
- Bourke and Maranguka becoming a role model in community-led approaches and justice reinvestment

# JR in Bourke: 3 strategic working groups

Early childhood and parenting

8-18 year old

Role of men

The working groups have developed key strategies across the focus areas including:

- Sustained home visits in the first 2000 days of a child's life
- Three year old health checks
- Voluntary wrap around support for children and young people at risk of disengaging from school or offending
- Building and strengthening employment pathways
- Return to community strategies (pre & post release support)

# Impact: reduced crime

## ***Children & Young People (under 18): Reduced offending in some categories***

- 38% reduction in charges across the top five juvenile offence categories in 2017 compared with 2016
- 27% reduction in number of bail breaches by juveniles in 2017 compared with 2016

## ***18- 25 years: shorter sentences in 2017 compared with 2016***

- The average sentence was 62% shorter for 18-25 year olds in 2017 compared with 2016.

## ***Young people up to 25 years: reduced offending in some categories & reduced reoffending, 2015 to 2017***

- 12% reduction in total number of young people proceeded against
- 43% reduction in breaches of AVOs
- 14% reduction in re-offending within 12 months of release (80% in 2014 to 66% in 2016)

## ***All ages: Reduced offending in some categories & reduced overall reoffending, 2015 to 2017***

- 18% reduction in the number of major offences
- 34% reduction in assaults
- 39% reduction in drug offences
- 8% reduction in re-offending within 12 months of release (2014: 72% to 2016: 64%)



# Impact: reduced crime

## ***Maranguka Driving Licensing Initiative - More Driver Licences and less driving offences***

310 people obtaining their Learners and Provisional licences in Bourke between December 2015 and January 2019 (which led directly to employment for 10 people) and contributed to a decrease in driving offences including driving without a licence, drink driving, speeding and the associated fines.

- 35% reduction in the number of people and 38% reduction in number of young people (up to 25 years) proceeded against for driving offences from 2015 to 2017
- 72% reduction in the number of young people (up to 25 years) proceeded against for driving without a licence from 2015 to 2017

## ***Reductions in family violence, 2015 to 2017***

- 39% reduction in the number of domestic violence related assaults (all ages)
- 43% reduction in domestic violence related assault by young people up to 25 years
- 33% reduction in domestic violence re-offending for 18-25 year olds (40% to 27%)

# KPMG Impact Assessment



- KPMG report highlights improvements in three key areas from 2016-17:
  - **Family strength:** a 23% reduction in police recorded incidences of domestic violence
  - **Youth development:** a 31% increase in year 12 student retention rates and a 38% reduction in charges across the top five juvenile offence categories
  - **Adult empowerment:** a 14% reduction in bail breaches and 42% reduction in days spent in custody



## Savings in 2017 in Bourke:

- **\$3.1 million** gross impact (\$ savings)
- **\$1.9 million** savings to the justice system
- **\$1.2 million** savings on service system

Economic impact was **5 times greater** than its operational costs.

If Bourke can sustain just half of these results, they will achieve an additional gross impact of **\$7 million** over the next **5 years**.

# Bourke Collaboration Agreement

- Maranguka led work to form a Collaboration Agreement to formalise collaborative partnerships across services, agencies and workers from across Bourke working to continue to grow better outcomes in addressing domestic and family violence in Bourke.
- The Collaboration Agreement has been developed as part of the implementation
  - of Maranguka's Growing Our Kids Up Safe Smart and Strong strategy and its objectives to:
    - - increase the awareness and reduce the risks of family violence
    - - improve outcomes for children, young people and their families.



# OUR GOAL: BOURKE CHILDREN + FAMILIES GROW UP SAFE, SMART + STRONG

SAFE FROM THE  
START

SMART YOUNG  
PEOPLE

STRONG ROLE MODELS  
+ MENTORS

## HOW WE WORK: BOURKE PRINCIPLES

WE VALUE COMMUNITY OWNERSHIP + CONTROL



WE SPEAK UP:  
WE SPEAK OUT + ACT TO PREVENT VIOLENCE IN BOURKE

WE COOPERATE + COLLABORATE:  
WE ARE IN THIS TOGETHER TO IMPROVE OUTCOMES FOR EVERYONE



WE USE DATA + EVIDENCE:  
WE BUILD SHARED ACCOUNTABILITY + TRANSPARENCY

WE ARE PROACTIVE + STRATEGIC:  
WE WORK STRATEGICALLY ACROSS ORGANISATIONS TO PREVENT,  
ACT + RESPOND



WE SUPPORT EVERYONE INVOLVED:  
WE WORK TOWARDS WHOLE FAMILY RESPONSES TO STOP  
VIOLENCE IN THIS GENERATION

### Structures

The entities, governance arrangements, institutions and investment channels that are needed to 'hold' the principle and ensure that the conditions are right for the principle to be able to be brought to life.



The overall structures that were identified as contributing to change in Bourke:

- **Umbrella structures** who have enabled coordination and collaboration - eg. [Maranguka Hub](#); [Maranguka JR project](#)
- **Community-based governance bodies** who provide local leadership - eg. Bourke Tribal Council and working groups, Youth Advisory Group
- **Community-based people's organisations** who enable people to come together to address issues - eg. Men of Bourke
- **Institutions** who have changed their practices and procedures - eg. Police;
- **Organisations** who have developed effective programs, practices, procedures - eg. [Birrang](#), [Uniting FRS](#), [Thiyama-ji](#), [Centre Care](#)

### Routines

The regular and consistent ways the principle is applied in practice, within and across organisations, institutions and teams. The regular practices that can be identified as contributing to enacting and activating the principle.



The overall routines that were identified as contributing to change in Bourke:

- **Morning Check-Ins** that occur each morning and enable real-time responsiveness by a number of agencies - and with the addition of a regular strategic meeting enable forward planning and strategy;
- **SAMS (Safety Action Meeting)** that enable police and DV services to collaborate more effectively
- **Working groups** who take on strategic responsibility for action across sectors and organisations and report back to the Bourke Tribal Council
- **Maranguka Surveys** - looking at what is changing over time
- **Consultation + co-design** - eg. CentreCare's women's consultation process which could be broadened to include other services

### Behaviours

The behaviours (individual, team, organisational and cross-organisational) that support and make the principle come to life. The way we act and conduct ourselves so that the principle is enacted in our work.



The overall behaviours that were identified as contributing to change in Bourke:

- **Respect** is exhibited in all our relationships - professional, public, personal
- **Accountable behaviour in all we do** - with clients, other professionals + services, with our teams
- **Coordination + collaboration** will enable us to achieve better outcomes - and needs to be open, inclusive, honest, accountable + transparent. Everyone is invited to collaborate and we work in the interests of positive outcomes for families, the next generation + our community not isolated organisations
- **Behaviours that create cultural safety + creating culturally safe spaces** is critical to better outcomes
- **Consistency of Response** - responses are consistent across partnerships - eg. Police consistently demonstrating zero tolerance for DV in relationship with other service providers

### Mindsets

The attitudes, mental habits, beliefs we hold and share about whether and how change happens - and which profoundly influence how we interpret and enact principles that underpin that change. A fixed mindset limits our ability to be curious and innovate around the application of principles.



The overall mindsets that were identified as contributing to change in Bourke:

- **Violence is never tolerated**
- **All people can change** if they have the right supports. The cycle of violence can be broken but takes time, collaboration + right resourcing
- **Violence is not cultural** - it happens across all cultures, but we need culturally appropriate approaches to address it
- **Violence effects everyone** + addressing it is everyone's business. Bourke takes pride in reducing violence
- We recognise that both **men and women can be victims of DV** and that any family member can be a perpetrator
- We recognise **differences of opinion but we share the goal of working towards better outcomes**