



Emergence and evolution of community voices in Australian politics

The Teal Tsunami started in Indi

(Rev03)

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*Infinitely complex
results can emerge
from very simple
systems*

Melbourne Emergence - 8 Sept. 2022

Access my research papers from
[Google Citations](#)

Results of the 21/05/2022 Federal Election represent a remarkable growth in participatory democracy

- Liberal Party decimated (AEC Tally Room)
 - COALition reduced from majority (77) to 58 by Lib losses (ALP won 77) to form majority government
 - Only 4 Lib seats decided on first preferences: Barker, Cook (Morrison's seat), Farrar, and Mitchel; Nats 2 and QLD LNP. Lab won 8 on first prefs.
 - Peter Dutton, probably the most hated Lib remaining is Leader of the Opposition. *This has interesting implications for the next election!*
- Labor won majority, but also lost votes (-0.7%)
- Greens increased by 1.6%, gaining 3 new seats in QLD (total 4)
- Number of community independents doubled to 12+
 - Incumbents: Lambie, Wilkie, Sharkie, Steggal, Haines (total 5)
 - New: Scamps, Tink, Spender, Daniel, Ryan, Chaney, Le (total 7)
- 10 of the community independents sponsored by Climate200 are considered to be 'teals' because they prioritize climate action
 - Excepting Wilkie, all teals except Haines are mothers - several from health professions, a majority have postgraduate qualifications in their professions and are CEO's Directors or Managers of significant enterprises
- **Emergence & exponential growth of Teals in Parliament is a transformative revolution in Australian Politics - arguably the greatest since Federation.**

From trepidation to transformation: democracy, Indi-style

“It’s not just moving from one place of feeling under siege or feeling worried or threatened; to somewhere else. It’s actually a transformation. A way bigger journey. A massive change in how people are, how they talk about politics, how they raise their children to get involved, how they feel confident and own their role as a citizen in a democracy. I’m not saying this is all perfect and idyllic stuff.”

- Denis Ginnivan, Voices for Indi

For background see Climate Sentinel News (click articles below to download)

Emergence and proliferation of pro-climate community voices: Part 1 – The rising tide of the teal tsunami

William P. Hall on August 27, 2022



Teal Tsunami What is a teal? Who are they?

Teal:

- Pretty duck with color flashes
- Color of those flashes
- Laloux's 5th stage of organizational reinvention
- Extends Ken Wilber's "integral theory of everything" based on Koestler's "holonics" (ref autopoiesis)
- A new kind of knowledge-based autopoietic emergent organization



Teal First Speeches in Parliament

William P. Hall on August 19, 2022



A flock of teal independents has landed in Parliament. Their 'first speeches' show why their community independent movement is so important.

Introduction

This article here is an extract from a major essay I am currently writing on the origins, emergence and evolution of the 'teal tsunami' and the growth of the body of knowledge enabling and generated by the revolution. A preliminary version of the essay will be published in parts on Climate Sentinel News as they are finished. Discussion and commentary on them will be greatly appreciated as this will help me improve the final product to be formally published.

The meaning of 'Teal'



- Teal:
 - Pretty duck with color flashes
 - Color of those flashes
 - Laloux's 5th stage of organizational reinvention
 - Extends Ken Wilber's "integral theory of everything" based on Koestler's "holonics" (ref autopoiesis)
 - A new kind of knowledge-based autopoietic emergent organization
- In current political usage:
 - Many, and especially Opposition members try to equate being a Teal as member of a political party.
 - In reality, the teal concept and the organizations backing teal candidates are the antithetical opposites of political parties.
 - **Teals represent the interests of the local communities that select and support them - independently from any party disciplines or dogmas. Where many communities want the same things, this can be very powerful.**

Highlights differences between two kinds of social systems: political parties and community action groups

Political parties

- Widespread across many electorates
- Formal party discipline
- Top-down organizing (paternalistic?)
 - Leaders
 - Organizers
- Membership united by attraction and allegiance to dogma & charismatic leader
- Evolutionary at national level

“Voices of ...” organizations

- Local community groups
- Locally agreed constitutions
- Bottom up organizing (maternalistic?)
 - Attractors
 - Participants
- Membership united by shared concerns, mutual respect & anti-dogmatism
- Emergent/coalescence/self-regulated/adaptive

Explores the rise of participatory democracy - what representative democracy is supposed to be

Two systems with contradictory aims are competing to govern us

- 'Representative' democracy

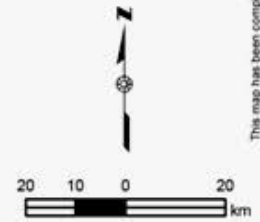
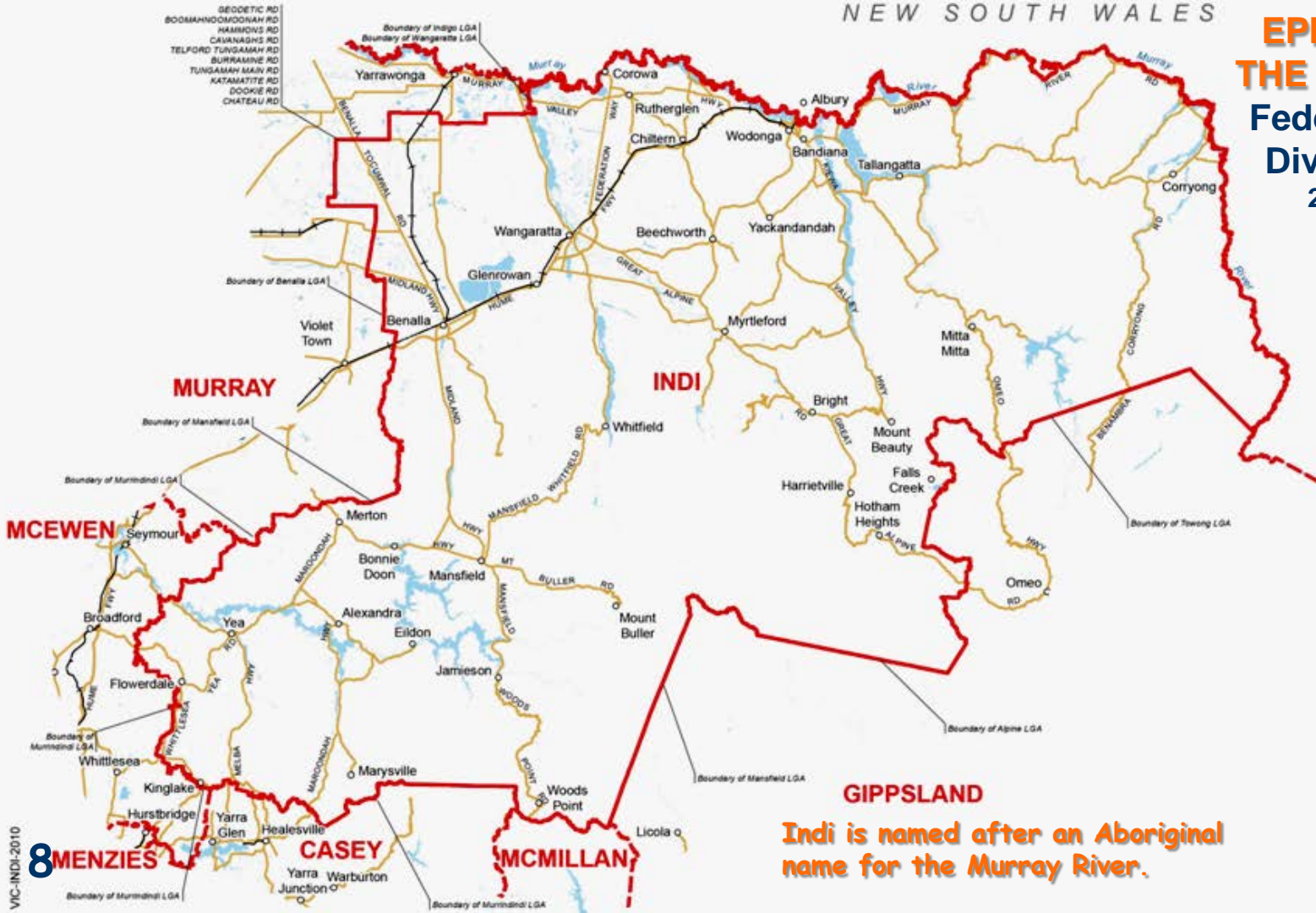
- Political parties nominate candidates.
- Statewide party committees, conferences and conventions make policy.
- Nominees are expected to follow party lines and dogmas.
- Majority of campaign funding is provided centrally to candidates' campaign organizations, much of it via party fundraising functions from corporate or other special interests that may not even be Australian.
- **Nominee endorsed by and owes allegiance to the Party and patron donors rather than citizen voters.**

- **Participatory Democracy**

- Citizens form community groups within electorates and determine which issues are important to them
- They nominate one of their own to prosecute these issues in government
- The community is responsible for raising campaign funds from its members and friends in the broader community being represented by the nominee.
- Nominees are expected to act for the community(ies) that endorsed them.
- **Nominees are politically independent, but may cooperate with other nominees working towards common goals.**

EPICENTER OF THE REVOLUTION

Federal Electoral Division of Indi 2013 Election



Divisional boundary
 Adjoining boundary
 Size of division 28 567sq km

Note:
 Local Government Area (LGA) descriptions are current to 2010.
 Federal electoral boundaries follow the centre of features unless otherwise advised.

Indi is named after an Aboriginal name for the Murray River.

This map has been compiled by Spatial Vision from data supplied by the Australian Electoral Commission, and Spatial Vision 2010, under licence from Department of Sustainability and Environment, © State of Victoria (2010) © Commonwealth of Australia (2010)

Pebble in the pond that became a tsunami

“**Voice for Indi** is a response to the need for reenergized but respectful political debate and provides a process to connect the community’s voice to our elected representatives.”

(Click image for document)



The (Independent) electorate of Indi escorted their selected, endorsed and elected representative, Cathy McGowan to Parliament in 2013!

(Click image
for
document)



A case study in community action

The tsunami
starts here!

**Communities of
Indi and their MP
working together in
Parliament.**

**Cathy McGowan served two successful terms in Parliament –
showing what a community independent can do**

**Cathy, for Voices for Indi, hands over in
2019 to second generation Helen Haines**

**Other gen-2 Teals
were Kerryn Phelps
and Zally Steggall**



Voices of Warringah launches Zali Steggall, following Voices for Indi ([click image for Louise Hislop's series on #WinningOfWarringah](#))



Voices for Indi helped organize & spread their knowledge via CIP to again more than double Teal MPs

Click here to access
post 2022 election
knowledge-base

What is the Community Independents Project?

The Community Independents Project is a collaboration to enable communities and community Independent candidates to build participatory democracy and conduct successful election campaigns.

In 2013 Cathy McGowan was elected as a Community Independent to the federal seat of Indi. She handed the baton to Helen Haines in 2019 when Zali Steggall was also elected as the Independent member for Warringah.

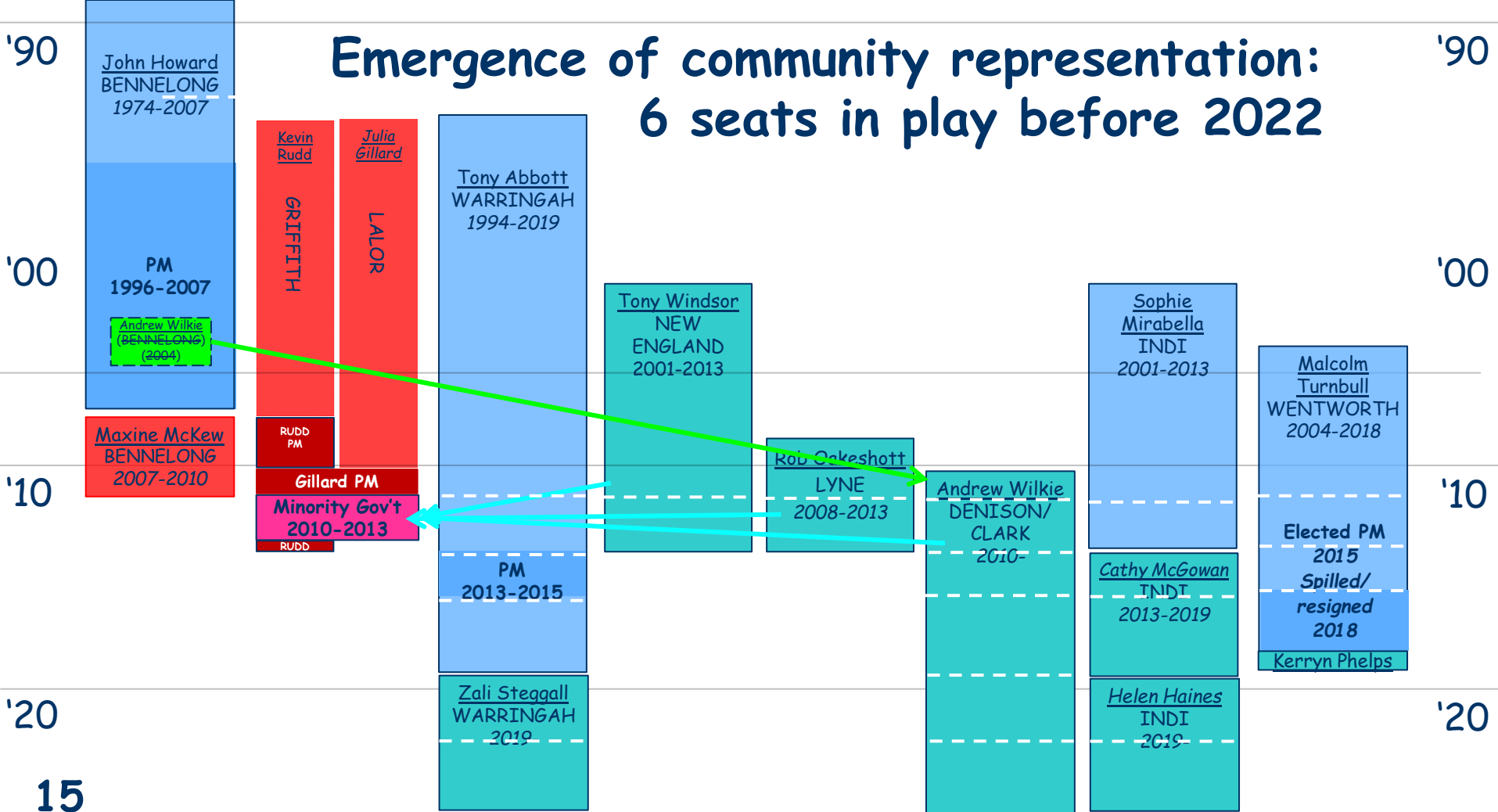
What Cathy and Helen achieved in a regional seat over successive elections, and Zali Steggall in a city seat, inspired a nationwide movement.



Teals multiply again in 2022!



Emergence of community representation: 6 seats in play before 2022



'90

The 'teal tide' grows exponentially in 2022 with 6 more seats in play

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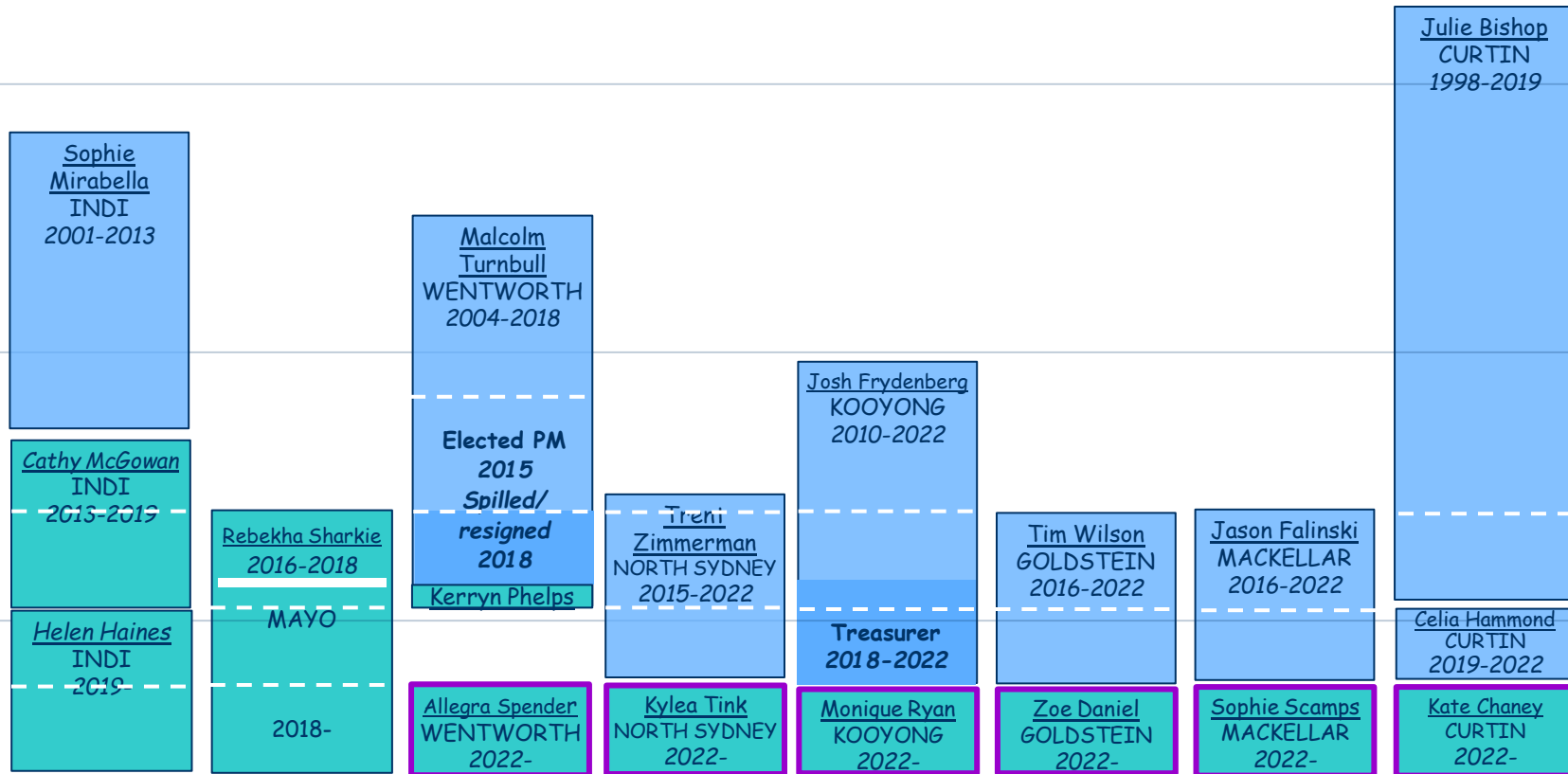
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16



Celebrate Teals' continued exponential growth in the 2022 Election

Click pic. ...
Scroll down

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Click again
for video

FIND YOUR

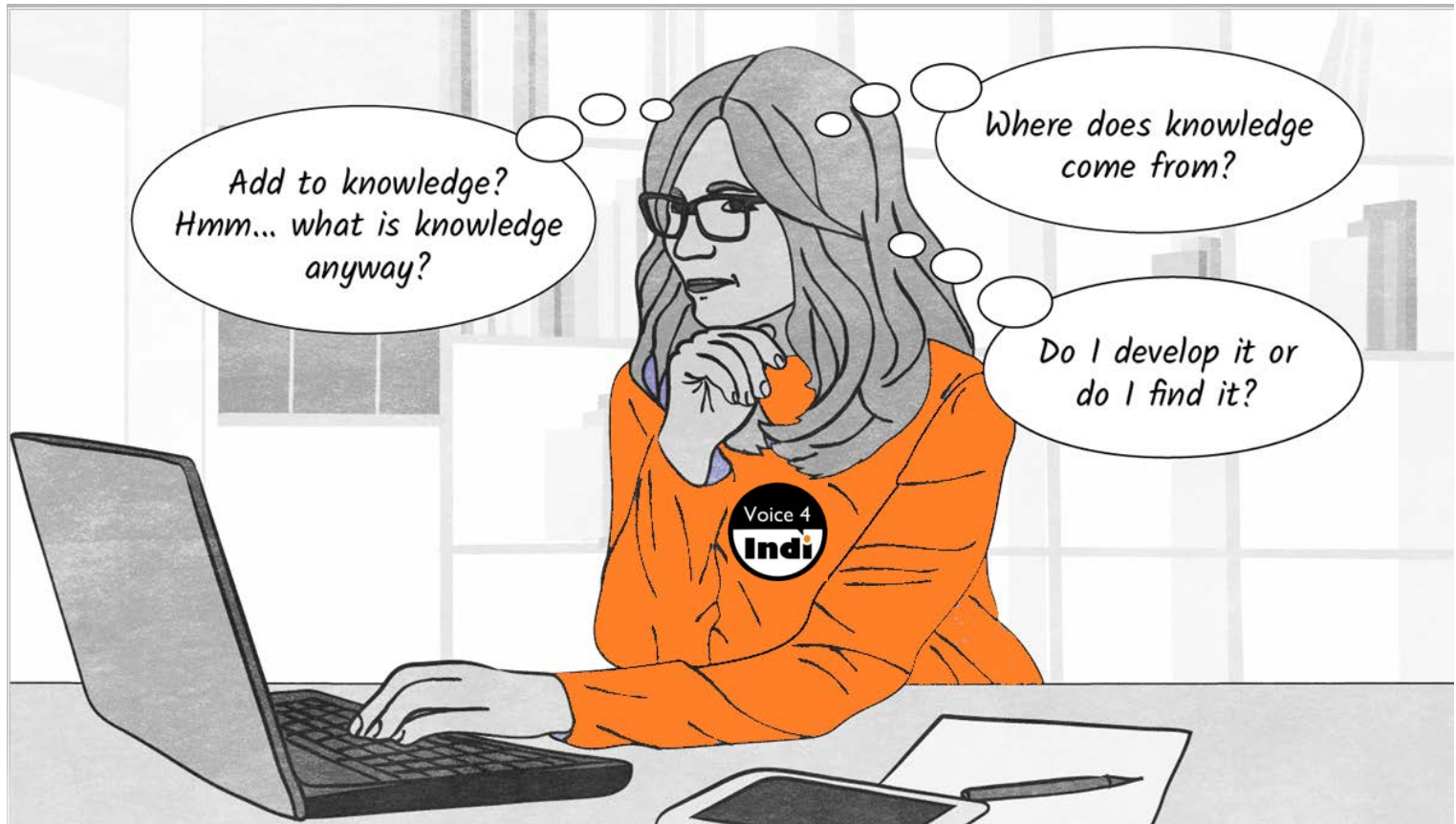


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It's amazing, watch what happens now!

How did Teals generate the know-how to do participatory democracy?



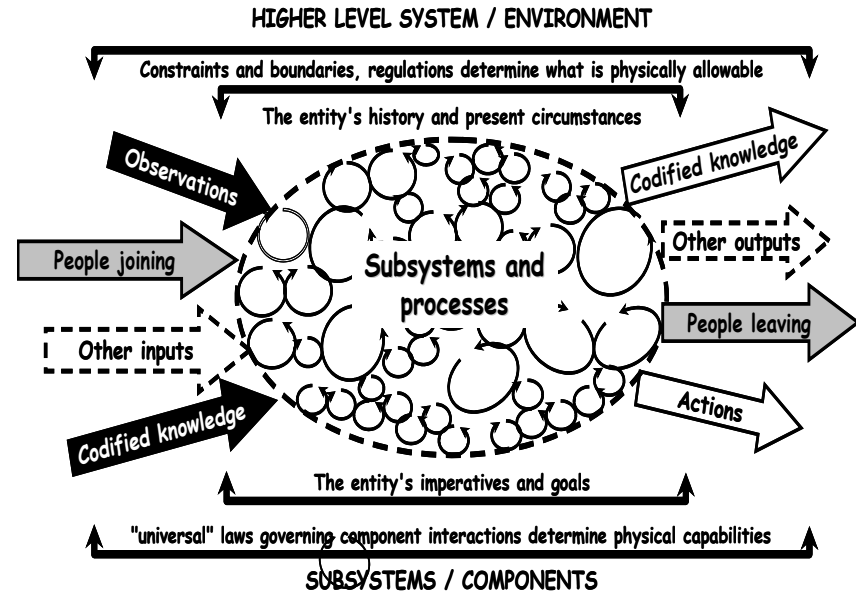
Adaptive social systems are based on knowledge

- Knowledge is solutions to problems
- Primate social groups evolved primarily to ensure transfer of learned solutions among group members and offspring
- Chimpanzee society is only composed of individuals and their first order social groups
 - Male dominance hierarchies -- competitive
 - Most knowledge transfer down the female line - mothers to children - cooperative
- Human society is much more complex
 - Simple vs complex (e.g., egalitarian vs individuals in a variety of roles) Social systems hierarchies
 - First order groups (e.g., comprised of small groups of people)
 - Second order groups of groups (e.g., multi-divisional company, landcare network)
 - Third order (e.g., multinational company, religious domination)
 - Complex hierarchical (e.g., cities, councils, states, nations)
- People and organizations must use knowledge to survive and thrive - if chimpanzees can do it so can we



Social organizations can be self-maintaining and evolving entities in their own rights – social knowledge is their DNA

- Shared knowledge is the DNA-like heritage of social organizations
 - Tacit knowledge embodied in the dynamic structure of the organization itself
 - Living knowledge in the heads of its members
 - Codified knowledge in organization's documents
 - Formal knowledge in the organizations agreed constitutional documents
- This heritage can change and grow as organizations survive, grow, and adapt to their environmental demands
- Where the organizational structure and dynamics of an organization is determined by shared knowledge, the organization can continue its existence independently from the continued involvement of any particular individual. In this state the organization is autopoietic (i.e., 'living' in its own right)

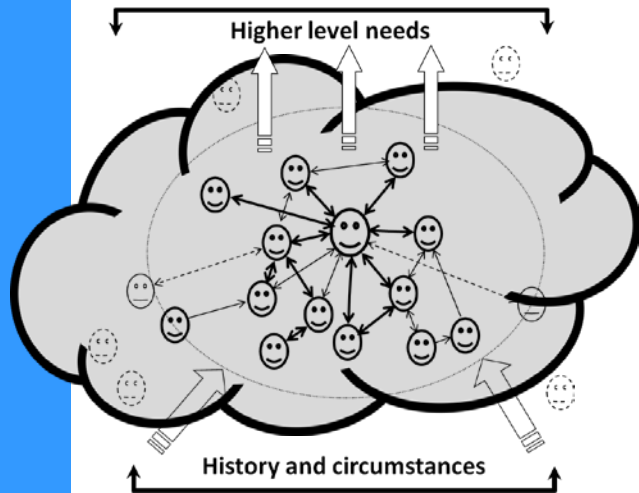


See Nousala & Hall (2008). Emerging Autopoietic Communities - Scalability of Knowledge Transfer in Complex Systems

Some ideas from systems theory: Phase transitions and crystallization in social dynamics

- Phases (physics): distinct states or forms in which matter can exist
- Phase (Hall's organization theory): distinct state or form of social interactions
 - Individual behavior: Passive ↔ Active ↔ Autonomous
 - Group behavior: Individuals ↔ Social ↔ Collective ↔ Self-organizing ↔ Autopoietic (Hall)
- Nucleation
 - Physics: first step in the formation of either a new thermodynamic phase (matter) or a new structure (social phase) via self-assembly or self-organization
 - Organization theory: first step in the shift to a new phase of organization. Seeing an instance of the shift makes it easier for others make similar shifts
- Autopoiesis: (Maturana H.R. and Varela F.J. 1980. Autopoiesis: the organisation of the living. in Autopoiesis and Cognition: The Realization of the Living, Maturana H.R, Varela F.J (eds). Reidel: Dordrecht; 73-137
 - Hall, W.P. 2005. Biological nature of knowledge in the learning organization.
 - Hall, W.P., Dalmaris, P., Nousala, S. 2005. A biological theory of knowledge and applications to real world organizations
 - Hall, W.P. 2011. Physical basis for the emergence of autopoiesis, cognition and knowledge
 - Vines, R., Hall, W.P. 2011. Exploring the foundations of organizational knowledge

How did general dissatisfaction with the political status quo lead to crystallization of actively reproducing vital organization changing the world



Coalescence of a community of interest (CoI) around a human attractor. The attractor seeks knowledge to solve group needs. Bright smiley faces represent people gaining rewards for their involvement. Open vertical arrows show the value of the knowledge to the group. The light dotted line surrounding the attractor's network indicates that participants and others begin to see the network as a specialized community addressing particular needs.

Nucleation

- **History and circumstances** in Indi created general dissatisfaction with effectiveness of gov't representation
 - Without dissatisfaction there is no need for a group
 - With dissatisfaction, someone can say 'Let's do something about it!'

Higher level needs to be met

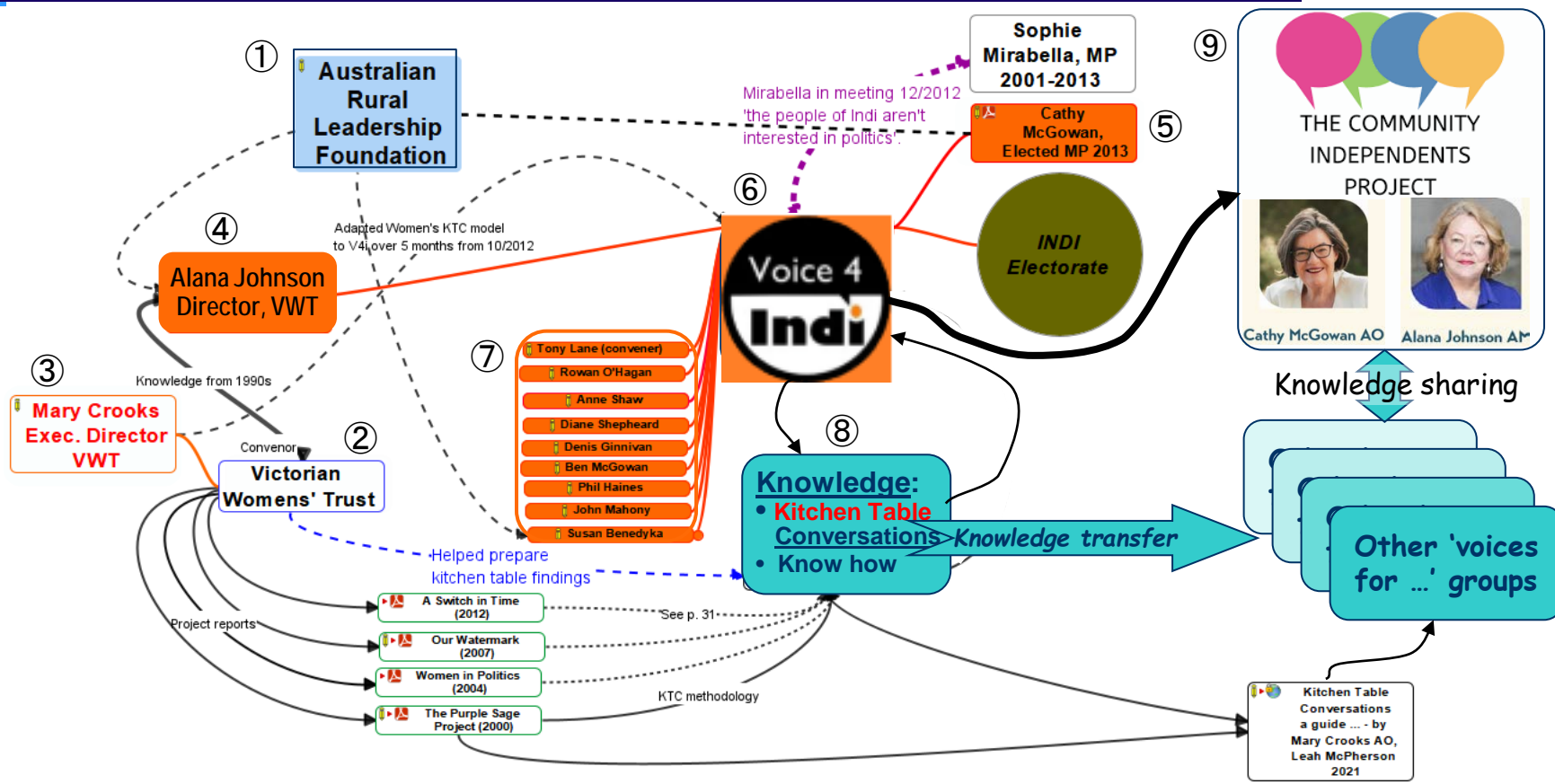
- These include 'imperatives' that a self-maintaining organization must meet for its continued survival. E.g., in case of a 'voices' group:
 - It must continue doing things that will attract new members as others leave
 - It must maintain adequate funding to continue its activities
 - Members must recruit other members...
 - Failure to meet imperatives leads to dis-integration
- To remain attractive to members, the group must continue achieving goals that are desirable to the members.

Knowledge

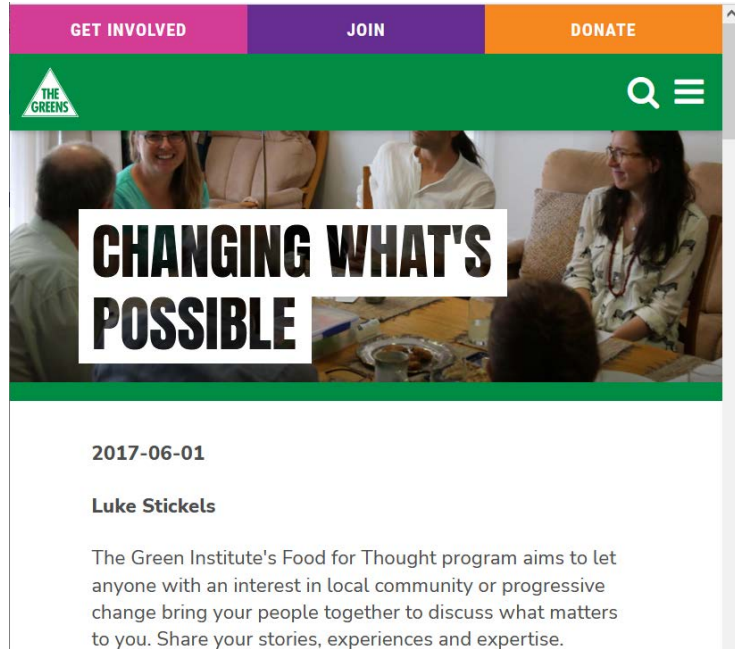
- Grows with innovation, testing, & rejection of what fails
- Accumulating knowledge makes org. more robust with time

Knowledge flows in the founding and early success of Voice 4 Indi

(Click numbered objects for links to more detail)



Even some Greens have thought to use V4i knowledge base



...

Food for Thought gatherings take their inspiration from the ground-breaking community work of Mary Crooks at the Victorian Women's Trust. Ms Crooks has spent over twenty years using 'kitchen table conversations' to empower communities to achieve self-determination and justice in the face of Kennett-era privatisation, democracy and water usage, grassroots democracy in the ACT, and her model was an engine driving the now-famous Voice for Indi campaign that unseated former Liberal MP Sophie Mirabella in the 2013 federal election. For Ms Crooks, kitchen table conversations are more inclusive of women and underprivileged minorities, and this commitment to better agency can lead to powerful social transformations.

Australian Rural Leadership Program

- Australian Rural Leadership Foundation established in 1992 with the aim to develop leaders for rural, regional and remote Australia.
 - Foundation established ARL Program to provide annual leadership course with sponsored scholarships for suitable people.
 - The idea for the organisation came from the Rural Industries Research and Development Corporation (RIRDC).
 - RIRDC looked at how to encourage the development of new rural industries and thriving communities.
 - Board members wanted an organisation that could influence change across Australian rural industries as a whole, and rural communities in general.
- Three graduates of ARLP crucial to formation of Voice for Indi
 - **Cathy McGowan** graduated program in 1996 - Cathy mentored a group of young environmentalists in her local area. She helped them set up Indigo Power, a community-based energy company committed to powering local communities with clean energy, etc....
 - **Susan Benedyka** graduated program 1997 - Midway through the course, Susan decided to set up her own consulting business to support others with environmental, community-based and economic objectives. Beyond that, she has been on the National Women's Advisory Group; she has played a very active role in the Alpine Valley Community Leadership Program; she was involved in the Rural Agricultural Adjustment Scheme; and much more. Independent candidate for Senate 2022
 - **Alana Johnson** came to the ARLP in 2007 - "The course gave me a deep appreciation of Indigenous culture. I've carried this with me ever since and remain committed to reconciliation in my community. In everything I do, I am very vocal about partnering with Indigenous clans and recognising cultural values." The course also gave Alana the skills to be a changemaker in a broader context. And she has certainly stepped up, having been appointed Chair of the Victorian Catchment Management Council, Voices for Indi and the Victorian Women's Trust. She was also a national runner-up in the 2010 Rural Women's Award.

Ripples in a pool [reflection on the course session in the Kimberley]

"I recall standing around a waterhole in the Kimberley. Someone tossed in a stone and we all reflected upon the ripple effect. We are the stone throwers in Indi, and we continue to fan the ripples."

ALANA JOHNSON AM

Victorian Women's Trust

- **Victorian Women's Trust Ltd (VWT)**

- created in 1985 with a state government gift of \$1 million, as part of the sesqui-centennial celebrations and was an acknowledgement of women's contribution to Victorian society over 150 years.
- A Trust for women and girls should be created.
- In 1993, VWT became fully independent from the government. Without any restrictive ties, they speak freely on issues affecting women and girls.

- **Kitchen Table Conversations (KTC)**

- Model of civic engagement that revolves around the idea that engaging people in the kind of open and honest dialogue that women have had around kitchen tables for centuries has the power to create real change.
- Originally developed by Executive Director of the Victorian Women's Trust, **Mary Crooks AO**, alongside a small group of concerned citizens in Victoria in the 1990s, KTC was the centrepiece of The Purple Sage Project.
- Purple Sage arguably played a significant role in ending Jeff Kennett's premiership in Victoria
- Further developed in Women in Politics - The Art of the Possible, Our Watermark, & A Switch in Time
- KTCs have gone on to make tidal waves all over Australia — arguably in the defeat of Victorian Premier Jeff Kennett; and most famously as the model employed by **Voice for Indi** to mount a campaign for the election of **Cathy McGowan** in 2013.

Mary Crooks, AO

- **Mary Crooks (Centenary Medal 2001, AO 2012)**

- born 1950 in Camperdown, western Victoria and grew up in Heywood in SW Vic.
- Catholic schooling in Portland, she finished with Hons in Geography (major in History) and Master of Arts, and is a social researcher.
- began professional career tutor in Economics Faculty at Melbourne University, then worked as a Senior Lecturer at Philip Institute of Technology.
- In the 1980s, she held significant positions with the Victorian Government, including the inaugural Chair of the Youth Policy Development Council; inaugural Chair of the Social Justice Consultative Council; etc., etc.
- From 1996 Mary has been Executive Director of the **Victorian Women's Trust**. From around 1998 as an outcome of the "Purple Sage Project", Mary developed the '**Kitchen Table Conversation**' methodology for understanding community dynamics and needs that arguably contributed significantly to Jeff Kennett's downfall and provided a framework for **Voice 4 Indi**.

Alana Johnson, AM

- Alana Johnson (AM 2020)

- born in 1955 and is a 5th generation cattle farmer from the Benalla area, who grew up in Hamilton, studied social work at uni
- for over two decades she was a sessional lecturer on Change at Monash, La Trobe and Charles Sturt Universities and is a guest lecturer for the Master in Agriculture at University of Melbourne.



- Director of the Rural Industries Research and Development Corporation.
 - qualified social worker and family therapist,
 - graduate of the **Australian Rural Leadership Program** and the Australian Institute of Company Directors. From 1998 she has been a Director of the **Victorian Women's Trust**, and its Chair since 2016.
- With two other alumni of the Australian Rural Leadership Program (Cathy McGowan - AO MP 2013-2019, and Susan Benedyka - Senate Candidate 2021 election), Alana was among the founders of **Voice for Indi**, and provided the channel for **VWT's** knowledge as developed by **Mary Crooks**.

Cathy McGowan, AO

- **Cathy McGowan, recipient of the Centenary Medal (2001) and AO (2004)**
 - born 1953 in Albury from an ancestry of 5 generations of farming in NE Victoria and grew up in the Indigo Valley of the Indi electorate.
 - Arts degree and a Diploma of Education at Monash University in Melbourne, before teaching assignments in Nhill and Wangaratta.
 - Bought a small farm where she had grown up and gained a taste for politics by working as a research assistant for Ewan Campbell, MP for Indi, establishing a consultancy business (lobbying between community & parliamentary bureaucracy), and working as a rural affairs advisor with Vic. Dept. Agriculture.
 - Then completed a Masters Degree in Systems Agriculture at the University of Western Sydney's Hawkesbury campus and taught there and at La Trobe University and Wodonga College of TAFE.
 - Among many other involvements in rural and regional organizations, she was president of Australian Women in Agriculture and established Women and Dairy discussion groups across the country.
 - In the early 1980s, then teacher **Cathy McGowan** together with **Alana Johnson**, approached Victorian Farmers Federation president Peter Walsh, to have women allowed a vote in VFF affairs, where previously only a male farmer vote was available.
 - Took the third ARLP course in '96-'97.
- After helping found **Voice for Indi** in 2012, Cathy was endorsed as their independent candidate and then elected in 2013 to represent Indi in Federal Parliament and re-elected in 2016 for a second term. She resigned from Parliament before the 2019 election.
- In 2019 **Voices for Indi** selected and endorsed **Dr Helen Haines**, who was duly elected to replace Cathy; and re-elected again this year.

Voice for Indi

- **Voice for Indi (V4I)** emerged in 2012 when **Alana Johnson** and **Cathy McGowan** together with ten others in their respective community networks, who were all driven by federal government neglect under their abrasive and dismissive MP, **Sophie Mirabella**
 - "The relationship between the one hundred and fifty Federal MPs and by extension their communities is the foundation block of our national system of democracy - not tabloid owners or other powerful interest groups or individuals. But for this relationship to work properly, MPs and their constituents need to engage with one another constructively and respectfully" (From a Switch in Time, **Mary Crooks**, 2012).
 - ***Voice for Indi (V4I) aims to become the voice for the people of Indi, and to act as the conduit to our federal representative; to rebuild the relationship between our politicians and the people and create a new standard for politics in Australia.***
 - The Voice for Indi committee was set up by 12 residents of Indi who share a common goal of strengthening the relationship between community and policy-makers."
- **Alana Johnson** (presumably) introduced **Mary Crooks' kitchen table conversations (KTC)** process to **V4I**,
 - Mary helped fit the KTC to the Indi electorate and analyse the results.
 - V4i approached Mirabella to see if she would take their requests to Parliament. Mirabella's dismissed them in 11 minutes
 - V4i canvassed for a candidate to run against Mirabella, to at least make the electorate 'marginal'. Cathy, who didn't want the job was selected, and eventually agreed to run.
- In the 2013 election, surprising everyone, Cathy won the seat by a small handful of votes (after recount) She thus established the epicenter for the revolutionary transformation of the **Teal Tsunami** by being re-elected in 2016; thereby further extending and testing the body of knowledge surrounding KTC's.

Other founders of Voice for Indi

- **Tony Lane (convener)** local resident for over 30 years, cattle farmer, 3 children.
 - Public servant: employment and training and a regulatory/performance monitoring with public health and aged care services
 - Served on school boards in Wangaratta , including 6 years as Board Chair at Galen Catholic College.
 - Involved in landcare and sustainability issues locally & as inaugural Chair of the Wangaratta Sustainability Network.
- **Rowan O'hagen** Background in agricultural science and a doctorate in regional economics. researching the impact of drought and changes in water availability on rural communities.
 - Has worked at grass roots in community economic development, small business and the health sector.
 - Believes strongly in the power of rural communities to shape their own economic and cultural futures.
- **Anne Shaw** Grew up on a farm near Mansfield in North East Victoria and now lives and works in Wangaratta
 - Provides project management services for regional and community development projects for business, government and community organisations with extensive experience, local knowledge and networks in the areas of agribusiness, drought services, community leadership, small business, governance, regional planning, education and community foundations.
 - Diplomas in community development, project management and community education. Involvement is with Carevan and the Wangaratta Business Women's Network; and a community representative for The Centre Community College, North East Health, and Anglicare.
- **Diane Shephard** Melbourne girl spending 30 years in Corowa then Indigo Valley as a mother of four, a farmer and teacher.
 - Co-founder and Artistic Director of the Yackandandah Folk Festival, Director of the Mount Buffalo Community Enterprise Group, committee member of the Corowa Concerned Citizens, Friends of the Arts leader at Catholic College Wodonga, committee member and school councilor of various educational institutions, past President and Secretary of Indigo Valley Landcare Group & member of Australian Women in Agriculture and YWCA.
 - Community representative on the Melbourne Melanoma Project and the Hume Regional Intergrated Cancer Services.

Other founders of Voice for Indi (cont.)

- **Denis Ginnivan** Resident of Indi for more than 50 years. A farmer, social worker,
 - Founding member of the Border Trust and Yackandandah Folk Festival,.
 - Work background in development of programs in rural counseling for farm families, farm debt mediation, support for people with acquired brain injury, and strategies for improving disability services for people living in rural and remote areas.
 - Has become involved with transferring V4i knowledge on a wide basis.
- **Ben McGowan** grew up in the Indigo Valley and still spends much of his time there.
 - Just finished his Masters of Science and is currently contracting in the natural resource management field.
 - Has interests in community based environmental management, certification schemes for environmental governance, and biodiversity protection in agricultural landscapes.
 - Strong voice from **Indi Expats**
- **Phil Haines** lived and worked in Wangaratta, Rutherglen and Chiltern for over 30 years, researching sustainable food production and farm profitability.
 - Phil and his wife own a small farm outside Wangaratta where they run beef cattle and previously operated a B & B business.
 - His involvement in community sport and education and time as school council president of Wangaratta High School and Primary School furthered his belief that education is critical for the development of rural communities.
- **John Mahony** grew up in Wodonga. left home for tertiary study in Melbourne. Four years after finishing uni, John spent most of 1979 travelling throughout Europe, mostly in communist countries.
 - In 1980 to '95 he worked in the Victorian Racing Industry until returning to Wodonga with his young family. In '97 he purchased & operated a business, previously owned by his parents, with his wife Diane until 2005.
 - Committee/management member of many community groups including Wodonga Football Club, Wodonga Cricket Club, Wodonga Golf Club, Catholic Education Wodonga and Wodonga Central Business.
 - Twice elected Councillor, City of Wodonga. Between 2004 and 2008 he was Chair-Audit Committee, Chair-Place Names Committee and Chair-Australia Day Committee.

Kitchen Table Conversations (KTC)

- Originally developed by Executive Director of the **Victorian Women's Trust**, Mary Crooks AO, alongside a small group of concerned citizens in Victoria in the 1990s,
 - KTC was the centrepiece of The Purple Sage Project.
 - Since then, it's gone on to make waves all over Australia—most famously as the model employed to determine what voters wanted from government by **Voices for Indi** to mount a campaign for the election of **Cathy McGowan** to Parliament as a community independent in 2013.
 - The 2013 report generated by the process and used to inform the selected, endorsed and elected representative can be downloaded here.
- Incorporating feedback from **Voices for Indi** and other Voices of ... groups (e.g., Warringah, Kooyong) that have successfully used the KTC process, the Trust has compiled a guide to KTC published that is available to all who are looking to organise around the issues that affect their community—free for download.
 - *Kitchen Table Conversations: A guide for sustaining our democratic culture* includes:
 - A history of the Kitchen Table Conversations model, as told by Mary Crooks AO and Alana Johnson AM, Chair of the Board of the Victorian Women's Trust
 - An overview of the practical steps required to successfully run the model
 - Eight key steps for running the KTC
 - Templates for use at community meetings