



CITY OF KALGOORLIE-BOULDER

LEADERSHIP SUMMIT REPORT

November 2016

1.0 BACKGROUND

Kalgoorlie-Boulder is not only an economic powerhouse of the WA economy, it is a positive and resilient community committed to maintaining a safe, family oriented lifestyle.

The recent incidents in Kalgoorlie, including public protests and the death of a young Aboriginal boy, had focussed public and government attention on the City. These events had the potential to damage the success and sustainability of the Kalgoorlie-Boulder community.

The Mayor of Kalgoorlie-Boulder, John Bowler, was of the view that continuing animosity and misunderstanding, if left unchecked, would continue to cause division in the community.

The widespread negative media attention also served to reignite divisions and reinforce external perceptions of Kalgoorlie as a 'wild mining town' with significant crime and social issues. This view is often in conflict with the reality of a well-resourced town with high quality amenities and a family-oriented lifestyle.

The City of Kalgoorlie-Boulder remains committed to growing the economy, attracting industry and jobs, improving liveability, and ensuring community services are available to those who need them most.

The City Council was determined to ensure the media and government interest in the Kalgoorlie-Boulder could be focussed on the needs of the community.

It was for that reason that leaders from government, business and local communities were invited to come together to address the real issues affecting the city in a positive and constructive way.

The Leadership Summit was established as the first step in a strategic plan to get the City of Kalgoorlie-Boulder back to its rightful position as one of the leading regional economic, social and cultural centres of Western Australia.

The Kalgoorlie-Boulder Leadership Summit was held on Saturday 5 November, 2016.

2.0 OBJECTIVES

Under the commitment of seeking to drive a positive future for Kalgoorlie-Boulder, the objectives of the Summit were to focus on positive, realistic initiatives to:

1. **Improve liveability and provide a safe and cohesive community in Kalgoorlie-Boulder**
2. **Deliver economic stability and future prosperity for the region**
3. **Bridge the 'perception gap' between those who live here and those who don't**
4. **Restore the reputation of Kalgoorlie-Boulder**

3.0 ATTENDANCE

The Leadership Summit was designed to bring the most influential and relevant political and business leaders together in Kalgoorlie to hear from leaders among the local community. These local leaders included a balance of agency heads, respected indigenous leaders, business owners, political representatives and high profile members of the Kalgoorlie-Boulder community.

1. Premier Colin Barnett MLA Premier of WA
2. Minister Liza Harvey MLA Deputy Premier
3. Mayor John Bowler Mayor, City of Kalgoorlie-Boulder
4. Mr Vaughan Davies Acting Director General, Aboriginal Affairs
5. Ms Dianne Logan Chair, Goldfields Indigenous Housing Corporation
6. Mr Trevor Donaldson Goldfields Land and Sea Council
7. Mrs Wendy Duncan MLA Member for Kalgoorlie
8. Mr Ian Butler Managing Director, Kalgoorlie Consolidated Gold Mine
9. Mrs Esther Roadnight School Council Chair
10. Minister Nigel Scullion Minister for Indigenous Affairs
11. Mr Hugh Gallagher Chamber of Commerce & Industry
12. Cr Allan Pandal Deputy Mayor, City of Kalgoorlie-Boulder
13. Mr Delson Stokes Indigenous Leader
14. Mr Linden Brownley Goldfields Land and Sea Council
15. Ms Chelsea Hunter Headspace Kalgoorlie
16. Ms Lisa Malicky Manager, PCYC
17. Superintendent Darryl Gaunt Acting Commander, Kalgoorlie Police
18. Mr Rick Wilson MP Member for O'Connor
19. Ms Geraldine Ennis Regional Director, WACHS Goldfields
20. Mr Ian Masarei Kalgoorlie-Boulder Community High School
21. Mr Dan McCormack Eastern Goldfields College
22. Ms Sheryl Liddicoat CEO, Life Without Barriers
23. Mr Keith King Regional Manager, Family and Children's Services
24. Ms Wendy Dimer Department of Education
25. Minister Andrea Mitchell MLA Minister for Mental Health; Child Protection
26. Mr Bill Beament Northern Star Resources
27. Mr Shayne Flanagan Goldfields Economic Development Corporation
28. Mr Ron Alexander Department of Sport & Recreation
29. Mr Dave Grills Member for Mining & Pastoral
30. Hon. Mark McGowan MLA Leader of the Opposition

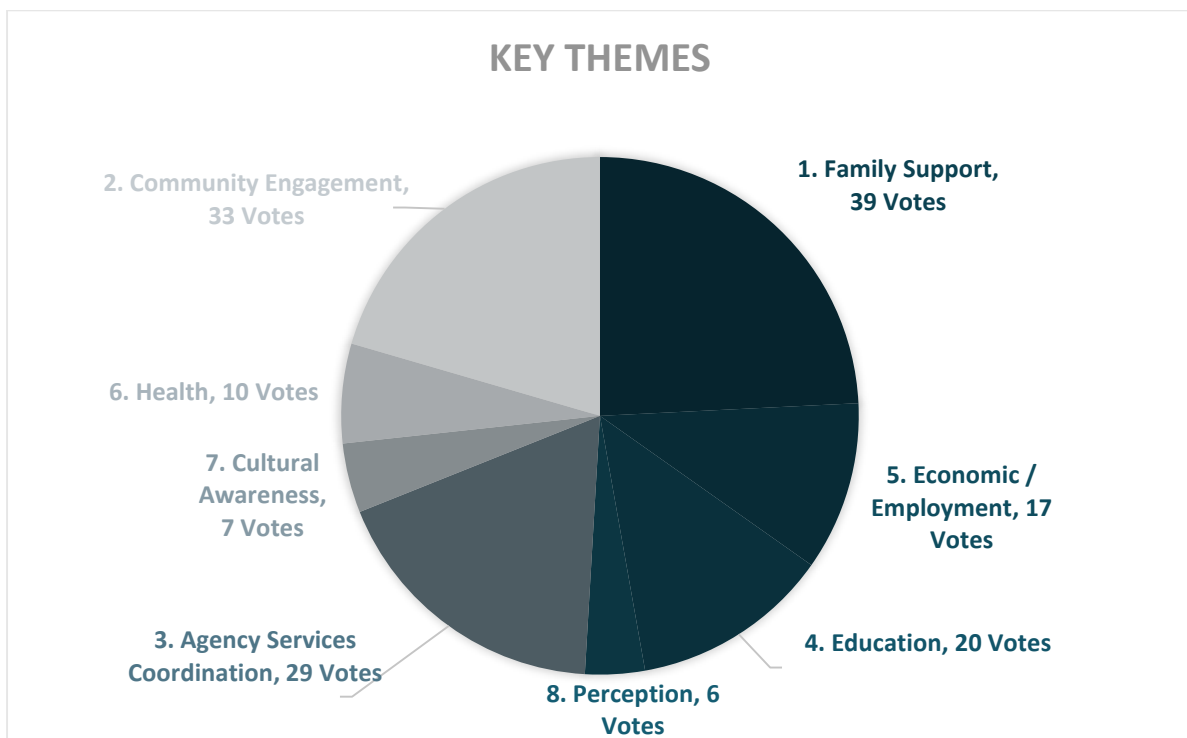
4.0 KEY ISSUES

The Leadership Summit allowed all participants to share the key issues they believed were holding back the City from resuming its rightful position as one of the leading regional economic, social and cultural centres of Western Australia.

The issues presented are included in full in **Appendix A: Current State**.

During the Summit, participants collaborated to initially group into themes and then prioritise the major issues affecting the city, via a ranking and voting process. It was agreed by Summit participants that realistic initiatives were required in the areas of (in order of priority):

1. Targeted family and youth support
2. Engagement with local communities
3. Agency cooperation and service coordination
4. Securing educational outcomes
5. Employment access and economic prosperity
6. Health, especially Children's Health
7. Cultural understanding and awareness, and
8. Correcting external perception issues



5.0 RECOMMENDATIONS

The objectives of the Summit included a focus on positive, realistic initiatives to improve outcomes in Kalgoorlie-Boulder. The full list of initiatives has been included in Appendix B.

Leaders at the Summit came together to agree on a set of principles, which were identified as crucial to the future success of the community. While the Summit was recognised by all participants as a first step in an ongoing process, broad support was received for the following recommendations, summarised according to the priority themes:

- 1. Targeted family and youth support:** Identified as the highest-level priority, agreement was reached that families at highest risk would be provided with holistic service provision provided by State and Federal Governments. There was recognition that early identification and intervention should be the focus of interagency cooperation (outlined below). Youth facilities, including a possible safe house for young people, and a youth centre were outlined as priorities – but only after proper consultation with young people and the agencies that serve them.
- 2. Engagement with local communities:** Further work was required to actively engage with indigenous communities and all the youth of the area. Agreement was reached that engagement should be as broad as possible, using a combination of reference groups, surveys and community-level forums/visits. Strong agreement was reached that the indigenous community needed to nominate its own representatives.
- 3. Agency cooperation and service coordination:** The Summit agreed that better coordination was required to improve outcomes in the community by all levels of government, agencies and not for profit organisations. This could occur through a cross-agency body that could help coordinate services, and by delivering more autonomous decision-making in the region or by a locally based individual with strong delegated decision making ability. First step in this approach would be to ask Government to audit all state services in Kalgoorlie.
- 4. Securing educational outcomes:** Attendees agreed schools should be the primary focus of any activities supporting improved educational outcomes. In addition to the audit of state services, agencies would work together to identify underutilised resources and better ways to collaborate. Engaging directly with youth and Aboriginal communities about their educational and vocational training needs was seen as necessary before implementing specific initiatives in this area. Further support should also be offered to schools by business, government and community.
- 5. Employment access and economic prosperity:** Employment was seen as a long-term project which would be a key part of the City's future strategy. Alongside this, indigenous employment was seen as a priority and partnerships would commence with the region's largest employers to boost opportunities. Delivering real jobs in the short term was considered important and the City and major employers would prioritise this.

- 6. Health, especially children's health:** Early identification and appropriate intervention was recognised as crucial for future education and employment outcomes. This included rehabilitation for parents who needed case managed health assistance to ensure children were being cared for appropriately. An initial audit of state services would contribute to success in this area.
- 7. Cultural Understanding and Awareness:** The City agreed to meet with key indigenous leaders to discuss practical and symbolic moves to improve cross-cultural awareness among the community. Business and government agencies agreed that employees and customers/clients deserved better exposure to Aboriginal Culture, with cross cultural awareness training seen as a priority.
- 8. Correcting external perception issues:** Overt marketing and tourism campaigns were seen as a secondary priority. It was agreed that the seven priorities listed above should be addressed and communicated effectively as part of a long-term process to narrow the perception gap.

6.0 NEXT STEPS

As part of our strategic planning process, all initiatives raised at the summit will be circulated and shared with relevant stakeholders as part of a consultation process with the wider community. The best and most practical suggestions will contribute to the City's ongoing liveability strategy, with a focus on providing a safe and cohesive community in Kalgoorlie-Boulder. This strategy will be shared with each of the attendees of the Summit for their review.

To ensure the ongoing delivery of the initiatives raised at the Leadership Summit, the City will also establish a range of working groups led by interested parties to drive actions and real change moving forward.

It is also hoped that each delegate at the Summit will support the initiatives contained in Appendix B within their own business, jurisdiction or community, as appropriate.

7.0 FURTHER INFORMATION

For further details on this report please contact John Walker, Chief Executive Officer at the City of Kalgoorlie-Boulder on 08 9021 9631.

APPENDIX A: CURRENT STATE

The notes below are a paraphrased summary of the comments made at the Leadership Summit surrounding the current state of the Kalgoorlie community. These comments are non-attributable to any individual participant in the Summit.

- Siloed agencies with management structures separated and lack of coordination. Rethinking how everything is coordinated and how it can work for Kalgoorlie-Boulder.
- Anti-social behaviour is currently experienced – children cannot be the responsibility of the police
- We need to look at how agencies operate. I.e. For Kalgoorlie Department for Aboriginal Affairs is based in Geraldton. Changes must be made.
- Engage small business to employ and train Aboriginal youth to enable them to participate in the workforce and attain home ownership.
- Full and equal opportunity with aboriginal people with their culture being respected
- Issues experienced are not unique to Kalgoorlie, and they are resolvable.
- Issues are not racism; it is poverty and disconnection (lack of opportunity). Not specific to the Aboriginal people. It takes local community ownership.
- Jurisdictions need to work together.
- Disconnected youth starts with disconnected children – The best diversionary program schooling. Leaves youth who are vulnerable.
- And for adults, the best diversionary program is employment.
- What degree when we purchase goods and services do we engage and create opportunities for aboriginal people to participate in jobs. We need to be looking at the funding going ahead to roads and building because those are the opportunities that will create employment.
- Cashless welfare card. Ensures that welfare can be used on the right goods and services to allow people to have a better life (safety net). Kimberley's have been a success. In Ceduna, \$7,500 is spent on pokies but this program diverts the money from the pokie machines to the grocery store.
- We need to be innovative in how to engage in disengaged youth. What is working well needs more support i.e. Maku stadium. I watched 70-80 kids play basketball last night. They require transport. Identify other programs that are working well i.e. 6+ Rangers who will look after country and engage with disconnected youth to go back into country to help remediate land.
- Raft of historical issues. The riots were caused by Injustice and sense of disadvantage. It was not a reaction to the event (of the death of Elijah Doherty).
- We need a wider focus.
- The reasons for the increase of crime in Kalgoorlie-Boulder include:
 - Economic Downturn
 - Significant migration from outlying to inlying areas for access to health and services
 - Negative perception of anti-social behaviour
 - Charges of juveniles has doubled in the past two years
- The solution is within troubled families. Blaming the parents is not going to help them realise they are the problem. There is a gap in parenting.
- Foetal alcohol syndrome and social processing disorder (for example, hearing impairment). This is only recognised when the kids are in the hands of police
- Aboriginal unemployment.
- Juvenile justice system - Jail or bail. Offenders don't understand the consequences.

- Lack of seniority in the public service.
- Collaboration. We need to come together as one for a group solution.
- Youth - No representation from young people here today. There is a sense of hopelessness, worthlessness and lack of direction. Need a sense of identity at early stage of life.
- Racism is present and is deeply entrenched. In 1967, the majority of no votes was from Kalgoorlie.
- Mental Health services are not appropriately communicated. Many people are intimidated by the service delivery model and don't seek assistance.
- Old people here are long time ago we can't go in direction by ourselves. We need to come together as one. Join as one and own problems and issues both aboriginal people and white people.
- Must be a commitment by government to breakdown siloes.
- Stop funding new programs and invest in existing programs that have shown to work. For example, the Safer WA and the Kalgoorlie Initiated Hype program.
- There are new programs started without consultation.
- Involve all sectors of the community to reduce stigma. There is a focus on the negative and we need an all sector approach.
- Reconciliation committee has been reinstated
- Look at the whole community and re-embrace all cultures within
- Everyone involved has to have the charter in their window or on display. Not sure what happened to the charter
- One mine employs less than 3% indigenous. The aboriginal population is currently 6-12%
- Want to employ more aboriginal people to provide hope and something to aim for.
- Currently working in siloes and we need to work in a coordinated effort to get people work ready.
- There is a difference between cultures and we don't know how little we know about the other culture
- Less talk and more listening to our aboriginal people.
- Lack of opportunities for young aboriginal people.
- Services are not culturally appropriate.
- More investment is required and aboriginal people need aboriginal role models.
- Traineeships.
- Families aren't working as well. We need to spend time with people to build and fix rather than using a band-aid solution.
- Need to build stronger communities and stronger networks
- Young children ready to go to school so they can maximise opportunities from the beginning.
- Community approach.
- Encourage the positives and recognise them.
- Promote good behaviour. They are currently not in these positive environments. We need to give them a chance to experience the positive environments and look at barriers that prevent them from experiencing these positive environments.
- Cultural ignorance – a big issue raised today.
- Lost family values and morals
- Parenting skills may not be as strong as they once were and we need to look at how they are handed down to the next generation.
- Culture was the glue. Multiculturalism amongst aboriginal people creates disconnection with youth and children.
- Provide workshops for parents to get back their values and provide them with skills.
- Respect – property and elders.
- Improve education – not just classroom, but life education.

- All cultures to come together as one.
- They need someone to aspire to.
- Small number of families.
- Need to look at the data on services in order to deliver targeted response to parenting and better schooling.
- Understand what those issues are in those families. Drugs, alcohol, etc.
- From a business perspective, there is a lack of public servants to communicate with. Increased communication across the community.
- Access restriction and getting workers to come to Kalgoorlie-Boulder. Attraction and retention.
- It takes a village to raise a child. Bringing up a child is the community's agenda.
- More acknowledgement of aboriginal people
- Aboriginal names on plaques at the beginning of the plaque rather than at the end so the Aboriginal people can be acknowledged front and centre.
- Aboriginal acknowledgment in offices.
- Aboriginal flag raised more often and street signs in the aboriginal language.
- Increased Aboriginal tourism. At the moment there is only one active aboriginal cultural trail in Kalgoorlie-Boulder and is operated at Karkurla Bushland Park. More Aboriginal stories should be told on existing tours, for example the 'loopline'.
- Community need to socialise and embrace aboriginal people into their homes.
- Funds are outsourced and don't know how the funds are allocated and distributed. Service delivery. Not sure where the money goes.
- Plaque at the airport removed so the community recognises Aboriginal culture.
- There are 150 agencies within the Kalgoorlie community targeting youth aged between 0-25
- Most of the agencies are operating on an 8am-4pm or 9am-5pm mentality. Kids are out after hours when agencies are not operating so no engagement when it is needed.
- Collaboration amongst agencies is required to achieve better outcomes.
- More mentors are needed. Leaders of all agencies and organisations should be mentors and have greater presence within the community and youth spaces and gain better engagement.
- Mentors need to be present where the youth are located. For example the skate park so youth are in their comfort zone.
- To raise the youth, we need to take on the responsibilities as a community rather than finger pointing.
- The community is often quick to blame and judge young people in a negative light. This creates feelings of worthlessness and the youth do not feel part of the community.
- We need to support and encourage kids out in the community not hidden.
- Engagement is the number one issue.
- The issues arise from small number of students. The best program for young people is school and we have seen a commitment from government through funding. Ie. \$45M facility at the Kalgoorlie-Boulder Community High school.
- There is a sense of disconnect and we need to provide them with a sense of belonging
- Focus on building self-esteem and making sure they feel welcome.
- We need to reflect and come up with practical solutions for disengaged kids at school. We either engage or enrage.
- Looking after our staff and maintaining a safe environment for teachers
- What we can't do is to let those kids down by not enabling them to realise their dreams.
- Economic opportunities are paramount.
- There is a small cohort of students that is a problem at school. They need to get a job at the end of it.

- Employers need better exposure to Aboriginal Culture - cross cultural training and awareness is required.
- Attract and retain people is hard. Highest turnover is from Kalgoorlie employees.
- We need to get quality teachers and lecturers because we are heading towards getting FIFO teachers and lecturers (Block teaching model)
- Community fabric is broken and the community as a whole is to blame.
- Kalgoorlie is at a risk from a business perspective from being a FIFO town.
- Homelessness lack of affordable accommodation.
- Racism is present within the community. It is hard to get a rental if you are an Aboriginal person.
- Drug and alcohol centres for aboriginal youth are of low quality
- Residential facility for under 18's is needed
- Residential mental health and disability support.
- When those at high risk ask for help (i.e. for attempted suicide), they are left in a room with a guard. This unpleasant situation creates a stigma with onlookers that they have done something wrong. This results in those at risk not seeking help for future situations and is left in the community with little or no support.
- Young people in general are tough to engage. They naturally engage in those behaviours around them.
- There is a lot of studies to show why this demographic engages in those high risk behaviours. Add on environmental factors and this makes engagement more challenging.
- Need to provide a safe place to live for those faced with domestic violence, drug and alcohol and sexual abuse.
- Parenting and family support in a cultural sensitive way.
- An increase in employment of Aboriginal people needs to be lifted throughout all agencies.
- I believe in introducing Aboriginal employment targets.
- Aboriginal awareness programs in the Department of Health. Huge percentage of our workforce comes from overseas. Understanding Aboriginal history and culture is important.
- Listen more to Aboriginal elders and work with them for solutions throughout the community.
- Not sure if children are safe at the moment and we need them to grow up safely.
- Youth are a big issue. There once was a parenting program that worked with both the family and the parents. This should be reinstated.
- Educate families to take care for their homes.
- Children used to be the number 1 priority and this is missing today. We used to teach them the land.
- Develop aboriginal areas – generally on the outskirts of town. Build houses and not shacks.
- Welfare
- All community needs respect and support from everyone here today.
- These are issues that are all over the state and we need a local solution for regional WA.
- People are fed up with crime
- Currently culture overruns safety but all kids have the right to safety.
- This is an opportunity for PCYC programs.
- Stop treating people differently.
- We don't have tools to deal with the problems. Jail or bail.
- We need a place for young offenders to go. A facility to take young offenders and case manage them and apply wrap around other services that are available. The end result needs to allow the work and the individual to feed back into families.
- Warburton Work Camp – case management
- Regional places are different from metropolitan areas.

- Program has been around since 1994
- Currently run an Aboriginal training program which they received donations from KCGM
- 103 people have drivers licence. 400 people have been through the program.
- 'Life without Barriers' perform their work under Department for Child Protection. Children are suffering from trauma, domestic violence and sexual abuse. They are displaced from their families and causing detachment.
- Brains have not developed in the same way especially with diseases such as Foetal Alcohol Disorder Syndrome.
- We need to better understand what we are dealing with (regarding Foetal Alcohol Disorder Syndrome) and other underlying problems.
- Children to respect their culture
 - Disengaged youth. All genders and not aboriginal specific.
 - We need to get kids to finish their schooling.
 - Increase and improve communication with the youth.
 - As a result of this Summit, I hope that good things will happen at the City.
- Improved relationship across government agencies and service delivery
- The behaviour we have witnessed has become normalised.
- Undervalued culture
- We need to build resilience and healing.
- Currently there is a lot of negativity from media.
- The issues are caused by a small group of aboriginal youth.
- We need to focus more on the positives.
- Assist parents to understand how to better parent.
- Provide encouragement and opportunities.
- \$360K per annum to imprison a young person. Therefore we need to set up programs and put in resources early to prevent the offending rather than locking up people.

APPENDIX B: FUTURE STATE INITIATIVES

The initiatives outlined by attendees at the Leadership Summit have been summarised below:

Indigenous engagement and awareness

Form a committee of traditional owners – Social and economic opportunities. No one body that speak on behalf of the Aboriginal people. This will create a united voice.

Engage more with the aboriginal reference group. Good representation from Aboriginal People.

Cultural awareness – right throughout the NZ school system they learn Maori history. We should have aboriginal culture as part of the school curriculum.

Cultural awareness training could be run by the Kalgoorlie-Boulder Chamber of Commerce and Industry at a fee and open for businesses and anyone else who would like to attend.

Re-establish the Reconciliation Action Plan (RAP) and Charter by the end of the year

Employ aboriginal people to work with Aboriginal people. Often workers are multicultural or from a very different race and culture.

Reading service at the library. An aboriginal person should be invited to do the reading to increase aboriginal engagement and participation through attendance at these reading sessions.

Racism and stereotyping is deeply entrenched in the history and the culture. We need to deal with it going forward.

Leaders should be responsible for their words. Public comments made about Aboriginal people should be objective and positive.

Employment

Job active – understand pathways to work. Target individuals to specific jobs.

Engaging/procurement in indigenous businesses

There currently is mine rehabilitation fund and if the Rangers can access the funding, it will not only help rehabilitate mines sites but will provide a great experience for Aboriginal rangers

Mentoring is required but real mentoring. Not just sport and mine focused. Not all aboriginal people want to participate in schools or work in mines.

Working together to bring about new initiatives. Currently targeting the Small to Medium Enterprises (SME) by creating 15 new positions for aboriginal youth. Employment is part of the solution.

Long term project for Employment. Engage with the communities and provide training

Policy to increase aboriginal employment at the City of Kalgoorlie-Boulder.

Kalgoorlie miner is keen to have Aboriginal youth to write a column. They are offering a cadetship if the right person came about.

Companies in Kalgoorlie should consult with Pilbara on how to increase aboriginal employment. This includes companies such as BHP, Rio and FMG.

Aboriginal people are not able to get their drivers licence due to convictions. The state government could create a pilot program for Kalgoorlie.

Youth

Conducting a survey for all youth at different cohorts. Motivation to better engage and what doesn't work

Youth summit should be held to find out what the youth want.

Safe houses for younger children (proposal tabled)

Consider a drop-in centre for youth

Establish an advisory youth group

Youth council run a LEAD program which is a great opportunity for a youth summit

Always trying to find ways to engage aboriginal youth to participate and engage with or participate on the youth council. There has only been 1 Aboriginal person, Rebecca Stokes, on the Youth Council.

Engage in sport and recreation. The PCYC currently run a Parkour – engages kids to participate high risk activities and learn how to mitigate risk as they can learn to assess situations and make decisions

Free pool access for children under 18 on a weekend

Remove the fence around the skate park to allow kids to use this space at any time or when it suits them.

Support Art and Culture pursuits for young indigenous people, not just sport

YMCA Bus should be reinvigorated for future collaborative use.

Consider offsite engagement and vocational programs for at-risk students.

Housing

Homelessness creates issues on the street. Need more housing.

Ninga Mia should be redeveloped for proper houses.

Early Intervention and Family support

Crisis management around high-risk and dysfunctional families through interagency groups working together.

Audit of existing services

Services that are around that are not properly being used. We need a collective review of what can be done. We as a community need to know what we already have.

An audit of youth services is currently underway - being completed by Erin Bond from the Department of Sport and Recreation.

Short term cycles about program delivery rather than sustainable program. Audit of what solutions are out there.

Provide a map of services.

Services that live and work together.

Interagency cooperation

Agency Coordination and Case management with PCYC.

The community need a Community development project run by the City of Kalgoorlie-Boulder. Better engagement for the long term.

Information needs to be shared so that each other knows what is happening. We need to work on how to bring all agencies in one place.

Too many agencies and not enough coordination and more delivery outside hours.

Structure and coordination

Establish an agreed, common purpose for the city to form the basis for future plans.

Create committees led by the City to drive action from the Leadership Summit moving forward.