**Sheep Industry Business Innovation (SIBI) engagement with Indigenous landholders**

Version 3

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# Situation

| **Provide some background on your initiative/project/issue.**  |
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| The Department of Agriculture and Food, Western Australia (DAFWA) has embarked on the four year Sheep Industry Business Innovation project to support the sheep industry to capitalise on growing markets for sheep meat and live exports, particularly in nearby Asia and the Middle East. This will generate flow-on benefits to producers, industry, the regions, communities and the state economy. It will achieve this via two key areas of work: transforming the sheep supply chain to develop customer focused products for target markets through developing new dedicated value chains, introducing new investment, business systems and partnerships; and establishing a Sheep Business Centre, to be located in Katanning, to drive human and physical capacity building in the industry.The SIBI project is expected to deliver on two major outcomes:1. The WA sheep industry has grown and new markets have been cultivated for sheep meat and live export.
2. **Aboriginal participation and economic development**.

The performance measures of point 2 are the provision of training and professional development opportunities, the number of Aboriginal staff placements made and evidence to show improvement in Aboriginal participation in agribusiness and related services.The SIBI project recognises indigenous land managers as emerging contributors to growing the economic value of the sheep industry in WA. As a result the SIBI project seeks to develop a partnership approach with indigenous landowners of Southern Western Australia (SWA) that increases their participation in the sheep meat value chain in Western Australia. The SIBI team recognise that an ‘*indigenous-people first*’ approach to build business opportunities for indigenous landowners in the sheep industry (June 2018) is required. The SIBI team will work in partnership with the Southern Agricultural Indigenous Landholder Service (SAILs) with the intention of discovering effective approaches to engage with indigenous land managers and develop appropriate approaches to involve them in the sheep value chain in WA. Objectives of the SIBI/SAILS initiative:* Developed and implemented an **engagement/communications plan** to promote, support and build capacity of indigenous land managers involved in sheep production in SWA.
* Established a **dedicated value chain**. The SAILs team to guide and facilitate the design and delivery of a ‘niche’ dedicated value chain of quality lamb produced exclusively from properties managed by indigenous land managers in SWA.
* Developed and delivered targeted, **demand driven training** for indigenous land managers, in particular the Lifetime Ewe Management (LTEM) program.
* Facilitate **business management** and **feasibility planning** and support funding applications for business development.
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# SWOT analysis

| **As dot points identifying the internal and external factors that are favourable and unfavourable to achieving your communication objective/s.** |
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| Strengths (internal)* DAFWA’s Indigenous Landholder Service has established channels for communicating with Indigenous landholders, including its own newsletter.
* The Southern Agricultural Indigenous Landholder Service (SAILS) encapsulates most of the sheep production zone so there are efficiencies in working with just the one group.
* Investment into the SAILS will secure specialist project staff IP and critical stakeholder relationships for the SIBI.
* SAILS have staff based in Albany, Northam and Esperance, and provide support to 23 of the 26 Indigenous-managed properties in their region.
* Kelly Flugge, project manager of SAILS, is already involved with the project after joining the Sheep meat Insights Tour to China.

Weaknesses (internal)* The project has been slow to engage with Indigenous landholders.
* SIBI lacks IP and relationships with Noongar land owners in SW project region.
* Failure of SIBI to invest into SAILS FTE and capitalise on established stakeholder relationship project IP will result in minimal delivery of SIBI objectives.

Opportunities (external)* Leverage Kelly’s influence and networks within the Indigenous community to improve chances of engagement and get messages out.
* Build strong relationships with the Noongar Land Enterprise (NLE) group who are the established mechanism for Government sector (DAFWA/SIBI) and industry groups to effectively engage with the Noongar land owners. DAFWA/SIBI team to work with NLE to ensure that they are fully part of the SIBI process, SIBI to invest in relationships with NLE. SIBI invests into the SAILS project @1 FTE shared across 2 positions based at Esperance and Albany to leverage IP and relationship networks to deliver SIBI objectives.

Threats (external)* Failure to communicate SIBI objectives and planned leveraged relationship to the SAILS team to Noongar land owner group’s pre – project start-up will severely reduce project ability to gain integrity and buy in.
* Failure of SIBI to confirm official FTE purchasing IP arrangements with SAILS staff could result in failure to broker relationship with Noongar land owners in project area.
* Failing to communicate with Indigenous landholders without following proper cultural protocols could lead to a refusal or total lack of engagement.
* Failure to secure Indigenous participation will lead to the project not meeting one of its two key outcomes.
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# Business objective

| **A short statement of the overarching business, marketing or project objective that guides this communications plan. How does this plan align with DAFWA and directorate priorities?** |
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| The Sheep Industry Business Innovation & SAILS partnership project will further enable DAFWA to meet all four of its objectives/goals under the current strategic plan:* **Growing markets** – project will aim to secure long-term trading arrangements with export accredited processors.
* **Growing profitability** – adopting new business models and developing new value chains for Indigenous branded sheep meat to increase returns to all participants.
* **Growing productivity** – meeting the emerging demand for Indigenous branded product to target markets.
* **Growing people** – empowering Indigenous people through targeted training and on-ground support.
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# Communications objective/s

| **Objectives should be Specific, Measurable, Attainable, Relevant and Timely. Your communications objectives should align with your business objective. Include these in your monitoring and evaluation plan.** |
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| * Engage with SIBI in consultation with Noongar land owners on the SIBI project objectives to seek clarity of purpose and commitment to participate.
* In partnership with the SAILS, build and promote greater trust and collaboration with Indigenous stakeholders.
* Follow the public sector policy when engaging with Aboriginal people. As reference use “Ask First” and “Consulting Citizens” guides that describe the required consultation process when initially engaging with Aboriginal people to ensure effective partnerships are formed.
* To engage with other aligned organisations, currently working with Indigenous landholders, to enable them to act as change agents and ambassadors for the project
* Promote, to identified willing Indigenous enterprises the benefits and opportunities to develop and integrate sheep meat supply chains to increase economic activity and the profitability of their stock
* Promote targeted, demand driven training and activities to increase indigenous participation into the WA sheep meat supply chain
* Promote and assist Indigenous enterprises to access grants programs to access seed funding and increase the profitability of their enterprise and integrate supply chains to meet demand for Indigenous branded sheep meat
* Keep all stakeholders informed and updated by ensuring timely provision of relevant information and project achievements throughout the implementation of this communications plan.
* To develop effective communication between the SAILS and SIBI teams to share information.
* Ensure indigenous landholders are aware of opportunities in training, staff placements and agribusiness and related services through using established communications channels that are culturally appropriate. This will be achieved by leveraging off DAFWA’s Indigenous Landholder Service channels and following protocols as outlined in the Indigenous Australian Cultural Awareness (IACA) guidelines.
* Improve Indigenous participation in training, staff placements and agribusiness and related services by engaging this group through implementing this communications plan, with the assistance of the department’s Indigenous Landholder Service.
* Promote successful results of the program/collaborations between SIBI and Indigenous landholders through at least two case studies as well as in other channels as appropriate and timely (newsletters, media releases etc.).
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# Audience

| **Who are we trying to reach? Who are we trying to influence? What do we know about our audience?**  |
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| **Primary**  |
| Indigenous corporations who have expressed a keen interest in going into sheep production or already produce sheep meat:* Walitj Aboriginal Corporation (WAC);
* Dujimerrup Twonkup Aboriginal Corporation (DTAC);
* Other Noongar land owners in the SW of WA i.e. the Noongar Land Enterprise (NLE) group.

Meat processing companies that could potentially develop the Indigenous branded sheep meat supply chain:* V&V Walsh;
* Fletchers International;

We know that Indigenous people face many disadvantages. In 2008 the Australian government released the ‘Closing the Gap’ initiative to address these disadvantages. We need to keep this in mind when conducting communications. Issues facing Indigenous people include:* Shorter life expectancy when compared to the general population;
* Shorter life expectancy is linked to a higher rate in poor physical and mental health amongst Indigenous people;
* Lower percentages of higher education and employment when compared to the general population;
* Lower percentages of family and community wellbeing when compared to the general population;
* These social and economic disadvantages have led to higher rates of incarceration of Indigenous people.

(<http://www.australianstogether.org.au>)  |
| **Secondary** |
| Other Indigenous Corporations that have expressed an interest but are not at a business planning/feasibility stage (but may progress to this stage during the life of the project):* Wongutha Christian Aboriginal Parent Directed School ( Wongutha CAPS);
* Banjelungup Aboriginal Corporation (BAC);
* Southern Aboriginal Corporation (SAC);
* Woolah-Wah Aboriginal Corporation.

Other targeted/relevant organisations and government stakeholders:* Indigenous Land Corporation (ILC);
* Department of Regional Development (DRD);
* Great Southern Institute of Technology (GSIT);
* South Coast Natural Resource Management (SCNRM);
* Wheatbelt Natural Resource Management (WNRM);
* The regional food advocacy and promotional groups, including the R4R Food Innovation Project.
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# Key messages

| **Message – what do you want your audience to think, feel or do? Develop your message with your clients values in mind to generate more impact. Your message also needs to meet your communication objective. Action mapping will also help you determine your messages and reduce the chance for information overload.** |
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| * SIBI & SAILS recognises indigenous land managers as **emerging contributors** to growing the economic value of the sheep industry in WA and the **importance and opportunities** this trend provides within the sector.
* SIBI & SAILS want to work **in partnership** with Indigenous landholders to **transform and innovate** the WA sheep industry through new value chains, increased productivity, profitability and increased knowledge.
* SIBI & SAILS will work to **build the capacity** of the Indigenous land managers to become a preferred supplier of high-quality Indigenous branded sheep (meat and live export) aligned to consumer needs and demands.
* SIBI & SAILS will work to empower the **future Indigenous leaders** of the WA sheep industry with knowledge, skills and experience for the industry’s **sustainable future**.
* Indigenous people have a strong vision for sustainable management of their land sometimes referred to as ‘caring for country’. SIBI and SAILS will work together to ensure a strong message of **sustainability** and **best management practices** when it comes to sheep production.
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# Branding

| **What branding is used will depend on the projects funding arrangements. For projects with more than 50% DAFWA funding must use the DAFWA brand as per the DAFWA Brand style guide. All funding/collaborating partners must have their logos/name included** |
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| This project, whilst funded by the Department of Regional Development’s (DRD) Royalties for Regions funding, is being solely delivered by DAFWA. It has been agreed by both agencies that all communication materials produced within this project will bear solely DAFWA branding. This means the DAFWA logo, branding colours, leaf device, fonts etc. The DRD logo will only be used in media statements for milestone events, for which DRD will seek ‘co-badging’ for both departments or Ministers; indicating joint ownership.The R4R logo must be included in a prominent position on communications materials (e.g. front page, bottom right). We must also ensure there is a qualifying statement within the text, such as “This project is made possible by Royalties for Regions”. The statement may be tailored to suit the communication channel, project and audience.Where appropriate to respectfully acknowledge the support and sponsorship of key partners such as the Sheep CRC, RIST, MLA , SILC (soon to be the WA Sheep Alliance) and other sheep industry leadership organisations. |

# Risks

| **Potential risks – can you foresee any issues? How will you minimise the risk? What is happening within the industry or internally that may prevent or hinder your message being heard.** |
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| **Risk** | **Mitigant** |
| Failure to engage in a culturally appropriately way with Indigenous landholders | Work closely with the Indigenous Landholder Service to ensure proper cultural protocols are followed as per the IACA guidelines when communicating with Indigenous clients. |
| Failure to engage Indigenous landholders in the program of work | Working with ILS, ensure that enough time is given in order to engage with them and that their particular circumstances are taken into account (social, environmental, economical) to ensure that they can see the value in the program. |
| Disengagement of major Indigenous groups involved due to failure to communicate key messages (demand driven/partnership) | Ensure major messages are communicated (this is a demand driven partnership).Maintain flexibility in the process to make sure we are meeting the needs of Indigenous landholders.Engage skilled staff to facilitate conflict resolutions. |
| Many Indigenous landholders in the Southwest have no or low mainstream agricultural knowledge or capacity | Identify groups with capacity to move forward.Ensure groups with a lower capacity are provided with the on-ground technical support, training and the business/feasibility planning they need to succeed. |

# Outputs/deliverables

| **How will you communicate to your clients? Below are some ideas; you are not limited to these. Put yourself in your clients shoes to determine how they best like to be communicated with.** |
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| **Indigenous corporations engaging in sheep meat enterprise*** Always through the agreed contact person in the corporation;
* Face to face discussions on farm where possible;
* Regular emails & phone calls;
* Presentations/workshops;
* Training courses.

**External clients*** Workshops;
* Events e.g. Crop Updates, Regional Crop Updates, Agricultural Shows, Grower Group field days;
* Newsletters/articles e.g. AgMemo, AgTactics, Grower group newsletters, GroundCover;
* Media (what topics will you cover?);
* Advertising;
* Posters/display material;
* Factsheets;
* Scientific Papers;
* DAFWA Website;
* Meetings;
* Industry champions;
* Speeches/Parliamentary Statements.

**Export accredited processors**Capitalise on relationships already developed through SAILS project manager Kelvin Flugge. |

# Budget

| **What budget has been allocated to this project for communications? Copywriting, photography, design etc will incur costs.** |
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| **Item**Management tools / posters (as at Oscars)Case studies X 2Brochures/newslettersPresentations | **Cost**$2500$500$500$200 |
| **\*All dollar values include printing and design costs.** |

# Communication monitoring and evaluation

| **How will you know if you have succeeded? What performance indicators and evaluation measures will you use? Below are some examples you may like to use. Copy and paste this section into your Monitoring and Evaluation Plan.** |
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| * Feedback via informal discussion;
* Number of case studies produced (2);
* Number of newsletter articles published;
* Number of Indigenous corporations that engage with the project;
* Event attendance and feedback;
* Training responses – number of participants, capturing comments/responses, most significant change;
* Social media analytics on any Indigenous coverage;
* Media interest and sentiment - media hits, advertising space rate, potential readers/listeners/viewers;
* Third party endorsements i.e. other organisations and/or people who have also promoted your messages.
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# Timeframe

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| **Date** | **Action** | **Person responsible** | **Notes** |
| September 2016 – June 2018August – November 2016 | **Training**  | Karlee, Kira and PerryKarlee, Perry and Justin | Coordinate delivery of Indigenous specific Life Time Ewe Management coursesBusiness Planning and ReviewFacilitate training outcomes as need arisesLiaise with other training organisations (GSIT) |
|  | **Field Days**   |  | Facilitate Indigenous properties to participate in industry field days and other events Conduct field days and events specific to Indigenous properties that are active in the WA sheep meat industry, if applicable |
| July 2016 – June 2018July 2016 – June 2018 | **Presentations**  | Kelly, Karlee and JustinKelly, Karlee, Kira and Justin | Dedicated Value Chain developmentRegular participation in NLE group meetings Presentations/meetings with key stakeholders on a one-on-one basis or through any identified relevant community forums. |
| September 2017 | **Case studies** | Karlee and Kira | Indigenous success stories, where possible, to be showcased via video or written case studies on new supply chains, commercial demonstrations etc. |
| July 2016 – June 2018 | **Internal communications** | Kelly and Justin | Ensure regular meeting and communications between SAILS & SIBI staff |

# Sign off

| **From your Project Manager and Directorate Communications Officer** |
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| **Document approved to proceed.** | **Sign off date.** |
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