

## **Attachment 4**

# INCREASING ABORIGINAL PARTICIPATION IN THE SOUTH AUSTRALIAN ECONOMY

October 2017

Prepared for  
the Don Dunstan Foundation

**DON DUNSTAN  
FOUNDATION**  
inspiring action for a fairer world



by participants of the  
2017 Governor's Leadership Foundation Program

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## **ACKNOWLEDGEMENT OF COUNTRY**

*We acknowledge and respect the Aboriginal peoples as the State's first peoples and nations.*

*We recognise Aboriginal peoples as traditional owners and occupants of land and waters in South Australia and that:*

- *their spiritual, social, cultural and economic practices come from their traditional lands and waters; and*
- *they maintain their cultural and heritage beliefs, languages and laws which are of ongoing importance; and*
- *they have made and continue to make a unique and irreplaceable contribution to the State; and*
- *acknowledge that the Aboriginal peoples have endured past injustice and dispossession of their traditional lands and waters.*

- Words adapted from the Recognition of Aboriginal Peoples in the South Australian Constitution Act 1934, section 2

## **MESSAGE OF APPRECIATION**

*The Project Team sincerely thank all of the people who participated in interviews and discussions with us to progress this Community Action Project. We greatly appreciate their generosity in spending valuable time with us and we thank them for their honesty and the sharing of knowledge and ideas. We especially thank Cathie King, David Pearson and Shane Webster for their time and guidance and for strongly supporting our work.*

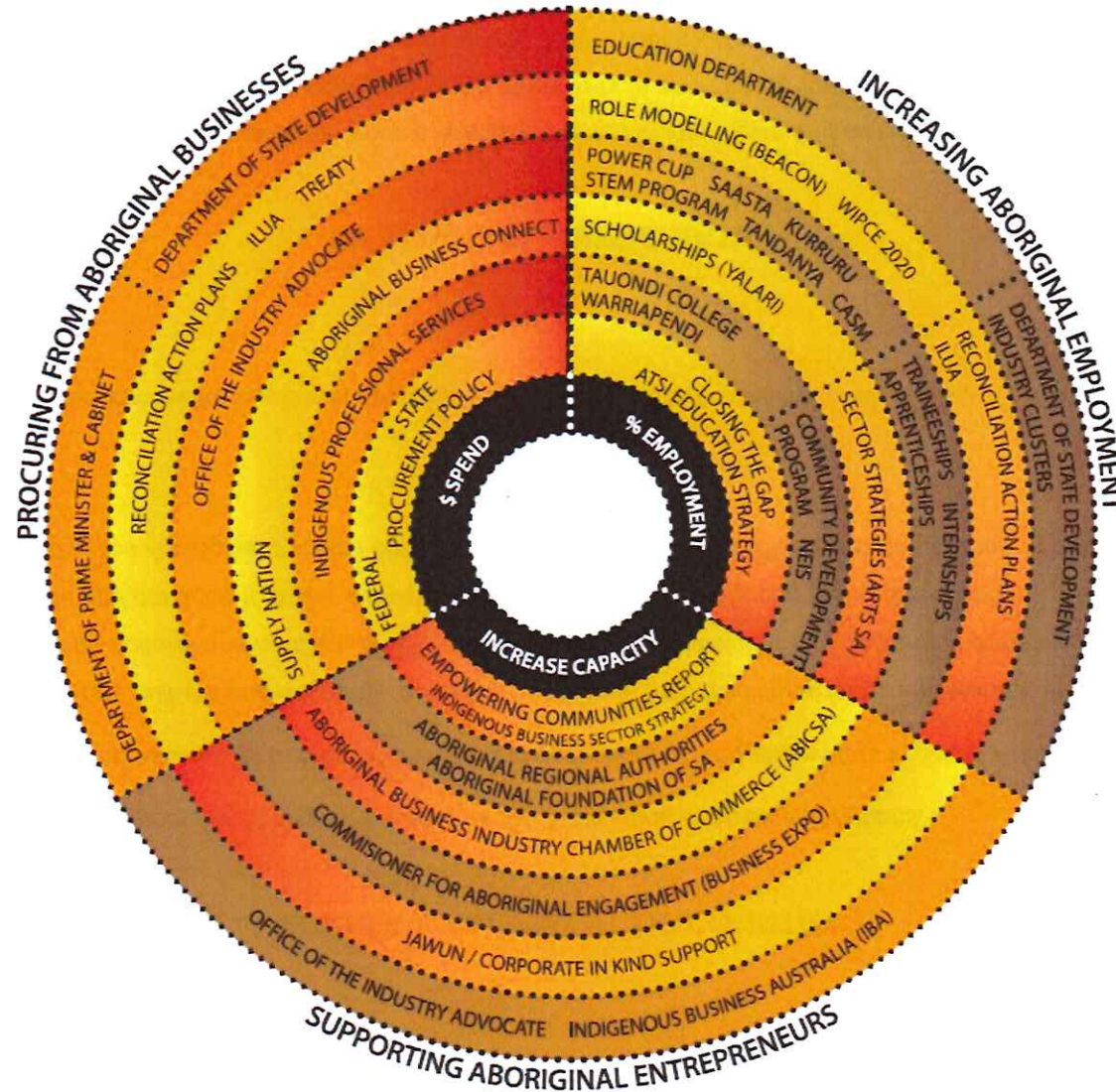


## EXECUTIVE SUMMARY

### INFOGRAPHIC: A SUMMARY OF THE CURRENT LANDSCAPE

As part of the 2017 Governor's Leadership Foundation Program, our group responded to the challenge set by the Don Dunstan Foundation to identify ways to increase Aboriginal participation in the South Australian economy.

We met with representatives from organisations working in this area of focus and we also interviewed Aboriginal people from different communities across the State. This infographic sets out the landscape that we were able to identify in our research. It is a snapshot of the many different initiatives that are currently being undertaken which will assist the Don Dunstan Foundation to navigate the complex landscape. It is by no means an exhaustive road map of all schemes in existence.



This report has only been made possible by the generosity and openness of everyone we spoke with over the duration of this project. This is a huge topic. We set out to gather as much information as we could and present it back in a digestible form and to highlight areas of opportunity. People told us their personal experiences and journeys to help us piece the puzzle together.

The challenge is big – while we heard of great work that is already going on in this area, we also heard of many obstacles that are blocking Aboriginal people from participating in the South Australian economy. In this report we have identified areas of opportunity and possible ways forward to help increase the level of Aboriginal participation in the State's economy.



## 1 Background

Aboriginal people have experienced grief, trauma and disadvantage as a result of past laws, policies and practices. Just one example of this is that before 1967 Aboriginal people were prohibited from owning property so they were not able to build intergenerational wealth and participate fully in economic activity. In 1975, the introduction of the Commonwealth Racial Discrimination Act, meant that the missions closed and many Aboriginal people got jobs in government and non-profit organisations and for the first time had access to a university education. This enabled Aboriginal people to build intergenerational wealth and we are now seeing some second and third generations of Aboriginal people going to university, but this is still out of reach for many Aboriginal people. Economic participation through employment and business is essential if Aboriginal people are to have the same opportunities in life as non-Aboriginal people.

### 1.1 Statistical Snapshot

Data contained in the National Aboriginal and Torres Strait Islander Social Survey (NATSISS), 2014-2015 paints a bleak picture of the current state of economic participation of South Australian based Aboriginal people. This information when compared to the Labour Market Information Portal (LMIP) Summary Data for June 2017 of all South Australians clearly reinforces the need for action to improve the economic participation of Aboriginal people in South Australia (Refer Table 1-1 below).

**Table 1-1: South Australian Aboriginal Participation and Employment Rates Compared to Overall Rates**

Data Source	Participation rate	Employment rate	Unemployment rate
NATSISS Data (Aboriginal people 15-64)	57.3%	43.8%	22%
LMIP Data (All SA 15-64)	62.2%	71%	6.2%

Of 1.6 million people in South Australia only 30,000 are Aboriginal persons. Many are in prison: 19% (571 people) of the adult prison population in South Australia is made up of Aboriginal and Torres Strait Islander people. Incarceration rates are 10 times higher than the non-Indigenous population [1]. Only 1,400 Aboriginal people in South Australia are over 60 and 50% of the Aboriginal population is under 25 years old.

The compelling case for change is reinforced by work completed by Deloitte Access economics [8] which estimates that by increasing economic participation of Indigenous Australians to parity levels could result in an Australian economy that is up to 1.15% larger in 2031 (a gain of \$24 billion in 2012-2013 terms).

### 1.2 Legal Context

Protection against discrimination based on race is well established under both Australian domestic law and international law.

#### 1.2.1 South Australia

South Australia has a proud history of leading the other Australian States in legislating to grant human rights, equality and fundamental freedoms. South Australia led the nation with its anti-discrimination laws in the mid-1960s, with discrimination based on race becoming the first kind of discrimination to become illegal. In 1966 the first *Prohibition of Discrimination Act* was passed legislating to provide equality of opportunity for people of all races. Specifically, it prohibited discrimination in relation to employment, rights to goods and services, property and accommodation on the ground of race, skin colour, or national or ethnic origin. This occurred at the same time as human rights conventions were adopted by the United Nations. Later, in 1976, South Australia enacted the *Racial*

*Discrimination Act 1976* (SA) which was later consolidated with other human rights legislation into the *Equal Opportunity Act 1984* (SA), the current law operating today. The purpose of the *Equal Opportunity Act 1984* (SA) is to promote equality of opportunity for all South Australians. It aims to prevent discrimination against people and to give everyone a fair chance to take part in economic, social and community life.

### 1.2.2 Commonwealth

The *Racial Discrimination Act 1975* (Cth) was a landmark in Australian race relations. Its aim is to ensure that Australians of all backgrounds are treated equally and have the same opportunities. The Act makes it against the law to treat any person unfairly, or to discriminate against anyone, on the grounds of race, colour, descent, national or ethnic origin, and immigration status.

The law covers all types of employers, including: the Commonwealth and State governments; the private sector; as well as contract and commission-based work; and recruitment and employment agencies. Employers have a legal responsibility to take all reasonable steps to prevent racial discrimination and should have policies and programs in place to prevent racial discrimination in the workplace.

### 1.2.3 International

The key international instrument in this area is the United Nations *International Convention on the Elimination of All Forms of Racial Discrimination 1969*, to which Australia is committed.<sup>1</sup> Many of the other core international human rights instruments also have an article protecting the rights of persons outlined in those instruments against discrimination based on race and other factors. This is normally articulated in article 2, for example, the *Convention on the Rights of the Child, 1989*, article 2; the *International Covenant on Civil and Political Rights 1966*, article 2; and the *International Covenant on Economic, Social and Cultural Rights, 1966*, article 2.

In recent years, significant steps have been made at the international level to better promote and protect the rights of Indigenous peoples, including the landmark adoption of the *United Nations Declaration on the Rights of Indigenous Peoples* in 2007. In April 2009, the Australian Government pledged its support to the Declaration.

### 1.2.4 Reality

Despite all the legal protections in place to protect people against discrimination, the reality for Indigenous Australians tells a different story.

*“Australia is home to the world’s oldest continuous cultures, as well as people who identify with more than 270 ancestries. This rich, cultural diversity is one of our greatest strengths as a nation. Despite this, many individuals experience unfair treatment and racism because of how they look or where they come from. Racial discrimination can also be subtle, creating systemic barriers that lock people out of social and economic opportunities.”*<sup>2</sup>

It is recognised that Indigenous peoples are among the most marginalised and vulnerable peoples in the world.<sup>3</sup> Research and statistics demonstrate, that one of the obstacles to economic participation of Aboriginal peoples is racism, and that may be either open and deliberate or more subtle or even due to an ‘unconscious bias’.

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<sup>1</sup> Australia signed *International Convention on the Elimination of All Forms of Racial Discrimination 1969* in 1966 and ratified it in 1975.

<sup>2</sup> Australian Human Rights Commission website <https://www.humanrights.gov.au/our-work/race-discrimination/about-racial-discrimination>

<sup>3</sup> <https://www.humanrights.gov.au/our-work/aboriginal-and-torres-strait-islander-social-justice/indigenous-international-rights>



## 2 Objectives

The objective of this Community Action Project is to support the Don Dunstan Foundation (DDF) in achieving its goal of increased economic participation of Aboriginal communities and individuals in South Australia and for the DDF to assist Government and non-Government decision makers to facilitate increased participation by identifying:

- a description of the obstacles to participation;
- options for addressing the obstacles; and
- a blue print for ongoing activity.

It is important to the Don Dunstan Foundation that the proposed ongoing activity fits within its business models that include; an organisational membership structure, thinker in residence or an event series that has ticket and sponsorship revenue.



### 3 Sponsor Organisation and Stakeholders

The Don Dunstan Foundation, the project sponsor, is a thought leadership organisation established to inspire action for a fairer world and to build on the legacy of the late Premier Don Dunstan.

They are a registered charity and focus on social justice issues through public events, collaborative projects and research. Their current areas of focus are growing the purpose economy through the Social Capital Residencies, ending street homelessness in the inner city as part of the Adelaide Zero Project, supporting multiculturalism through a migration and population growth network, mental health awareness through an annual AdMental Event, as well as Aboriginal economic development and reconciliation through a range of efforts.

Major partners of the Don Dunstan Foundation (DDF) are the University of Adelaide, Flinders University and the South Australian Government. As a result of affiliations with both Universities they are able to harness the talents of a number of academic interns from a variety of fields. They also partner with other organisations on different projects and obtain corporate sponsorships for specific programs and projects where possible. The organisation is further supported by a strong group of talented and experienced volunteers.

The Foundation finalised its 5-year strategic plan in May 2016 with increasing Indigenous communities' participation in the economic life of South Australia identified as a key priority.

Cathie King, Chair of Committee of Management and Director, DDF and David Pearson, Chief Executive Officer, DDF have been the key stakeholder contacts within DDF for this project. Shane Webster, Regional Director, South Australia, Jawun, has been a key volunteer stakeholder for the project.

The Aboriginal peoples of South Australia are the primary stakeholder for this project and their engagement in the project has been critical.

*“Social justice is what faces you in the morning. It is awakening in a house with adequate water supply, cooking facilities and sanitation. It is the ability to nourish your children and send them to school where their education not only equips them for employment but reinforces their knowledge and understanding of their cultural inheritance. It is the prospect of genuine employment and good health: a life of choices and opportunity, free from discrimination.”*

*Mick Dodson, Annual Report of the Aboriginal and Torres Strait Islander Social Justice Commissioner, 1993.*

#### 4 Team Composition

The CAP project team brings together a diverse range of skills in human rights, the arts, Aboriginal Community liaison, the disability sector, marketing, public relations and project management.



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**Jayne-Anne Power**  
Brand Marketing Manager  
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**Saras Suresh Kumar**  
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DEWNR



**Simon Rowberry**  
Manager Employment Support  
Barkuma Inc.



**Julie von Doussa**  
Assistant Director  
Department for Child Protection



## **5 Project Methodology**

### **5.1 General – Project Team Logistics**

As a group of six people enthusiastic to be involved with this community action project, we worked together in a highly collaborative way. We focused on each other's strengths, areas of expertise and contacts in the Aboriginal community and within government and the corporate field. While we struck a general agreement on how to progress the project, we remained agile and flexible and the group adapted our approach and thinking over time as new information came to light. Throughout the project, the team members held regular face-to-face meetings and exchanged emails to update each other on progress made and information gathered and to determine the next steps forward.

A Dropbox was created for all CAP project documents, including interview questions, records of interviews, summaries of reports and findings. This provided a very useful tool for each team member to have access to the work of the others and to input work when completed.

### **5.2 Development of Assumptions and Lines of Enquiry**

At the first discussion on this project and initial meeting with DDF's Cathie King on 6 April 2017, the group, under the guidance of The Australian Centre for Social Innovation (TACSI) staff, developed assumptions and lines of enquiry for the project. We then plotted our project assumptions in quadrants using the axes of criticality and certainty (Refer Attachment 2).

### **5.3 The Importance of Co-Design**

An extremely important element of the project was to ensure that it was developed and researched according to the principles of project co-design. At the GLF session on 6 April 2017, the TACSI staff provided information about the process, tools and methodology of implementing co-design and outlined its many benefits. They explained the philosophy of co-design, namely that effective social innovation can only come from prioritising what people want and need over what systems want. This is put into practice by using a co-design approach – where project staff work with people to design policies, programs and solutions that work for them. TACSI also provided a number of practical examples that we may wish to draw upon throughout the project. One important co-design method is that of personal journey mapping. The team members who interviewed individual Aboriginal people used this technique as a basis for their interviews. We also interviewed Aboriginal people who work to end Aboriginal disadvantage, which helped us gain insights from an Aboriginal perspective and create possible solutions.

### **5.4 The Necessity of Cultural Competency**

At our subsequent CAP meeting on 21 April 2017, all team members acknowledged the critical importance of each of us having an appropriate level of understanding of Aboriginal culture and the true history of Australia in order to participate fully, appropriately and respectfully in this project. Some members of the team were concerned that they lacked adequate cultural competency and expressed a strong desire, and in fact a need, to learn much more about Aboriginal culture, traditions and history. The other group members assisted them by sharing their knowledge and also suggesting some resource documents on cultural competency to help “upskill” their colleagues. GLF sessions have also subsequently assisted in this regard by providing instruction dedicated to Aboriginal cultural awareness and it is clear that the entire GLF group is very grateful for these important sessions and sees these sessions as an integral part of the GLF experience. We have also had the benefit of learning from our Aboriginal and Torres Strait Islander fellow GLF colleagues which has been invaluable and enriching.



## 5.5 Initial Desktop Review of the Internet

It was decided that as an initial starting point we should scope the current landscape in this area by conducting a desktop review of relevant websites, organisations and documents, including government policies, most notably through searches on the internet. Our prediction that there were already a multitude of organisations, government departments – both State and Federal - and non-governmental organisations operating in this field was subsequently validated. We examined websites and read reports and other material in an attempt to identify what already existed. Obviously, an important aim of the project was that it should not be designed to reinvent or duplicate what was already occurring in this field. We needed to identify any gaps in the current landscape where the DDF could try to make a difference or input into and strengthen already existing work. A list of the most relevant reports, papers and policies that the CAP team reviewed are contained in Attachment 1. We were also able to validate a lot of our assumptions through this research.

## 5.6 Empowerment

One constant theme derived from these reports, including the strong message in the “*Empowered Communities: Empowered Peoples*” Report, 2015 [9], is that Indigenous Australians have largely been excluded from discussions central to improving their future, including employment opportunities. As pointed out in the KPMG Report “*Igniting the Indigenous Economy*” [13]:

*“The imperative to drive economic growth has traditionally been central to our national interest debate. However, Indigenous Australia has largely been excluded from these discussions. Instead, the discussions tend to revolve around what could be ‘fixed’ for Indigenous Australia. ... A generation of Indigenous leaders has argued passive welfare is destructive to dignity, and that long term economic empowerment must be built through employment and entrepreneurial activity.”* (emphasis added)

This underlies the importance of ensuring the co-design aspect of this project and reinforced to the CAP team that proper consultation and full engagement with Aboriginal people and businesses were imperative to the success of our endeavour.



## 5.7 Shane Webster - Jawun

The group agreed that the first interview should take place with Shane Webster, Regional Director, South Australia Jawun<sup>4</sup>. Shane is recognised as having a wealth of knowledge and expertise in this area and we believed that he would help us shape the project. Shane provided us with an extremely useful overview of the critical organisations operating in this space, identified some of the main obstacles faced by Aboriginal South Australians and suggested contacts for the group to interview. Most importantly, he highlighted themes that in his view represented possible gaps and as such were areas the project could explore further.

<sup>4</sup> Indigenous Enterprise Partnerships (IEP) was renamed ‘Jawun’ on its 10th anniversary in August 2010. Jawun means ‘friend’ or ‘family’, an honour given to them by the Kuku Yalanji from Mossman Gorge in Cape York.

Four main themes we decided to explore were:

1. A Road Map to articulate the services already available
2. Increasing opportunities for Aboriginal entrepreneurs
3. Improved data on procurement and the benefit South Australia is getting from both federal and state procurement policies.
4. Aboriginal employment and business through the delivery of services to Aboriginal people by Aboriginal people through capacity building by Aboriginal communities:
  - Involvement in the procurement of services for their community,
  - Development of measures to evaluate the effectiveness of services delivered,
  - formation of Joint Venture companies between current service delivery organisations and Aboriginal organisations, and
  - delivery of services to Aboriginal people by Aboriginal businesses and people.

## **5.8 Development of Interview Questions**

Early on in the project at the first few team meetings we brainstormed as a group to draft a set of standard questions that we thought would be useful to ask those we were planning to interview. These questions were further refined and added to over time and then subsequently adjusted according to the particular circumstances of each interview. We grouped these questions under the groups of people, businesses and government departments to be interviewed (Refer Attachment 3).

## **5.9 Interviews**

The CAP group identified government departments and businesses and groups of individuals to interview and determined who would conduct the interviews based on the strengths of the group. For some interviews the members decided to go in pairs. The CAP members who had connections and contacts with Aboriginal peoples volunteered to conduct the interviews with the individuals – these comprised of a regional area, namely Ceduna - and a metropolitan area, namely Port Adelaide.

## **5.10 Personal Journey Mapping**

Personal journey mapping was a technique introduced to us by TACSI as a means to understand the challenges faced and the key support provided when Aboriginal people are seeking employment or trying to progress a business idea. In the case of individual job seekers and those in employment they were asked to think of a specific time they applied for jobs and to explain each step they took with reflection on what they saw as the things that helped them and what were the obstacles to them finding work. Employers were also asked to recount specific experiences in recruiting and retaining Aboriginal staff to ascertain helpful actions and obstacles they faced as employers.

## **5.11 Meetings with the Don Dunstan Foundation**

During the course of this project, the CAP group also organised a number of meetings with representatives from the sponsor organisation, mostly with Cathie King, Chair of Committee of Management and Director of the Don Dunstan Foundation but also David Pearson, Executive Director, DDF, to ensure the project was on track and to seek guidance and feedback. These discussions were particularly helpful to the group and were greatly appreciated by us.



## 6 Data collection

Interviews were conducted with:

- Aboriginal job seekers, employed people and people who attempted to set up their own business in Far West and Adelaide.
- Aboriginal entrepreneurs
- Aboriginal businesses
- An Aboriginal academic
- Large corporations that employ Aboriginal people
- Commonwealth government agencies that support and/or employ Aboriginal people
- State government agencies that support and/or employ Aboriginal people
- The Minister for Aboriginal Affairs and Reconciliation, South Australia

Individuals were interviewed to gain an understanding of the obstacles to employment and entrepreneurship and the key themes that enabled them to gain employment or establish a business. Aboriginal businesses provided information on the services they provide to Aboriginal peoples and the gaps in service provision. The large corporations explained their models for increasing Aboriginal employment including successful programs and obstacles. Government provided information on the services available to Aboriginal job seekers and entrepreneurs as well as policies that supported these. A summary of the interviews conducted is provided in Attachment 4.

In line with TACSI recommendations, we initially started to collect a large amount of information in a wide divergent manner and later we took a “balcony” perspective of the landscape. We then adopted a convergent way of thinking and narrowed our enquiries to more defined areas.



**RECONCILIATION**  
AUSTRALIA





## 7 Stakeholder Analysis

A stakeholder analysis was undertaken of factions within the systems relevant to Aboriginal participation in the economy and in particular within those parts of the systems impacted by the four themes that we had decided to explore. This then allowed us to:

- focus attention on and identify the key players within the system of interest that were relevant to the adaptive issues under consideration;
- consider the likely values or fears of each faction in regard to the adaptive issues;
- hypothesise about what the adaptive work was to be done and by which factions; and
- develop a strategic approach to undertaking the adaptive work.

Notably, from the interviews we conducted there was an acknowledgement of the need to improve communication and collaboration amongst all stakeholders and a willingness to participate in networking and exploring ideas on ways to overcome some of the obstacles identified. There are many dedicated and purposeful people working in this space, only constrained by resources and the complexity of the system.

*"Absent responsibility for their families and futures, Indigenous people are sucked down into a vortex of dysfunction and hopelessness. Likewise, Indigenous leaders and communities trying to take responsibility for improving the future of their peoples are too often stuck in a morass of red tape and policy churn associated with the political cycle and the all-too-temporary whims of successive governments and their ministers. While we have the knowledge about our lives and communities, government holds nearly all the power."*

*Empowered Communities: Empowered Peoples Design Report, 2015, para. 22, p.8*

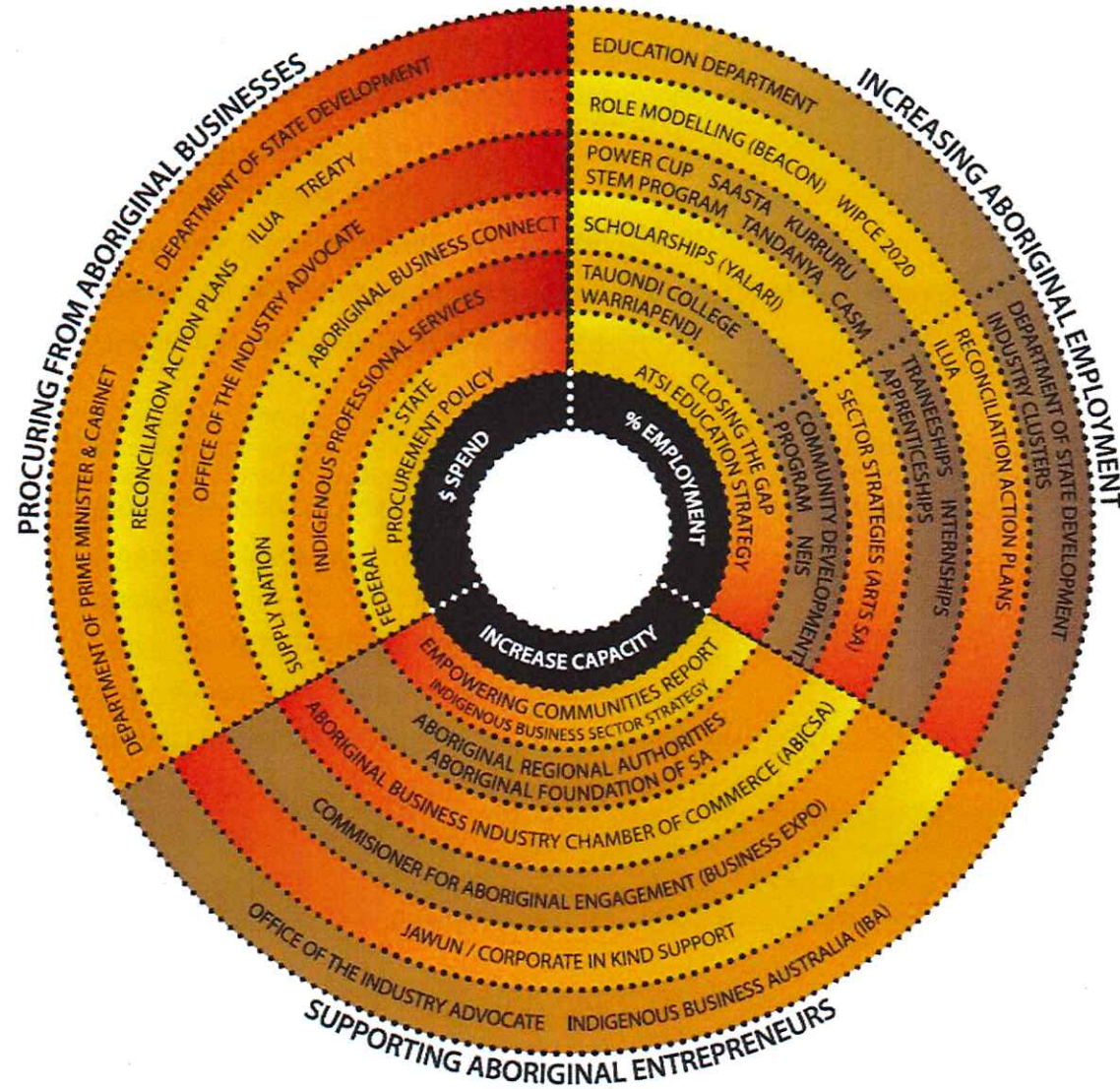
The stakeholder analysis became the backbone of the infographic that we produced to graphically represent the links between:

- Government;
- Industry;
- Service providers;
- Aboriginal businesses;
- Aboriginal people;
- Strategy;
- Policy; and
- Measured goals and targets.

The infographic is not exhaustive, but we believe that it will provide sufficient context for the Don Dunstan Foundation to be able to navigate the complex landscape.

## 8 The Current Landscape

### 8.1 Infographic – A Summary of the Current Landscape





## 8.2 Infographic Supporting Information

Table 8-1: Procuring from Aboriginal Businesses

<b>Procuring from Aboriginal Business</b>									
Target – Increase \$ Spend with Aboriginal Businesses (spend 3% of total domestic contracts with Aboriginal Businesses)									
<b>1</b>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 25%; padding: 5px;"> <b>Key Government Agency</b> </td> <td style="padding: 5px;"> <b>Department of Prime Minister and Cabinet (DPMC)</b> </td> </tr> <tr> <td style="vertical-align: top; padding: 5px;">                     - Federal                 </td> <td style="padding: 5px;"> <p> <b>Minister for Aboriginal Affairs</b>, Senator Nigel Scullion  <b>Key Contact:</b> Mark Fordham, State Manager, DPMC  <b>Email:</b> <a href="mailto:mike.fordham@network.pmc.gov.au">mike.fordham@network.pmc.gov.au</a>  <b>Website:</b> <a href="https://www.pmc.gov.au/indigenous-affairs">https://www.pmc.gov.au/indigenous-affairs</a>  <b>Website (Slice of Pie):</b> <a href="https://sliceofpie.com.au">https://sliceofpie.com.au</a> </p> <p>                     Working to support the achievement of the Federal procurement targets by liaising with State Government to meet united objectives. Administer the “<b>Slice of Pie</b>” website that keeps track of all Commonwealth contracts awarded to Aboriginal businesses. As at 23 October 2017, the Australian Government, for the financial year 2018, has awarded to Indigenous suppliers 304 contracts of a total of \$110.1 million.                 </p> </td> </tr> <tr> <td style="vertical-align: top; padding: 5px;">                     - State                 </td> <td style="padding: 5px;"> <b>Department of State Development (DPC)</b> </td> </tr> <tr> <td style="padding: 5px;"></td> <td style="padding: 5px;"> <p> <b>Minister for Aboriginal Affairs and Reconciliation</b>, The Hon. Kyam Maher MLC  <b>Key Contact:</b> Amy Rust, Ministerial Adviser  <b>Email:</b> <a href="mailto:amy.rust@sa.gov.au">amy.rust@sa.gov.au</a>  <b>Phone:</b> (08) 8303 2500                 </p> <p> <b>Key Contact:</b> Doug Clinch, Principal Program Officer, Aboriginal Stakeholder Engagement  <b>Email:</b> <a href="mailto:douglas.clinch@sa.gov.au">douglas.clinch@sa.gov.au</a>  <b>Phone:</b> (08) 8463 5516                 </p> <p>                     DSD Leads Aboriginal engagement in State Government, while each agency sets its own targets for Aboriginal employment and procurement (the minimum is set by the State Strategic Plan). The focus is employment, working largely with small Aboriginal businesses and providing assistance with business development. Work is coordinated with the Governor’s Aboriginal Industry Clusters.                 </p> </td> </tr> </table>	<b>Key Government Agency</b>	<b>Department of Prime Minister and Cabinet (DPMC)</b>	- Federal	<p> <b>Minister for Aboriginal Affairs</b>, Senator Nigel Scullion  <b>Key Contact:</b> Mark Fordham, State Manager, DPMC  <b>Email:</b> <a href="mailto:mike.fordham@network.pmc.gov.au">mike.fordham@network.pmc.gov.au</a>  <b>Website:</b> <a href="https://www.pmc.gov.au/indigenous-affairs">https://www.pmc.gov.au/indigenous-affairs</a>  <b>Website (Slice of Pie):</b> <a href="https://sliceofpie.com.au">https://sliceofpie.com.au</a> </p> <p>                     Working to support the achievement of the Federal procurement targets by liaising with State Government to meet united objectives. Administer the “<b>Slice of Pie</b>” website that keeps track of all Commonwealth contracts awarded to Aboriginal businesses. As at 23 October 2017, the Australian Government, for the financial year 2018, has awarded to Indigenous suppliers 304 contracts of a total of \$110.1 million.                 </p>	- State	<b>Department of State Development (DPC)</b>		<p> <b>Minister for Aboriginal Affairs and Reconciliation</b>, The Hon. Kyam Maher MLC  <b>Key Contact:</b> Amy Rust, Ministerial Adviser  <b>Email:</b> <a href="mailto:amy.rust@sa.gov.au">amy.rust@sa.gov.au</a>  <b>Phone:</b> (08) 8303 2500                 </p> <p> <b>Key Contact:</b> Doug Clinch, Principal Program Officer, Aboriginal Stakeholder Engagement  <b>Email:</b> <a href="mailto:douglas.clinch@sa.gov.au">douglas.clinch@sa.gov.au</a>  <b>Phone:</b> (08) 8463 5516                 </p> <p>                     DSD Leads Aboriginal engagement in State Government, while each agency sets its own targets for Aboriginal employment and procurement (the minimum is set by the State Strategic Plan). The focus is employment, working largely with small Aboriginal businesses and providing assistance with business development. Work is coordinated with the Governor’s Aboriginal Industry Clusters.                 </p>
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<p><b>2 Industry Drivers</b></p>	<p><b>Reconciliation Action Plans (RAPs)</b></p> <p><b>Key Contact:</b> Mark Waters, State Manager, Reconciliation SA</p> <p><b>Email:</b> <a href="mailto:reconciliationsa@adam.com.au">reconciliationsa@adam.com.au</a></p> <p><b>Phone:</b> (08) 8463 6382</p> <p><b>Website (National):</b> <a href="https://www.reconciliation.org.au/">https://www.reconciliation.org.au/</a></p> <p><b>Website (SA):</b> <a href="http://www.reconciliationsa.org.au/">www.reconciliationsa.org.au/</a></p> <p>Reconciliation Action Plans (RAPs) are a powerful tool for advancing social change by transforming the attitudes and behaviors of people working or studying in organisations with a RAP, building better relationships between the wider Australian Community and Aboriginal and Torres Strait Islander peoples to the benefit of all Australians.</p> <p>RAPs help workplaces to facilitate understanding, promote meaningful engagement, increase equality and develop sustainable employment and business opportunities. For further information see Table 8-3.</p> <p><b>Indigenous Land Use Agreements</b></p> <p><b>Reference:</b> <a href="http://aiatsis.gov.au/sites/default/files/products/research_outputs/south-australian-settlement-framework.pdf">http://aiatsis.gov.au/sites/default/files/products/research_outputs/south-australian-settlement-framework.pdf</a></p> <p>Indigenous Land Use Agreements (ILUAs) are negotiated between Aboriginal nations (usually native title holding bodies) and another party (e.g. government or mining companies) on use of land. ILUAs can include:</p> <ul style="list-style-type: none"> <li>• Requirements of engaging local Aboriginal / native title holder businesses to deliver services; and</li> <li>• Payments to the representative Aboriginal organisation for a specified purpose such as funds to buy or develop businesses for local Aboriginal people.</li> </ul> <p><b>Treaty</b></p> <p><b>Key Contact:</b> Aboriginal Affairs and Reconciliation</p> <p><b>Email:</b> <a href="mailto:treaty@sa.gov.au">treaty@sa.gov.au</a></p> <p><b>Phone:</b> (08) 8226 8900</p> <p>The Government of South Australia has commenced Treaty negotiations with Ngarrindjeri, Narrunga and Adnyamathanha, which will be completed in early 2018 [15]. The legal schedule can provide opportunities to increase employment and business opportunities.</p>
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<p><b>3 Other Government Support</b></p>	<p><b>Office of the Industry Advocate</b></p> <p><b>Key Contact:</b> Sue Panagaris, Industry Advocate - Consultant</p> <p><b>Email:</b> <a href="mailto:sue.panagaris@sa.gov.au">sue.panagaris@sa.gov.au</a></p> <p><b>Phone:</b> (08) 8207 0903</p> <p><b>Website:</b> <a href="http://www.industryadvocate.sa.gov.au/">http://www.industryadvocate.sa.gov.au/</a></p> <p>The major role of the Office of the Industry Advocate is in supporting Aboriginal businesses (See Table 7-2), but they also have a role in procurement.</p> <p>The role of the Industry Advocate is to:</p> <ul style="list-style-type: none"> <li>• Check government tenders and send them out to relevant businesses;</li> <li>• Act as the statutory agency for enforcement (if a government agency is doing direct procurement the Industry Advocate will check why);</li> </ul>
<p><b>4 Indigenous Business Directories</b></p> <p><b>- Federal</b></p>	<p><b>Supply Nation</b></p> <p><b>Website:</b> <a href="http://www.supplynation.org.au">http://www.supplynation.org.au</a></p> <p>A not-for profit organisation founded in 2009, Supply Nation is focused on Indigenous supplier diversity to increase the opportunities for Indigenous businesses to supply their goods and services to large public and private sector organisations. It brings a wide range of corporate and government organisations together with Indigenous businesses to facilitate relationships and commercial opportunities.</p> <p>Supply Nation maintains a business directory of businesses - <i>Indigenous Business Direct</i> - that are at least 50% Indigenous owned. Now more than 1200 businesses are registered, an increase of 300% in the past two years.</p> <p>Endorsed by the Australian Government as the leading directory of Indigenous businesses, the Federal government has mandated that buyers consult <i>Indigenous Business Direct</i> to access Indigenous businesses to fulfil targets in the Indigenous Procurement Policy.</p> <p>Supply Nation:</p> <ul style="list-style-type: none"> <li>• Has developed the largest membership in Australia of corporate, government and non-profit organisations committed to supplier diversity and Indigenous business development.</li> <li>• Successfully advocated for strong Federal Government Indigenous business procurement policies, first with the Indigenous Opportunities Policy and most recently with the strengthened Indigenous Procurement Policy [2].</li> </ul>

	<p>- State</p>	<ul style="list-style-type: none"> <li>Organises an annual trade show held over several days called “Connect” that allows Indigenous businesses to showcase their products and services to prospective customers providing an opportunity for making connections. Last held in May 2017 in Sydney, it can however prove expensive for SA businesses to attend and transport their products to the venue interstate.</li> <li>Has recently introduced a new free online tool called <i>Indigenous Business Marketplace</i> to provide Indigenous businesses an easy way to manage and respond to quotes from Supply Nation members online.</li> </ul> <p><b>Aboriginal Business Connect</b></p> <p><b>Website:</b> <a href="http://www.aboriginalbusinessconnect.com.au">http://www.aboriginalbusinessconnect.com.au</a></p> <p>To complement the procurement approach, Aboriginal Affairs and Reconciliation, in partnership with Supply Nation, has developed <i>Aboriginal Business Connect</i> (the SA version of Supply Nation's <i>Indigenous Business Connect</i>), which is a database of Aboriginal businesses where government and businesses can find a supplier. It is also designed to help businesses to connect to one another and to find support. 70 of the 133 Aboriginal businesses in SA are on Business Connect. A sample report of SA businesses is provided in Attachment 5.</p> <p>Aboriginal Business Connect links South Australian Aboriginal businesses to a range of state and national opportunities, including:</p> <ul style="list-style-type: none"> <li>Meet the Buyer programs which introduce Aboriginal businesses to South Australian Government procurement officers and industry leaders;</li> <li>Businesses are cross registered on Supply Nation's <i>Indigenous Business Direct</i>, linking them to national procurement opportunities and the Australian Government's Indigenous Procurement Policy; and</li> <li>Business development offered through the Aboriginal Foundation of South Australia.</li> </ul>
5	<p><b>Consultancy Support</b></p>	<p><b>Indigenous Professional Services (IPS)</b></p> <p><b>Key Contact:</b> Kristal Kinsela, Director and Partner (recently awarded NSW Aboriginal Woman of the Year)</p> <p><b>Email:</b> <a href="mailto:kristal.kinsela@ipsau.com.au">kristal.kinsela@ipsau.com.au</a></p> <p><b>Key Contact:</b> Susan Lee, Business Advisor (SA, Vic, Tas)</p> <p><b>Email:</b> <a href="mailto:susan.lee@ipsau.com.au">susan.lee@ipsau.com.au</a></p> <p><b>Website:</b> <a href="http://www.indigenousprofessionals.com.au">www.indigenousprofessionals.com.au</a></p>



		<p>IPS is a consultancy that has grown from 3 partners to 15 people off the back of the Federal Government Procurement Policy. The business is 66% Indigenous owned.</p> <p>The business is a management consultancy, focused on business management and specialising in mainstream consulting, leadership, change management, marketing and business capability. They work predominantly with Federal Government clients on a national basis. They also work with Indigenous businesses on building capability and benefitting from procurement policy.</p> <p>IPS could provide an excellent resource to facilitate a discussion or workshop between Aboriginal businesses and government.</p>
6	<p><b>Policy</b></p> <p>- <b>Federal</b></p> <p>- <b>State</b></p>	<p><b>Federal Indigenous Procurement Policy (IPP)</b></p> <p>The federal government Indigenous Procurement Policy [2] has created a great demand for Indigenous business. The policy commits to the Commonwealth awarding three per cent of its domestic contracts to Indigenous enterprises each financial year, from 2019-20. There are interim targets leading up to 2019.</p> <p>The policy has three parts:</p> <ul style="list-style-type: none"> <li>• a target for purchasing from Indigenous businesses;</li> <li>• a mandatory set-aside to direct some Commonwealth contracts to Indigenous enterprises; and</li> <li>• mandatory minimum requirements for Indigenous employment and Indigenous supplier use applying to certain Commonwealth contracts.</li> </ul> <p>In 2015-16 almost 500 Indigenous businesses won 1,509 Commonwealth Government contracts, with a total value of \$284.2 million, up from just \$6.2 million in 2012-13.</p> <ul style="list-style-type: none"> <li>• Exemption 17 of the Federal Industry Participation Policy allows for direct award to Aboriginal businesses with no ceiling, therefore a limited tender is allowed, although value for money must still be demonstrated.</li> </ul> <p><b>South Australian Industry Participation Policy</b></p> <p>The South Australian Industry Participation Policy [17] aims to improve Aboriginal economic participation through employment and economic opportunities arising out of Government’s expenditure.</p> <p><b>The South Australian Industry Participation Policy - Procedural Guidelines</b></p> <p>The South Australian Industry Participation Policy - Procedural Guidelines [18] suggest government agencies should consider seeking a quote from an Aboriginal business if the procurement presents an opportunity for Aboriginal businesses.</p>

It also provides for the use of single sourcing on contracts under \$220k, if there is an eligible Aboriginal business which meets established criteria as follows:

- The Aboriginal business provides a value-for-money quote.
- The Aboriginal business is eligible which means:
  - registered on the South Australian Aboriginal Business Register (Aboriginal Business Connect), or
  - certified by Supply Nation, or
  - registered with an Aboriginal Regional Authority or Aboriginal Landholding Authority, and is 50 per cent or more Aboriginal owned and based in South Australia.

For contracts above \$220k the Guidelines also encourage lifting the industry participation weighting above the minimum 15% where opportunities for Aboriginal economic participation exist. If the weighting is increased, the implementation will be accompanied by tailored measures for Aboriginal participation which are directly relevant to raising economic participation for Aboriginal businesses and employees.

If contracts are in the APY Lands there is a minimum requirement of 30% total on-site labour hours filled by Anangu personnel (and in some cases this can be lifted even further to 35% or more).

There are also strategies to increase Aboriginal economic participation in major projects.

Agencies are only just starting to report on contracts over \$33K awarded to Aboriginal businesses to be able to establish reporting on spend. This reporting is likely to increase the incentive for agencies to procure from Aboriginal businesses.



Table 8-2: Supporting Aboriginal Entrepreneurs

Supporting Aboriginal Entrepreneurs	
Target – Increase Capacity of Aboriginal Businesses	
<b>1</b>	<p><b>Key Government Agency</b> <b>Office of the Industry Advocate</b></p> <p><b>Key Contact:</b> Sue Panagaris, Industry Advocate - Consultant</p> <p><b>Email:</b> <a href="mailto:sue.panagaris@sa.gov.au">sue.panagaris@sa.gov.au</a></p> <p><b>Phone:</b> (08) 8207 0903</p> <p><b>Website:</b> <a href="http://www.industryadvocate.sa.gov.au/">http://www.industryadvocate.sa.gov.au/</a></p> <p>A key networker and is a great source of information on Aboriginal people and businesses. Working towards development of checklists and to set up processes, so there is less reliance on individuals.</p> <p>The role of the Industry Advocate in relation to business is to:</p> <ul style="list-style-type: none"> <li>• Empower Aboriginal businesses;</li> <li>• Identify Aboriginal businesses and provide them with information on training and development support available to them;</li> <li>• Introduce Aboriginal businesses to the Governor’s Aboriginal Industry Clusters;</li> <li>• Track businesses to check that they meet the 50%+ Aboriginal ownership requirement;</li> <li>• Run workshops (e.g. on supplying to government);</li> <li>• Support networking between Aboriginal businesses to create an Aboriginal business ecosystem;</li> <li>• If a contract cannot be delivered by a local Aboriginal business, they introduce companies to go into partnership or set up a joint venture (JV) so contracts are not going interstate. This builds capacity of Aboriginal business.</li> <li>• Makes sure that partners in a JV are culturally competent (Governor’s Aboriginal Industry Clusters are helping with this as companies who are involved already demonstrate commitment);</li> <li>• Assist with business finance through Sam Drummond of Many Rivers Microfinance (up to \$5000 guarantees and loans) and advisory role for business plans, as getting a credit rating is important for some businesses.</li> </ul>

	<p><b>Indigenous Business Australia (IBA)</b></p> <p><b>Key Contact:</b> Natalie Fishlock, Start up and Development, Indigenous Business Australia</p> <p><b>Email:</b> <a href="mailto:Natalie.Fishlock@iba.gov.au">Natalie.Fishlock@iba.gov.au</a></p> <p><b>Phone:</b> (08) 8307 8904</p> <p><b>Website:</b> <a href="http://iba.gov.au">iba.gov.au</a></p> <p>IBA is federally funded by the Department of Prime Minister and Cabinet. They run a number of programs:</p> <ul style="list-style-type: none"> <li>• The Enterprise Program (Business Development and Assistance)</li> <li>• Indigenous Home Ownership</li> <li>• Equity and Investments (Large scale \$5M).</li> </ul> <p>The Enterprise Program, is most applicable to entrepreneurs and provides:</p> <ul style="list-style-type: none"> <li>• Coaching and industry support by:             <ul style="list-style-type: none"> <li>– IBA business coaching</li> <li>– Co-funding specialist advice</li> <li>– Provision of on-line learning modules</li> <li>– Directing businesses to other government resources</li> </ul> </li> <li>• Workshops             <ul style="list-style-type: none"> <li>– Business Start-up &amp; Growth</li> <li>– Tax</li> <li>– Marketing (Including social media and technologies)</li> <li>– Indigenous Procurement Policy</li> <li>– Legal Obligations</li> </ul> </li> <li>• Funding             <ul style="list-style-type: none"> <li>– Loans</li> <li>– Start-up package (30% grant, 70% loan, capped at \$100k)</li> </ul> </li> </ul>
<p><b>2 Industry Drivers</b></p>	<p><b>Jawun</b></p> <p><b>Key Contact:</b> Shane Webster, Regional Director</p> <p><b>Email:</b> <a href="mailto:swebster@jawun.org.au">swebster@jawun.org.au</a></p> <p><b>Website:</b> <a href="http://jawun.org.au/about/">http://jawun.org.au/about/</a></p> <p>Jawun is a national not-for-profit established in 2001. It places skilled people from leading companies and government into Indigenous organisations for a specific purpose. In SA, secondees have been placed with Ngarrindjeri Nation to support them to transition their nursery business from government funded to fully commercial.</p>



<p><b>3 Other Government Support</b></p>	<p><b>Commissioner for Aboriginal Engagement - Business Expo</b></p> <p>An Aboriginal Business Expo - Indigenuity 2017 - is planned for <b>30 November 2017</b> 12:30-4:30 pm in the Adelaide Entertainment Centre to provide an opportunity for procurers to meet representatives of Aboriginal businesses, as well as an opportunity for Aboriginal businesses to meet buyers. Described as “<i>an exciting showcase of South Australia’s diverse and innovative Aboriginal businesses, featuring emerging trends in the Indigenous procurement sector.</i>” This event is sponsored and endorsed by the Government of South Australia, Indigenous Business Australia, Supply Nation and the Office of the Industry Advocate.</p> <p><b>Free Tickets available at:</b> <a href="https://www.eventbrite.com.au/e/indigenuity-2017-sa-aboriginal-business-expo-tickets-37997713183">https://www.eventbrite.com.au/e/indigenuity-2017-sa-aboriginal-business-expo-tickets-37997713183</a></p>
<p><b>4 Key Body</b></p>	<p><b>Aboriginal Business Industry Chamber of Commerce (ABICSA)</b></p> <p><b>Website:</b> <a href="https://abicsa.org.au/">https://abicsa.org.au/</a></p> <p>ABICSA is a membership based organisation that aims to support and promote Aboriginal organisations by:</p> <ul style="list-style-type: none"> <li>• Creating opportunities for Aboriginal enterprise</li> <li>• Facilitating collaboration with the wider SA business community</li> <li>• Bringing Aboriginal businesses in SA together</li> <li>• Opening opportunities into new sectors e.g. digital media</li> <li>• Lobbying for opportunities and change</li> <li>• Partnering with private industry, other peak bodies and government for procurement</li> </ul>
<p><b>5 Aboriginal Leadership</b></p>	<p><b>Aboriginal Regional Authorities (ARA)</b></p> <p><b>Website:</b> <a href="https://statedevelopment.sa.gov.au/aboriginal-affairs/aboriginal-affairs-and-reconciliation/initiatives/aboriginal-regional-authority-policy">https://statedevelopment.sa.gov.au/aboriginal-affairs/aboriginal-affairs-and-reconciliation/initiatives/aboriginal-regional-authority-policy</a></p> <p>Government works with Aboriginal Regional Authorities (ARAs) to consult, negotiate and engage with Aboriginal peoples in policy, programs and service delivery. There are currently 3 ARAs in SA: Adnyamathanha Traditional Lands Association, Far West Coast Aboriginal Corporation, Ngarrindjeri Regional Authority.</p> <p>Programs include:</p> <ul style="list-style-type: none"> <li>• Nation building</li> <li>• Leader to leader – ARA and State Government</li> </ul>

	<p><b>Aboriginal Foundation of South Australia</b></p> <p>Website: <a href="http://www.aboriginalfoundation.com/">http://www.aboriginalfoundation.com/</a></p> <p>The Aboriginal Foundation's primary purpose is to seek out business partnering opportunities likely to benefit the economic, social and cultural wellbeing of individuals and communities and to make investments that generate long term benefit for Aboriginal South Australians.</p>
<p><b>6 Policy and Key Reports</b></p>	<p><b>Indigenous Business Sector Strategy</b></p> <p>In 2016, the Australian Government announced a commitment to support the growth of the Indigenous business sector through the Indigenous Entrepreneurs Package. It includes:</p> <ul style="list-style-type: none"> <li>• \$90 million for an Indigenous Entrepreneurs Fund;</li> <li>• refocusing Indigenous Business Australia's Indigenous Business Development and Assistance Programme; and</li> <li>• developing the Indigenous Business Sector Strategy.</li> </ul> <p>In relation to the Indigenous Business Sector Strategy, the <i>Indigenous Business Sector Strategy Supercharging Indigenous Business Start-Up and Growth</i> (Draft Consultation Paper) [4] was released on 3 May 2017</p> <p>The Draft Consultation Paper proposes focus on:</p> <ul style="list-style-type: none"> <li>• Improved access to finance;</li> <li>• Improved access to business support;</li> <li>• Better networks and connections; and</li> <li>• Better information and data.</li> </ul> <p><b>Empowered Communities Report</b></p> <p>Established in 2013, the Empowered Communities group represents Indigenous leaders from eight significant regions cross Western Australia, South Australia, the Northern Territory, Queensland, New South Wales and Victoria, who are committed to a series of joint principles for Indigenous reform:</p> <ul style="list-style-type: none"> <li>• Cape York, Queensland</li> <li>• Central Coast, New South Wales</li> <li>• East Kimberley, Western Australia</li> <li>• Goulburn-Murray, Victoria</li> <li>• Inner Sydney, New South Wales</li> <li>• Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Lands, Central Australia (SA, WA, NT)</li> </ul>



	<ul style="list-style-type: none"> <li>• North East Arnhem Land (NEAL), Northern Territory</li> <li>• West Kimberley, Western Australia</li> </ul> <p>It is led by Indigenous people, in line with the philosophy that it is Indigenous people themselves, those whose lives are directly affected, that should be empowered to have greater influence and control over the decisions that impact on their lives.</p> <p>In March 2015 their first report, '<i>Empowered Communities: Empowered Peoples</i>' [9], was submitted to the Australian Government. The report, containing 75 recommendations, proposes a range of national policy reforms aimed at achieving the same level of wellbeing, life opportunities and choices for Indigenous people as for non-Indigenous Australians. It is a transformational reform that aims to empower communities by empowering people.</p> <p>In particular, Recommendation 2 states:</p> <p><b>“Recognise</b> that <i>Indigenous Empowerment</i> is to be understood by its ordinary English meaning, involving two aspects:</p> <ol style="list-style-type: none"> <li>1. Indigenous people empowering themselves by taking all appropriate and necessary powers and responsibilities for their own lives and futures</li> <li>2. Commonwealth, state and territory governments empowering Indigenous people by sharing, and in some cases relinquishing, certain powers and responsibilities and by supporting Indigenous people with resources and capability building to assume these powers and responsibilities.”</li> </ol> <p>The most important reform recommendation outlined in the report is Indigenous leaders taking responsibility for Indigenous communities, at a local level, rather than decisions being made by people who are far removed from the issues and challenges facing Indigenous people.</p> <p>The report proposes a policy reform agenda to move from passivity and dependence to Indigenous empowerment. The report seeks formal agreement to a 10-year Indigenous Empowerment policy framework.</p> <p>There are two parts to their development goal - both are each of equal importance, and are to be pursued concurrently and constantly tested:</p> <ol style="list-style-type: none"> <li>1. To close the gap on the social and economic disadvantage of the Indigenous Australians of the Empowered Communities regions.</li> <li>2. To enable the cultural recognition and determination of Indigenous Australians of the Empowered Communities regions so that they can preserve, maintain, renew and adapt their cultural and linguistic heritage and transmit their heritage to future generations.</li> </ol>
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Table 8-3: Increasing Aboriginal Employment

<b>Increasing Aboriginal Employment</b>	
<b>Target – Increase Employment (halve the gap in unemployment by 2018)</b>	
<p>1 <b>Key Government Agency - Education</b></p>	<p><b>Department of Education (Commonwealth)</b></p> <p>The <i>National Aboriginal and Torres Strait Islander Education Strategy</i> (the Strategy) [9] was endorsed by Education Ministers on 18 September 2015. Under the Strategy, Education Ministers have agreed to a set of principles and priorities that will inform jurisdictional approaches to Aboriginal and Torres Strait Islander education.</p> <p>Recognising the different roles of governments, the Strategy includes actions that Education Ministers will take together to complement the efforts of individual jurisdictions. These actions build on existing national initiatives such as the Australian Curriculum and the Australian Professional Standards for Teachers to accelerate the rate of improvement for Aboriginal and Torres Strait Islander student outcomes.</p> <p>The initial set of actions focus on:</p> <ul style="list-style-type: none"> <li>• Attendance and Engagement</li> <li>• Transition Points (including pathways to post-school options)</li> <li>• Early Childhood Transitions</li> <li>• Workforce</li> <li>• Australian Curriculum</li> </ul> <p>The Strategy builds on past commitments in education policy including first ministers agreement to a range of education related closing the gap targets through the Council of Australian Governments, which require additional effort from all jurisdictions.</p> <p>Through the Strategy, Education Ministers have also committed to having visible plans or approaches for Aboriginal and Torres Strait Islander education that can be accessed by the public.</p> <p><b>Department of Education and Child Development (DECD) (SA)</b></p> <p>Aboriginal Education Strategy 2017-2021 [16] has been developed to build on the 2012-2016 strategy and student successes which included:</p> <ul style="list-style-type: none"> <li>• 295 Aboriginal students completed SACE in 2015. 103% increase in the number of Aboriginal SACE completers over the life of the strategy</li> <li>• Gap between Aboriginal and non-Aboriginal student completion rates continues to close. The 2015 Aboriginal SACE completion rate (93.7%) was 2.5% lower than the whole student cohort.</li> </ul>



<p>- Employment</p>	<ul style="list-style-type: none"> <li>• Since 2011 the number of Aboriginal students receiving an ATAR has grown by 68% and the number of Aboriginal students receiving a TAFE SA Selection Score has grown by 96%.</li> <li>• In 2015, Aboriginal students achieved a total of 5 merits.</li> </ul> <p><b>Department of State Development (DSD) – Industry Clusters</b></p> <p><b>Key Contact:</b> Joe Aylward, Manager. Aboriginal Stakeholder Engagement, Skills and Employment Division</p> <p><b>Email:</b> <a href="mailto:joe.aylward@sa.gov.au">joe.aylward@sa.gov.au</a></p> <p><b>Website:</b> <a href="http://aboriginalemploymentsa.com.au/employers/employer-led-change/">http://aboriginalemploymentsa.com.au/employers/employer-led-change/</a></p> <p>DSD is responsible for two key programs:</p> <ol style="list-style-type: none"> <li>1. Apprenticeships and Traineeships (approximately 70% with small and medium enterprises)             <ul style="list-style-type: none"> <li>• Currently 160 Apprenticeships</li> <li>• PWC’s Indigenous Consulting group (PIC) supports brokering of cadetships</li> </ul> </li> <li>2. Industry Clusters             <ul style="list-style-type: none"> <li>• The SA Aboriginal Employment Industry Clusters were set up by DSD in 2010. The Hon. Hieu Van Le AC, Governor of South Australia, is the Chief Ambassador of the program.</li> <li>• 120 employers participate in the program, across 10 industries.</li> </ul> </li> </ol> <p>The Governor’s Aboriginal Employment Industry Clusters Program focuses on four key areas to achieve employment for Aboriginal people:</p> <ul style="list-style-type: none"> <li>• Immediate employment opportunities for Aboriginal people</li> <li>• Increasing the cultural competency of participating industries/ organisations through training and support</li> <li>• Supporting Aboriginal owned businesses to procure goods and services</li> <li>• Creating the pipeline of Aboriginal people studying the specialised qualifications sought by Cluster employers (for example, engineering, commerce, accounting and science)</li> </ul> <p>All Industry Clusters have an Action Plan that raises the profile of their industry with Aboriginal students and job seekers; promotes the employment of Aboriginal people in identified industries; connects Aboriginal job seekers to identified employment opportunities with Cluster businesses; and identifies training and employment targets. There are clusters representing the following ten industries:</p> <ul style="list-style-type: none"> <li>• Accounting and Finance</li> <li>• Advanced Manufacturing</li> <li>• Community Services</li> <li>• Defence</li> <li>• Energy, Water and Resources</li> </ul>
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	<ul style="list-style-type: none"> <li>• Hospitality</li> <li>• Infrastructure</li> <li>• Legal services</li> <li>• Local Government</li> <li>• South Australian public sector</li> </ul> <p>In August 2017, a forum was held to identify the Industry Cluster Action Plan for 2017 / 2018. The Governor's Aboriginal Employment Industry Cluster Program 2017/2018 Strategic Directions report [7] was released in draft in October 2017.</p>
<p><b>2 Industry Drivers</b></p> <p><b>-Education</b></p>	<p><b>Role Modelling (The Beacon Foundation)</b></p> <p><b>Key Contact:</b> Mandy Rossetto, Senior Relationship Manager</p> <p><b>Email:</b> <a href="mailto:mandy.rossetto@beaconfoundation.net">mandy.rossetto@beaconfoundation.net</a></p> <p><b>Website:</b> <a href="https://beaconfoundation.com.au/">https://beaconfoundation.com.au/</a></p> <p>The Beacon Foundation, established in 1988 in Tasmania, has grown to become a national not-for-profit organisation, operating in all Australian states and territories. Beacon believes every young person has the right to hope, a job, financial opportunity and the sense of personal success this provides them. Beacon focuses on disadvantaged communities and areas of high youth disengagement and unemployment, where the risk and the need are greatest. Beacon works with schools, businesses and communities to help bring relevance to the curriculum, and inspire young people to think about careers and experience the workplace, long before they leave school. This helps school retention rates and teaches real-life skills, preparing them for the workplace.</p> <p>Beacon will assist over 15,000 young Australians from just over 140 schools and communities in 2017. Beacon currently works with 10 schools in South Australia.</p> <p><b>World Indigenous Peoples Conference on Education 2020</b></p> <p><b>Reference:</b> <a href="http://www.adelaideconvention.com.au/wp-content/uploads/2017/08/WIPCE-RELEASE-FINAL.pdf">http://www.adelaideconvention.com.au/wp-content/uploads/2017/08/WIPCE-RELEASE-FINAL.pdf</a></p> <p>The Worlds Indigenous Peoples Conference on Education (WIPCE) brings together Indigenous representatives from across the globe to share strategies and developments for culturally grounded Indigenous education and attracts the world's most respected Indigenous education experts, practitioners, and scholars. It is 30 years old, attracts over 3000 delegates and in 2020 it will be held in Adelaide. WIPCE draws Indigenous representatives from around the world to share successes and strategies for culturally grounded Indigenous education. The conference attracts highly regarded Indigenous education experts and practitioners. As a result, WIPCE is the largest and most diverse Indigenous education venue in the world. The conference continues to lead the discussion on contemporary movements in education that support Indigenous worldviews and is a great opportunity in SA for driving Aboriginal education and employment.</p>



<p><b>-Employment</b></p>	<p><b>Reconciliation Action Plans (RAPs)</b></p> <p><b>Key Contact:</b> Mark Waters, State Manager, Reconciliation SA</p> <p><b>Email:</b> <a href="mailto:reconciliationsa@adam.com.au">reconciliationsa@adam.com.au</a></p> <p><b>Phone:</b> (08) 8463 6382</p> <p><b>Website (National):</b> <a href="https://www.reconciliation.org.au/">https://www.reconciliation.org.au/</a></p> <p><b>Website (SA):</b> <a href="http://www.reconciliationsa.org.au/">www.reconciliationsa.org.au/</a></p> <p>Reconciliation Action Plans (RAPs) are a powerful tool for advancing social change by transforming the attitudes and behaviors of people working or studying in organisations with a RAP, building better relationships between the wider Australian Community and Aboriginal and Torres Strait Islander peoples to the benefit of all Australians.</p> <p>RAP Program outcomes for the reporting period 2015-2016 [14] are as follows:</p> <p><b>Relationships</b></p> <ul style="list-style-type: none"> <li>• 6,658 Partnerships exist between RAP organisations and Aboriginal and Torres Strait Islander organisations or communities.</li> <li>• \$16 million in pro bono support was provided to Aboriginal and Torres Strait Islander organisations or communities in the reporting period.</li> </ul> <p><b>Respect</b></p> <ul style="list-style-type: none"> <li>• 767 Australian organisations have created a RAP since 2006</li> <li>• 1.5 million Australians work or study in an organisation with a current RAP</li> <li>• 51,797 RAP organisation employees completed on-line cultural learning and 46,446 employees completed face to face cultural awareness training.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• \$14.6 million was provided for Aboriginal and Torres Strait Islander education scholarships by RAP organisations</li> <li>• \$169 million in goods and services was purchased from Supply Nation certified businesses</li> <li>• 19,413 Aboriginal and Torres Strait Islander people were working in organisations that have developed a RAP</li> </ul>
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		<p><b>Indigenous Land Use Agreements</b></p> <p>Indigenous Land Use Agreements (ILUAs) are agreements between Aboriginal organisations (usually native title holding bodies) and parties that want to use the land e.g. government, mining companies. These agreements can support Aboriginal employment by:</p> <ul style="list-style-type: none"> <li>• Specifying the employment of an Indigenous liaison officer</li> <li>• Setting an Aboriginal employment target for the company</li> <li>• Setting an Aboriginal employment target for the company's sub-contractors</li> <li>• Payments made for specific purposes such as administration which could provide for Aboriginal employment</li> <li>• Providing apprenticeships and traineeships to Aboriginal people</li> <li>• Provision of cultural awareness training by a local Aboriginal service provider</li> <li>• Employment for site clearances</li> </ul>
<p>3</p>	<p><b>Support Initiatives</b></p> <p>- Education</p>	<p><b>Power Cup</b></p> <p><b>Website:</b> <a href="http://www.aboriginalpowercup.com.au/">http://www.aboriginalpowercup.com.au/</a></p> <p>The Aboriginal Power Cup (APC) is an early intervention strategy that uses football as a tool to engage Aboriginal secondary school students in their education and provide pathways to workforce participation.</p> <p>To support training and employment outcomes for students, the APC is aligned with the South Australian Certificate of Education (SACE) and participating students are required to complete integrated curriculum work throughout the program.</p> <p>Aboriginal culture and identity are a major component of the program that helps students connect with their Aboriginal culture, community and environment. It also educates on how culture shapes identity, especially in the transition from adolescence to adulthood and from school to further education or employment.</p> <p>The program improves school attendance and retention rates and in 2017 they have 450 students registered from 41 schools in South Australia. The program culminates with a football round robin carnival held at Alberton Oval.</p> <p>The Governor's Aboriginal Industry Clusters members are to participate in the annual Aboriginal Power Cup Leadership day and Career Expo.</p> <p><b>SAASTA</b></p> <p><b>Website:</b> <a href="http://www.saasta.sa.edu.au">http://www.saasta.sa.edu.au</a></p> <p>The South Australian Aboriginal Sports Training Academy (SAASTA) was developed as part of the State government's Social Inclusion plans to implement strategies that would break the cycle of disadvantage for Aboriginal people with a focus on improving Aboriginal health and wellbeing through sports, recreation and the arts. SAASTA is dedicated to encouraging every student to aim high by raising the bar of expectation they place on</p>



themselves and their peers in areas such as attendance, participation, educational achievement and behaviour. Because of this approach, their students are considered ambassadors and role models who represent not only SAASTA but their schools, families and communities. In addition to the educational outcomes achieved by their students, they place a strong emphasis on enabling them to grow as people, connect with their culture and gain an understanding and attitude towards the importance of becoming independently resilient.

**Kurruru**

**Website:** <http://www.kurruru.org.au>

Kurruru Arts and Culture Hub serves the needs and interests of young Indigenous people (aged 4 to 26) through the performing arts. They aim to increase the base of skilled Indigenous artists and artworkers able to respond to the interests of participants and present positive role models. Their workshop program includes weekly workshops in rapping, singing, contemporary, traditional & break dance, capoeira, circus, story telling, basket weaving and other cultural activities.

**STEM**

The KPMG *Igniting Indigenous Australia* report [13] notes the rise of the STEM (Science, technology, engineering and maths) disciplines within emerging industries and careers. An emphasis on these disciplines will have an “*equalising effect on opportunity*” for Aboriginal people.

Department of State Development’s *STEM Skills Strategy* provides a focus for this growth including internship programs available to all in the community.

The Governor’s Aboriginal Industry Clusters members are committed to participating in an annual Indigenous STEM Camp.

**Tandanya**

**Website:** <http://www.tandanya.com.au>

The Tandanya National Aboriginal Cultural Institute is an art museum owned and managed by the National Aboriginal Cultural Institute. Established in 1989 in the Adelaide CBD, it is Australia’s oldest Aboriginal-owned and managed multi-arts centre. Tandanya runs workshops and has programs to support university students.

**The Centre for Aboriginal Studies in Music (CASM)**

**Website:** <https://music.adelaide.edu.au/casm/>

The Centre for Aboriginal Studies in Music (CASM) is the world’s only dedicated centre for the study of Australian Indigenous music. Located in the Elder Conservatorium of Music, CASM offers specialised courses and research training in Australian Indigenous music, and a Foundation Year Program that prepares Australian Indigenous music students for entry into degree programs.

<p><b>Employment</b></p>	<p><b>Traineeships</b></p> <p><b>Website:</b> <a href="http://aboriginalemploymentsa.com.au/">http://aboriginalemploymentsa.com.au/</a></p> <p>Traineeships are an effective way to help students stay in school and transition to the workforce. The Department of State Development, larger organisations and many schools have various traineeships available to Aboriginal students.</p> <p>The following organisations offer traineeships specifically for young Aboriginal people (and there may be others):</p> <p><b>Commonwealth Bank</b> - <a href="https://www.commbank.com.au/about-us/careers/working-here/indigenous-careers.html">https://www.commbank.com.au/about-us/careers/working-here/indigenous-careers.html</a></p> <p><b>NAB</b> - <a href="https://www.nab.com.au/about-us/careers/trainee-programs/indigenous-traineeships">https://www.nab.com.au/about-us/careers/trainee-programs/indigenous-traineeships</a></p> <p><b>Santos</b> - <a href="https://www.santos.com/santos-in-the-community/community-partners/training-and-education/">https://www.santos.com/santos-in-the-community/community-partners/training-and-education/</a></p> <p><b>SAPOL Indigenous Pre-employment program</b> - <a href="https://maxima.com.au/about/latest-news/2484-the-sapol-indigenous-pre-employment-program/">https://maxima.com.au/about/latest-news/2484-the-sapol-indigenous-pre-employment-program/</a></p> <p><b>SA Water</b> - <a href="https://www.sawater.com.au/about-us/careers/workforce-programs/aboriginal-employment-program">https://www.sawater.com.au/about-us/careers/workforce-programs/aboriginal-employment-program</a></p> <p><b>The Department of State Development</b> - <a href="https://statedevelopment.sa.gov.au/aboriginal-affairs/aboriginal-workforce-participation-programs">https://statedevelopment.sa.gov.au/aboriginal-affairs/aboriginal-workforce-participation-programs</a></p> <p><b>Westpac</b> - <a href="https://www.westpac.com.au/about-westpac/careers/indigenoucareers/">https://www.westpac.com.au/about-westpac/careers/indigenoucareers/</a></p> <p>Professional Cadetships, Internships, Apprenticeships are available through some companies and various State Government departments.</p>
<p><b>4 Opportunities</b></p> <p>- <b>Education</b></p>	<p><b>Yalari Scholarships</b></p> <p><b>Website:</b> <a href="https://www.yalari.org/">https://www.yalari.org/</a></p> <p>Yalari is a not-for-profit organisation that offers secondary education scholarships at leading Australian boarding schools for Indigenous children from regional, rural and remote communities. Yalari's mission is to educate and empower Indigenous children from regional, rural and remote communities to bring about generational change. Each year, Yalari offers up to 50 full boarding school scholarships for students commencing year 7. Scholarships are reviewed annually and, all being well, continue for a student's entire secondary school education. In 2017, there are 169 students on secondary school scholarships nationally and an Alumni group of 169 who are studying at universities.</p> <p>The organisation receives financial contributions and 'in-kind' support from individuals, philanthropic foundations, companies and government as well as volunteer contribution.</p>



<p>- <b>Employment</b></p>	<p><b>Aboriginal Health Scholarships – Rotary Australia</b></p> <p><b>Website:</b>  <a href="http://www.sahealth.sa.gov.au/wps/wcm/connect/public+content/sa+health+internet/careers+at+sa+health/aboriginal+health+careers/aboriginal+health+scholarship+program">http://www.sahealth.sa.gov.au/wps/wcm/connect/public+content/sa+health+internet/careers+at+sa+health/aboriginal+health+careers/aboriginal+health+scholarship+program</a></p> <p>The Department for Health and Ageing offers an Aboriginal Health Scholarship Program that is co-funded with Australian Rotary Health. The program aims to increase the number of professionally qualified Aboriginal and Torres Strait Islander people working in the South Australian Public Health Sector. The scholarship program is now in its eighteenth year of operation and provides up to \$5,000 per year for full time study (\$2,500 for part time study) for each recipient.</p> <p><b>Sector Strategies - Arts South Australia: Aboriginal Arts Strategy</b></p> <p><b>Key Contact:</b> Dr Jared Thomas</p> <p><b>Email:</b> <a href="mailto:artssa@sa.gov.au">artssa@sa.gov.au</a></p> <p><b>Website:</b> <a href="http://arts.sa.gov.au/aboriginal-arts-strategy-development/">http://arts.sa.gov.au/aboriginal-arts-strategy-development/</a></p> <p>Arts South Australia is developing the inaugural Arts South Australia Aboriginal Arts Strategy to identify the aspirations of South Australian Aboriginal artists and organisations that support arts and culture, and to identify ways to meet aspirations.</p> <p>Currently the ‘Terms of Reference,’ are public and planning of the strategy is underway. Outcomes of consultation forums, the Aboriginal Arts Strategy Development Survey and responses, reporting, and the draft strategy will be available soon as the South Australia Aboriginal Arts Strategy develops.</p>
<p><b>Government Support</b></p> <p>- <b>Education (Schools)</b></p>	<p><b>Tauondi Aboriginal College</b></p> <p><b>Website:</b> <a href="http://www.tauondi.sa.edu.au/">http://www.tauondi.sa.edu.au/</a></p> <p>Tauondi Aboriginal College offers vocational training for Aboriginal and Torres Strait Islander people, to help them achieve academic and employment success and the advancement of Aboriginal people through vocational education and training.</p> <p>They have developed a number of student support programs that span training, literacy and numeracy, employment and community development. Since 1973, the College offers Aboriginal and Torres Strait Islander people the opportunity to study a wide range of courses, in order to acquire the skills and qualifications needed to gain employment. They understand the unique challenges faced by the Aboriginal Community. Tauondi believes every Aboriginal person can be a vital agent for change. They believe education lays a foundation to reap vast benefits as students become the parents, employers, educators, and leaders of tomorrow.</p>

<p>- Employment</p>	<p><b>Warriappendi</b></p> <p><b>Website:</b> <a href="http://www.warriappendi.sa.edu.au">http://www.warriappendi.sa.edu.au</a></p> <p>Warriappendi is a unique school as they support young Aboriginal people to re-engage in formal education processes.</p> <p>They are very small secondary school working to provide a safe, challenging learning environment for young people who have previously had significant difficulties in traditional secondary schools.</p> <p><b>Community Development Program (CDP)</b></p> <p><b>Websites (National):</b> <a href="https://www.pmc.gov.au/indigenous-affairs/employment/community-development-programme-cdp">https://www.pmc.gov.au/indigenous-affairs/employment/community-development-programme-cdp</a></p> <p><a href="https://www.pmc.gov.au/resource-centre/indigenous-affairs/community-development-programme-regions">https://www.pmc.gov.au/resource-centre/indigenous-affairs/community-development-programme-regions</a></p> <p><b>Website (SA CDP Opportunities):</b> <a href="http://www.complete-personnel.com.au/www/Home.aspx">http://www.complete-personnel.com.au/www/Home.aspx</a></p> <p><a href="https://www.skillhire.com.au/government-services/community-development-program-cdp/">https://www.skillhire.com.au/government-services/community-development-program-cdp/</a></p> <p>The Community Development Program (CDP) commenced in July 2015 and was designed to support jobseekers in remote Australia to build skills, address barriers and contribute to their communities through a range of flexible activities. On 9 May 2017, the Australian Government announced a consultation process to design a new employment and participation model for remote Australia.</p> <p>The CDP program covers 75% of Australia’s land mass including over 1,000 communities. In its current format it provides services and support to around 35,000 people of which 83% identify as Aboriginal or Torres Strait Islander.</p> <p>SA is divided into 4 Regions:</p> <ul style="list-style-type: none"> <li>• Eyre – CDP services provided by Complete Personnel S.A. Pty Ltd</li> <li>• Far West - CDP services provided by Complete Personnel S.A. Pty Ltd</li> <li>• Flinders and Far North - CDP services provided by Complete Personnel S.A. Pty Ltd</li> <li>• Anangu Pitjantjatjara Yankunytjatjara (APY) Lands – CDP Services provided by Skill Hire WA Pty Ltd</li> </ul>
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		<p><b>New Enterprise Incentive Scheme</b></p> <p><b>Website:</b> <a href="https://www.employment.gov.au/self-employment-opportunities-job-seekers-under-neis">https://www.employment.gov.au/self-employment-opportunities-job-seekers-under-neis</a></p> <p>Self-employment opportunities exist for job seekers under New Enterprise Incentive Scheme (NEIS) to help job seekers become self-employed business owners. NEIS providers offer support to turn a good idea into a viable business through:</p> <ul style="list-style-type: none"> <li>• accredited small business training</li> <li>• income support (NEIS Allowance) and NEIS Rental Assistance</li> <li>• business mentoring from a NEIS provider in a new business' first year.</li> </ul>
6	<p><b>Policy and Key Reports</b></p>	<p><b>Closing the Gap Report</b></p> <p>The Closing the Gap Report [3] is the Prime Minister's annual report on progress against targets set for Aboriginal and Torres Strait Island People. The targets relate to health, wellbeing, safety, education and employment outcomes. The target for employment is to halve the gap in employment by 2018. Based on the 2017 report released, it is not on track, however with the target soon to expire governments have agreed to work together with Indigenous leaders and communities to establish opportunities for collaboration and partnerships.</p> <p><b>National Aboriginal and Torres Strait Islander Education Strategy 2015</b></p> <p>The National Aboriginal and Torres Strait Islander Education Strategy 2015 [9] identifies seven priority areas that the government will focus on to improve education:</p> <ol style="list-style-type: none"> <li>1. Leadership, Quality Teaching and Workforce Development             <ul style="list-style-type: none"> <li>• skilled, culturally competent educators</li> <li>• setting high expectations</li> <li>• building a well-qualified Aboriginal and Torres Strait Islander education workforce</li> </ul> </li> <li>2. Culture and Identity             <ul style="list-style-type: none"> <li>• acknowledge, respect and reflect the histories, values, languages and cultures of Aboriginal and Torres Strait Islander people</li> <li>• provide opportunity to learn about the histories and cultures of Aboriginal and Torres Strait Islander people</li> </ul> </li> <li>3. Partnerships             <ul style="list-style-type: none"> <li>• education sectors and local Aboriginal and Torres Strait Islander communities and other stakeholders working together</li> <li>• listening and responding, strong accountability and active engagement, collaborative information sharing and informed decision making</li> </ul> </li> <li>4. Attendance             <ul style="list-style-type: none"> <li>• engagement</li> <li>• addressing barriers to school attendance</li> </ul> </li> </ol>

	<p>5. Transition Points Including Pathways to Post-School Options</p> <ul style="list-style-type: none"> <li>• support at critical stages of education to improve engagement, retention and attainment and develop the skills to participate fully in schooling, society and work</li> </ul> <p>6. School and Child Readiness</p> <ul style="list-style-type: none"> <li>• high quality, culturally inclusive early childhood education</li> <li>• strong foundation for early learning and transition to school</li> </ul> <p>7. Literacy and Numeracy</p> <ul style="list-style-type: none"> <li>• literacy and numeracy developed by applying proven, culturally inclusive, responsive and personalized approaches to learning to improve life choices and options.</li> </ul> <p><b>Aboriginal Economic Participation Strategy</b></p> <p>Website: <a href="https://statedevelopment.sa.gov.au/aboriginal-affairs/aboriginal-affairs-and-reconciliation/initiatives/aboriginal-economic-participation-strategy">https://statedevelopment.sa.gov.au/aboriginal-affairs/aboriginal-affairs-and-reconciliation/initiatives/aboriginal-economic-participation-strategy</a></p> <p>The Aboriginal Economic Participation Strategy aims to increase employment through the following initiatives:</p> <ul style="list-style-type: none"> <li>• The base 2% South Australian Strategic Plan employment target for Aboriginal people in the public sector;</li> <li>• Individual agency level public sector employment targets in excess of 2% including a commitment to 3% by the Department of State Development in its 2016 Reconciliation Action Plan;</li> <li>• Working to become an employer of choice for Aboriginal employees through its Work Health Safety Framework for Cultural Safety; and</li> <li>• The Public Sector Employment Cluster.</li> </ul>
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## 9 Obstacles to Economic Participation Identified

We found that while there is a great wave of activity taking place to support increased Aboriginal participation in the economy, it is broadly spread across Government departments, Government funded service industries, large corporations and Aboriginal businesses and aims to service a wide geographic area. The challenges identified included:

- service providers being resource constrained;
- lack of communication and coordination between service providers (often because they are under resourced);
- lack of mechanisms to provide feedback on government policy; and
- the need to overcome inherent racism.

*“Governments don’t measure success and therefore Aboriginal communities can’t hold government to account on service delivery and sector spend.” - Aboriginal Organisation*

### Example 1 - Resource Constraint

The Indigenous Business Australia, Enterprise Program, which supports Aboriginal business development and provides business assistance is supported by a single resource servicing Adelaide and all SA regional communities. Resourcing impacts both the amount of services that can be offered and the locations in which the services can be provided.

A range of other obstacles impacting education, employment, implementation of procurement policy and entrepreneurs are identified in the following sections of this report.

### 9.1 Education

Education continues to be the one of the greatest obstacles to employment for Aboriginal people. In many cases lower levels of literacy and numeracy obtained, even after achieving a SACE level of education have an enduring impact on job choices available, which in turn limits opportunities of finding suitable and fulfilling employment. Specific obstacles to education identified were:

- lack of role models;
- perceived lack of purpose and employment opportunities for Aboriginal people;
- poor family or other support networks (negative influences); and
- lack of services in regional areas to link educators with employment providers to create traineeships<sup>5</sup>.

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<sup>5</sup> Traineeships (typically entered into at year 10) were identified as a very successful mechanism for supporting Aboriginal People to complete SACE and transition into the workforce, with traineeships often translating into offers of full time employment.

## 9.2 Employment

Employers were found to value the diversity and culture that Aboriginal people contribute and there are many examples of high performing Aboriginal employees provided, however obstacles to employment were also identified through discussions with employers which included:

- Aboriginal high performers are recruited by large corporates in the eastern states;
- training provided by RTOs to maintain government support does not align with employment opportunities;
- lack of educated and skilled Aboriginal people to fill corporate commitments for employment;
- poor literacy and numeracy;
- a minority of Aboriginal people taking advantage of a company's incentive to employ them and performing poorly, leading to the assumption that all Aboriginal employees will perform poorly; and
- cultural complexities restricting make up of teams.

*"In some communities, the unemployment rate is as high as 89% and there is little or no chance of employment resulting from participation in a Community Development Program." – Government Employee*

Obstacles to employment that were identified through job seeker interviews were:

- lack of role models;
- lack of cultural safety in organisations to support Aboriginal people so they are safe;
- people being unaware of support and how to access services;
- conflicts between employment expectations and cultural responsibilities;
- lack of opportunities to progress in organisations;
- inherent racism or prejudice based on prior experience or perceptions (often stemming from poor cultural awareness);
- lack of training opportunities offered to Aboriginal people in joint ventures; and
- lack of personal documentation.

*"There was no support to transition from school to work. It was very operational training focus. My uncle worked there so I had him to show me how things worked. If he wasn't there I would have walked out the same day." - Aboriginal Employee, Ceduna*

*"I know if I lost this job, finding another job would be hard because I can't read and write very well."  
- Aboriginal Worker, Northern Suburbs of Adelaide*



*“People wanting to become Elders find it difficult. Going for ceremony can use up all cultural leave and annual leave. Sometimes what was meant to be 3 weeks ends up being 6 weeks. How do you resolve this? It can be done – like maternity leave.” - Government Employer*

### 9.3 Procurement

The Federal and State procurement policies have been an enormous catalyst for increased Aboriginal participation in the economy. However, a number of obstacles to the successful implementation of these policies, so that they meet the true intent, have been able to be identified which include:

- inherent racism (low expectations of Indigenous businesses);
- lack of government employee commitment to procurement policies;
- loss of intent in procurement policy implementation (eg. “Black Cladding”<sup>6</sup> and lucrative cottage industries not achieving intended outcomes);
- lack of transparency of spending under both state and federal polices;
- lack of capable Indigenous organisations to tender;
- Government tender processes are too complex or unclear;
- lack of feedback on tender submissions to enable improvement;
- lack of meet the buyer opportunities for SA businesses (Supply Nation expo is cost prohibitive for small businesses);
- Supply Nation is more focused on the Eastern states, SA opportunities target large infrastructure projects and there is limited accessibility for small business; and
- Misuse of RAP by corporations to gain access to work / government funding rather than improving outcomes for Indigenous people.

*“They told me my price was competitive, but I wasn’t awarded the tender. It seemed like the government was not following its own policy.” – Aboriginal Business Owner*

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<sup>6</sup> Where non-Indigenous companies try to misrepresent themselves as Aboriginal businesses in order to bid and win lucrative contracts.

## 9.4 Entrepreneurs

A wide range of services and funding are available to support Aboriginal entrepreneurs, as it is widely accepted that Aboriginal businesses are more likely to provide employment to Aboriginal people. However, there were still significant obstacles that have been identified, that are preventing start-up capability and the success of Aboriginal businesses in South Australia:

- start-up costs (Infrastructure, on-line banking, insurance, procedure development);
- insufficient time to build capacity when business opportunities arise (especially in remote communities);
- small business courses are held a long way from remote Aboriginal communities;
- loss of income while attending training / courses is unsustainable;
- Aboriginal businesses compete with each other and are not prepared to collaborate to demonstrate greater capacity;
- Aboriginal Business Chamber lacks resources to facilitate networking across sectors and needs to increase credibility;
- lack of connection and communication between corporate goodwill to support Aboriginal entrepreneurs and the needs of Aboriginal businesses
- perceived risk associated with Aboriginal businesses; and
- lack of role models for Aboriginal people that work or run a business.

*“Seeing Aboriginal people working on a project inspires younger Aboriginal people to do the same. Seeing others go into Business gives them the confidence to try.” – Professor Peter Buckskin*



## 10 Solutions – Possible Ways Forward

The Don Dunstan Foundation is reliant on working with partner organisations and does not have resources to implement large programs, so we have provided a list of suggested solutions to pick from or adapt as opportunities arise. The list offers a diverse range of options depending on which partners may present themselves to work on this challenge.

By offering multiple solutions we believe this affords the Don Dunstan Foundation the flexibility to incorporate those things that best fit within their short term and long-term strategies. The problems are complex and they call for new, innovative, agile solutions that will involve listening to Aboriginal voices.

### 10.1 Events and Initiatives

#### 10.1.1 Engage a Thinker in Residence to Stimulate Conversation on Aboriginal Economic Participation

There is an opportunity to stimulate conversation and interest in the economic participation of Aboriginal people by engaging a Thinker in Residence. We have identified two potential candidates with knowledge and expertise that would benefit South Australia:

- Professor Joseph P Kalt is one of the founders of the Harvard Project, which aims to understand and foster the conditions under which sustained, self-determined social and economic development is achieved among American Indian nations through applied research and service. The Harvard Project has been running since 1987. Key findings of this project have been that sovereignty, institutions, culture and leadership are all important to economic success. Works of Professors Joseph P Kalt and Stephen Cornell were reviewed as part of the research phase of this project [5][6].
- Professor Ciaran O'Faircheallaigh from the School of Government and International Relations, Griffith University, is an advocate for increasing Indigenous autonomy, so that communities are better positioned to manage mining royalties and other payments they may receive. He recently gave a lecture that is on ABC radio (<http://www.abc.net.au/radionational/programs/bigideas/mining-royalties-and-aboriginal-autonomy/8808038>). This lecture discusses the need to make space for traditional government and authority to operate alongside western government (understanding that some of those traditional values do not sit well in modern Australia) and advocates that governments are too quick to withdraw decision making powers from Aboriginal organisations because of poor financial management instead of supporting them to learn from it.

**DDF model:** Thinker in Residence program

**Potential parties to involve:** Shane Webster, Jawun

### 10.1.2 Hold an Aboriginal Economic Participation Conference in Adelaide

There is disconnection between parties that are currently working towards increasing Aboriginal economic participation and a conference could bring together representatives from:

- SA and Federal government departments responsible for procurement policy;
- Government departments providing support to Aboriginal entrepreneurs;
- Non-government support providers;
- Industry representatives from the Cluster Groups;
- Aboriginal organisations;
- Aboriginal businesses; and
- Aboriginal people

The aim of this event would be to review the current situation in SA and improve the understanding of roles and perspective. There should be discussions on how to improve policy and an assessment of unintended outcomes of existing government policies. The event should be used to establish common meaningful goals and forms of measurement and to explore opportunities to pool resources and contacts to have a greater and more coordinated impact.

**DDF Model:** This conference could be a ticketed event along the lines of the Homelessness Conference hosted by DDF.

**Key parties to involve:** Mark Fordham, SA Regional Manager, Department of Prime Minister and Cabinet  
Joe Alyward, Manager Aboriginal Stakeholder Engagement, Department of State Development  
Doug Clinch, Principal Program Officer, Department of State Development  
Sue Panagaris, Industry Advocate Consultant, Office of the Industry Advocate  
Natalie Fishlock, Start-up and Development Officer, Indigenous Business Australia  
Peter Buckskin, Dean, Aboriginal Engagement and Strategic Projects, University of South Australia  
Aboriginal Businesses (ie. John Briggs, Intract; Rebecca Wessels, Ochre Dawn; Leon Torzyn, Print Junction)  
Corporate Businesses (ie. Rob Gibb, Oz Minerals; Kylie Amber, Santos)  
Aboriginal Organisations (Wayne Miller, Ceduna Aboriginal Corporation; Clyde Rigney, Ngarrindjeri Regional Authority;  
Chris Larkin (Kokatha Chairperson), Mark Jackman, Regional Anangu Services Aboriginal Corporation)



Figure 10:1 Kristal Kinsela, IPS – Potential Facilitator



### 10.1.3 Hold a South Australian Aboriginal Youth Forum

50% of Aboriginal people in South Australia are under 25. It is critical to listen to the young people to hear how they want to participate and how they can contribute to make a difference. An Aboriginal youth forum could be held using an interesting facilitation model such as Appreciative Inquiry or Open Space Technology.

**DDF Model:** A forum day supported by various SA Government Departments.

**Potential Parties to involve:** Sonya Waters, Anglicare; Jessica Wishart, Aboriginal Secondary Education Transition Officer at DECD; Julie Ahrens, Principal, Glossop High School

*“Communities are filled with people of intelligence, aspiration and vision. The solution lies not in people’s despair but in backing their abilities and listening to their voice.” - Children’s Ground, Annual Report, 2014*

### 10.1.4 Create a ‘Leaders of Aboriginal Opportunity’ Group

Identify Aboriginal Ambassadors who will stimulate activity and inspire young Aboriginal people and create a ‘Leaders of Aboriginal Opportunity’ Group. A scheme could be set up for these leaders to be active role models for Aboriginal people in various areas – in youth or skills of business.

**DDF model:** This could be a Dunstan Dialogue event or a dinner.



Figure 10:2: Paul Keily and Nadia Matko  
Red Centre Enterprises

## 10.2 Education and Employment

### 10.2.1 Regional Workshops that Connect Schools with Businesses and Service Providers in their Region

Run Regional Workshops that connect schools in regional areas with businesses in their region that have Reconciliation Action Plans (RAPs) (or goodwill) to create an understanding of the importance of role modelling and to establish traineeship and employment opportunities for Aboriginal students, which is proven way of keeping them interested in education.

A list of SA businesses with RAPs and large corporations with the highest level of RAP is included in Attachment 6.

These workshops could also be used to:

- promote the benefits of social procurement within regional communities to both businesses and local government;
- increase awareness in schools of future job opportunities; and
- provide clear guidance (a road map) of the services available in regional areas to support Aboriginal students to gain employment.

For this initiative to succeed it would be important that participating business are provided training and information on cultural awareness, so they are in a position to successfully manage Aboriginal employees (DSD are likely to be able to support this).

**DDF model:** the research and coordination required to prepare for these workshops could be conducted by an intern.

**Potential Parties to Involve:** Schools, Service Providers, Businesses with RAPs, DSD

*“There is no disparity in employment between 1<sup>st</sup> Australians with decent education and other Australians. A decent education means leaving school with year 12 or equivalent qualifications and the ability to go on to further education and training.” - Andrew Forrest – Creating Parity (2014) [11]*

### 10.2.2 Create an Arts Industry Cluster in the Aboriginal Industry Cluster Program

There are currently 10 Industry Clusters in the Governor’s Aboriginal Employment Industry Clusters program, but no Arts cluster. DDF could work with DSD to create the Arts Industry Cluster. Arts opportunities should be highlighted in education and employment, just as STEM opportunities are.

**DDF Model:** Dunstan Dialogue

**Key Parties to involve:** Joe Alyward, Manager Aboriginal Stakeholder Engagement, Department of State Development  
Doug Clinch, Principal Program Officer, Department of State Development  
Dr Jared Thomas, Arts Development Officer, Aboriginal and Torres Strait Islander Arts, Arts South Australia Department of State Development.



### 10.2.3 Help Prepare for the World Indigenous Peoples Conference on Education

There is an opportunity to run SA forums, symposiums and meetings in 2018 and 2019 to prepare for the World Indigenous Peoples Conference on Education, which is to be held in Adelaide in 2020. If there is no pre-planning or advance community engagement, the opportunity presented by WIPCE may be lost on South Australia. By holding advance meetings with various stakeholders and early preparation, the impact of WIPCE on Aboriginal people in SA could be immense. Other events suggested under 10.2.2, 10.2.3 and 10.2.4 could also be used to discuss and prepare for WIPCE and increase awareness of this important event.

**DDF Model:** Dunston Dialogue, potentially followed by other events

**Key Parties to Involve:** Professor Peter Buckskin, Dean: Aboriginal Engagement & Strategic Projects, University of South Australia (UniSA) has been instrumental in WIPCE coming to Adelaide and should be the first point of engagement.



Figure 10:3 – Professor Peter Buckskin

## 10.3 Procurement

### 10.3.1 Analyse South Australia's 'Slice of Pie'

The Slice of Pie website (<https://sliceofpie.com.au>) tracks the number and value of Commonwealth contracts awarded to Indigenous suppliers. We have been unable to access any breakdown of the data, but there is an opportunity to access and analyse this data and better understand the impact of the federal procurement policy in South Australia. There is also an opportunity to analyse outcomes from the South Australian Industry Participation Policy and provide government and businesses feedback on whether the intent is being met. There is also an opportunity to educate Government and business on what the intent of the policy is by setting up a dialogue with key players.

**DDF Model:** Seek support of partners in Universities to perform analysis of procurement data or use as a possible intern project.

**Potential Parties to Involve:** Department of Prime Minister and Cabinet administers the Slice of Pie Website. Department of Treasury and Finance would be the best source of data on South Australian Government procurement.

### 10.3.2 Review Government Tender Processes and Identify Unintentional Bias

There is an opportunity to work with government to review tender processes and identify unintentional bias against Aboriginal businesses being successful. This process should aim to simplify the tender process, cut red tape and streamline processes to better meet the intent of the Federal Indigenous Procurement Policy [2] and South Australian Industry Participation Policy [17].

As many Aboriginal businesses are still building capacity, it should be incumbent on Government to provide unsuccessful Aboriginal businesses with feedback to assist them with building capacity and identifying support that they may need. There is an opportunity to also work with Government to develop this feedback process.

**DDF Model:** This initiative could be supported by partners in the Universities or a partner organisation.

**Key Parties to Involve:** Natalie Fishlock (IBA), Sue Panagaris (Office of the Industry Advocate), Regional Authorities.

### **10.3.3 Support Indigenuity 2017 - SA Aboriginal Business Expo**

There is an opportunity to support the SA Aboriginal Business Expo in November 2017 and any future Exhibitions showcasing Aboriginal businesses. There is some concern over whether businesses will attend.

<https://www.eventbrite.com.au/e/indigenuity-2017-sa-aboriginal-business-expo-tickets-37997713183>



**DDF Model:** Support could simply be through advertising and promotion with industry partners.

**Key Parties to Contact:** Rebecca Wessels (Ochre Dawn), Sue Panagaris (Office of the Industry Advocate)

### **10.3.4 Promote the Implementation of Reconciliation Action Plans**

Work with Reconciliation Australia<sup>7</sup> and Reconciliation SA to promote more companies implementing Reconciliation Action Plans (RAPs) to harness goodwill. Promote a simple form of RAP, so small and medium enterprises can implement something to promote and measure contribution and achievement.

**DDF model:** Partner with Reconciliation Australia

**Key Parties to Contact:** Mark Waters, State Manager, Reconciliation SA

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<sup>7</sup> Reconciliation Australia is the national organisation promoting reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community.



## 10.4 Entrepreneurs

### 10.4.1 Support an Indigenous Business Hub

A need has been identified for an Aboriginal Business Hub and this concept is supported by IBA, the Office of the Industry Advocate and Aboriginal businesses. A location and resourcing is yet to be identified, but it would ideally be co-located with a business that may be prepared to provide some support to Aboriginal businesses.

**DDF model:** partner with IBA and OIA

**Key Parties to Involve:** Natalie Fishlock (IBA), Sue Panagaris (Office of the Industry Advocate), Aboriginal Businesses

### 10.4.2 Create Opportunities for Aboriginal Businesses to Network with Each Other

There is a need to create opportunities for Aboriginal businesses to network with each other, as well as to network with non-Aboriginal organisations to help build relationships and trust. Networking events could be used to:

- Showcase the success of Aboriginal businesses to encourage positive perceptions.
- 'Meet the Buyer' or connect potential investors and funders with one another.
- Bring Aboriginal organisations together and highlight the power and potential of cooperating and collaborating would help increase capacity and economic opportunities.

**DDF Model:** This could start as a Dunstan Dialogue event to help plan Networking Opportunities.

**Key Parties to Involve:** This initiative could be addressed by working with Aboriginal Business Industry Chamber of South Australia (ABICSA) to assist with building their capacity and ability to hold networking events. The Aboriginal Employment Industry Cluster program participants would be a source of non-Indigenous businesses likely to be willing to participate. Personnel within government responsible for procurement could also attend (with an aim to improve perceptions of Aboriginal businesses).

An up to date register of South Australian Aboriginal Businesses can be obtained from the Aboriginal Business Connect website (<http://www.aboriginalbusinessconnect.com.au/search/>). A sample report showing South Australian businesses is provided in Attachment 5.

## 11 Areas of Opportunity

Some recent government policy has created an environment that is stimulating both Indigenous employment and Indigenous business. Throughout the data collection process significant areas of opportunity were identified that had the potential to change the Indigenous employment landscape and it was felt that it was important for the Don Dunstan Foundation to be aware of this activity. These opportunities are briefly discussed below:

### 11.1 Defence

An Indigenous Defence Consortium (IDC) has been established to support Indigenous owned and controlled businesses seeking to participate in delivery of long term Nation building Defence projects and to support government and businesses fulfil their Indigenous engagement and policy requirements. The IDC will deliver both long term government contracts and relationships, so Indigenous businesses become a key part of the supply chain in the Defence Industry.

The IDC focuses on identifying business opportunities for its Indigenous business consortium partners and then presenting turnkey solutions which provide a de-risked client offer. The IDC will navigate the Supply Chain requirements of large companies, which are daunting for small to medium enterprises, and prequalify as an approved supplier. This approach will provide Indigenous businesses access to contracts that they would not normally have as a stand-alone business.

The IDC has also developed strategic partnerships with a range of organisations including Supply Nation, KPMG, the Commonwealth Bank, the University of South Australia, Port Power, the Defence Training Centre and Career Trackers Indigenous Internship Program to help build and grow capability and capacity of the Indigenous businesses who are a part of the Consortium.

### 11.2 National Disability Insurance Scheme

The introduction of the National Disability Insurance Scheme (NDIS) provides an opportunity to improve the employment prospects in remote and regional communities. Providing attendant care and community access support does not require a high level of training, so the workforce will almost certainly derive from within the local community, where many people are already providing informal unpaid care.

The size of the current disability workforce is estimated to be between 5,650-6,900 full time equivalent (FTE) employees. The National Disability Insurance Agency (NDIA) estimates that the workforce that will supply the increased volume of supports demanded under the NDIS will need to grow by approximately 82% by the end of 2018-19. The Far North; Eyre, Western; Yorke Peninsula, Mid North; and Barossa, Light, Lower North regions are expected to require the largest workforce increase, as the current workforce is less than 40% of the estimated NDIS workforce required to meet participant demand.

<https://www.ndis.gov.au/html/sites/default/files/South%20Australian%20Market%20Position%20Statement.pdf>

As a direct response to the possibilities presented by the roll out of the NDIS, the NDIA has developed an Aboriginal and Torres Strait Islander Engagement Strategy which sets out the NDIA's commitment to delivering the NDIS with Aboriginal and Torres Strait Islander communities across Australia.

<https://www.ndis.gov.au/medias/documents/hcb/h31/8800389759006/Aboriginal-and-Torres-Strait-Islander-Strategy-3MB-PDF-.pdf>

### 11.3 Cultural Tourism

In February 2016, the Government of South Australia announced a strategy and action plan to transform the State's nature-based tourism sector and in October 2017, a collection of nature-based tourism investment opportunities were released across the State. There is an opportunity for Indigenous cultural experiences to form a part of this growth in the tourism industry, as they are highly sought after by international travellers.



### 11.4 Native Food / Agriculture

The demand for Australian native foods across the country is exceeding supply and the industry's peak body Australian Native Food and Botanicals is trying to encourage new producers in the industry and existing growers to plant more crops. Native foods offer a unique point of difference to the food industry globally. There are nutritional and functional food benefits offered by native foods and the meaningful involvement of Aboriginal people brings authenticity and integrity to the industry. Asia has an interest in native food products for culinary and nutraceuticals, but demand currently cannot be met.

### 11.5 Arts

The Arts is a sector that could make a difference to Aboriginal participation in South Australia as the Sports sector has done already. An Arts Industry Cluster should be set up immediately as part of the Governor's Aboriginal Industry Clusters to begin the process.

Arts South Australia is also developing an inaugural Aboriginal Arts Strategy to identify the aspirations of South Australian Aboriginal artists and organisations that support arts and culture and to identify ways to meet those aspirations. It is likely that part of this strategy may also include a Reconciliation Action Plan specific to the sector and drive employment opportunities. The strategy is in development with Terms of Reference published on the Arts SA website.

### 11.6 Land Management

Working as a ranger on their Country is an aspiration of many Aboriginal people as it allows them to use traditional knowledge to care for Country and practice their culture as part of their employment. Many programs have flexible working options that suit Aboriginal people better than fulltime work.

The Commonwealth Government has provided \$15 million for the establishment of new Indigenous Protected Areas (IPA). Aboriginal communities can apply to set up an IPA as part of the National Landcare Program 2. The funding will be released in 2018. Aboriginal organisations can apply for funding for Working on Country ranger programs through the Indigenous Advancement Strategy.

The South Australian Government enters into co-management agreements with Aboriginal groups, usually native title holders. This results in the cooperative management of national parks. There is potential to include employment within the agreements.

Philanthropists and corporations provide grants for biodiversity conservation and traditional management of land. Several Aboriginal communities in South Australia have developed Healthy Country Plans that provide a plan to manage their traditional lands and to demonstrate the benefits for community health and wellbeing and Country that include employment and enterprise development. These could be used by Aboriginal communities to gain grant funding.

Further information on Land Management is available at the following websites:

<https://www.pmc.gov.au/indigenous-affairs/environment/indigenous-protected-areas-ipas>

<http://www.nrm.gov.au/national-landcare-program>

<https://www.nab.com.au/about-us/corporate-responsibility/community/nab-foundation-and-grants>

<https://www.environment.sa.gov.au/managing-natural-resources/park-management/co-management-of-parks>

### 11.7 Remote Housing

In November 2016, a review of the National Partnership Agreement on Remote Indigenous Housing (NPARIH) and the Remote Housing Strategy (the Strategy) was announced. The review will assess what has and has not worked under these programs in various jurisdictions. It will identify the level of residual demand for housing for people living in remote Indigenous communities and options for addressing these needs in the future.

It will also consider what changes are needed to make remote Indigenous housing more sustainable including the role for governments and the private sector as well as for Aboriginal and Torres Strait Islander people. Furthermore, it will identify opportunities to use housing investment to leverage stronger outcomes in Indigenous education and employment, business engagement, home ownership and broader government priorities, including the Council of Australian Governments' Closing the Gap targets.

### 11.8 Service Industries

Services such as aged care and disability services are usually provided to Aboriginal people by non-Aboriginal service providers. This presents a missed opportunity for Aboriginal business development and employment and in providing culturally appropriate services. Currently government departments manage tender processes for the acquisition of services with little or no input from the Aboriginal communities they are designed to serve. Involving Aboriginal communities in the design of services and measures of effectiveness could be a first step towards building the capacity of those communities to have local Aboriginal people deliver those services.

### 11.9 Treaty Framework for SA

In 2016 the South Australia Government announced that it was going to enter into Treaty negotiations with First Nations. The Office of the Treaty Commissioner released the *Talking Treaty: Summary of Engagements and Next Steps* report in July 2017 [15]. Treaty negotiations are ongoing with the first Treaty expected to be completed in early 2018. Economic opportunities are likely to be part of the Treaty negotiations.

*“A formal Treaty could provide a formalised and useful tool and process for the Aboriginal people of South Australia to negotiate, leverage and access socio/economic, legal, health and education opportunities for all.”*

*Talking Treaty - Summary of Engagements and Next Steps*

### 11.10 Infrastructure projects

There are a range of infrastructure projects taking place in South Australia that are providing opportunities for Aboriginal employment. More than 70 Aboriginal employees have been inducted by Lendlease on the Northern Connector Motorway project, representing 11% of all onsite hours and significantly exceeding the 2% target for Aboriginal employment. The SA Water Kangaroo Creek Dam upgrade project and Adelaide shipyard construction and facilities upgrade are other examples of major infrastructure projects that are providing employment opportunities.



## 12 Risks

The project team has identified three key risks for the Don Dunstan Foundation to consider if they move forward with any of the options identified in this report. These risks are briefly discussed below.

### 12.1 Lack of Cultural Awareness

If the Don Dunstan Foundation is to consider bringing people together to network or for facilitated discussion, then it is very important that the Cultural Awareness of the people involved is considered and that a 'Culturally Safe' environment is created for all participants to be able to contribute openly. For assistance with managing this risk we recommend seeking the advice of an experienced provider of Cultural Awareness training. Some persons we are aware of that can provide these services are Karl 'Winda' Telfer – Kaurna Cultural Bearer / Artist / Community Leader; Haydyn Bromley – Bookabee Services Australia; Jo Willmot – Relationships Australia; and Doug Clinch – Department of State Development.

### 12.2 Non-engagement of Aboriginal People

There is substantial evidence to support the need for Aboriginal people to be involved in any decision making that impacts them. The importance of, engagement, co-design and where applicable self-determination cannot be understated. The success of initiatives will be at risk if there is a lack of engagement with Aboriginal people.

### 12.3 Duplication of Existing Services

There is already a lot of work going on to improve the economic participation of Aboriginal people and the landscape is complex and will continue to change. Things are moving very quickly, with new strategies being released and policy changes occurring frequently. While we have tried to identify gaps, there is the possibility that others may act to fill some of these gaps, so it will be important to consult with the key persons identified in this report before moving forward with any initiative.

### 12.4 The Risk of Doing Nothing

Only 1400 Aboriginals in South Australia are over 60 years old. Half of the Aboriginal population in South Australia is under 25 years old. Aboriginal people make up around 19% of the adult prison population in South Australia [1]. South Australia cannot afford to have another generation of Aboriginal people suffer the same extreme disadvantages and incarceration rates of the past and present. It is hard to believe that the situation could get any worse but it certainly will if nothing is done. Victoria Tauli-Corpuz, UN Special Rapporteur on the Rights of Indigenous Peoples, has predicted that incarceration rates of Aboriginal people could rise to 50% of the prison population in the next 20 years<sup>8</sup>. There have been many reports and Royal Commissions that have made recommendations but sadly most of these recommendations have been ignored. The Government, not-for-profit and private sectors have to move quickly and Aboriginal people need to be involved in all stages of the planning. The Don Dunstan Foundation is in a position to be able to work with Government, organisations and people and influence social change and reduce the risk of the situation for Aboriginal people in South Australia getting worse.

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<sup>8</sup> <https://croakey.org/nothing-about-us-without-us-resetting-relations-with-aboriginal-australia/>

## 13 Summary

This report has only been made possible by the generosity and openness of everyone we spoke with over the duration of this project. Many people have told us their personal experiences and journeys to help us with this work.

This is a complex challenge and we set out to gather as much information as we could and present it back in a digestible form, while highlighting areas of opportunity. We heard of great work that is already going on in this area and we also heard of many obstacles that are blocking Aboriginal people from participating in the South Australian economy. We have identified a number of possible ways forward for the Don Dunstan Foundation or other organisations that are looking to help increase the level of Aboriginal participation in the State's economy.



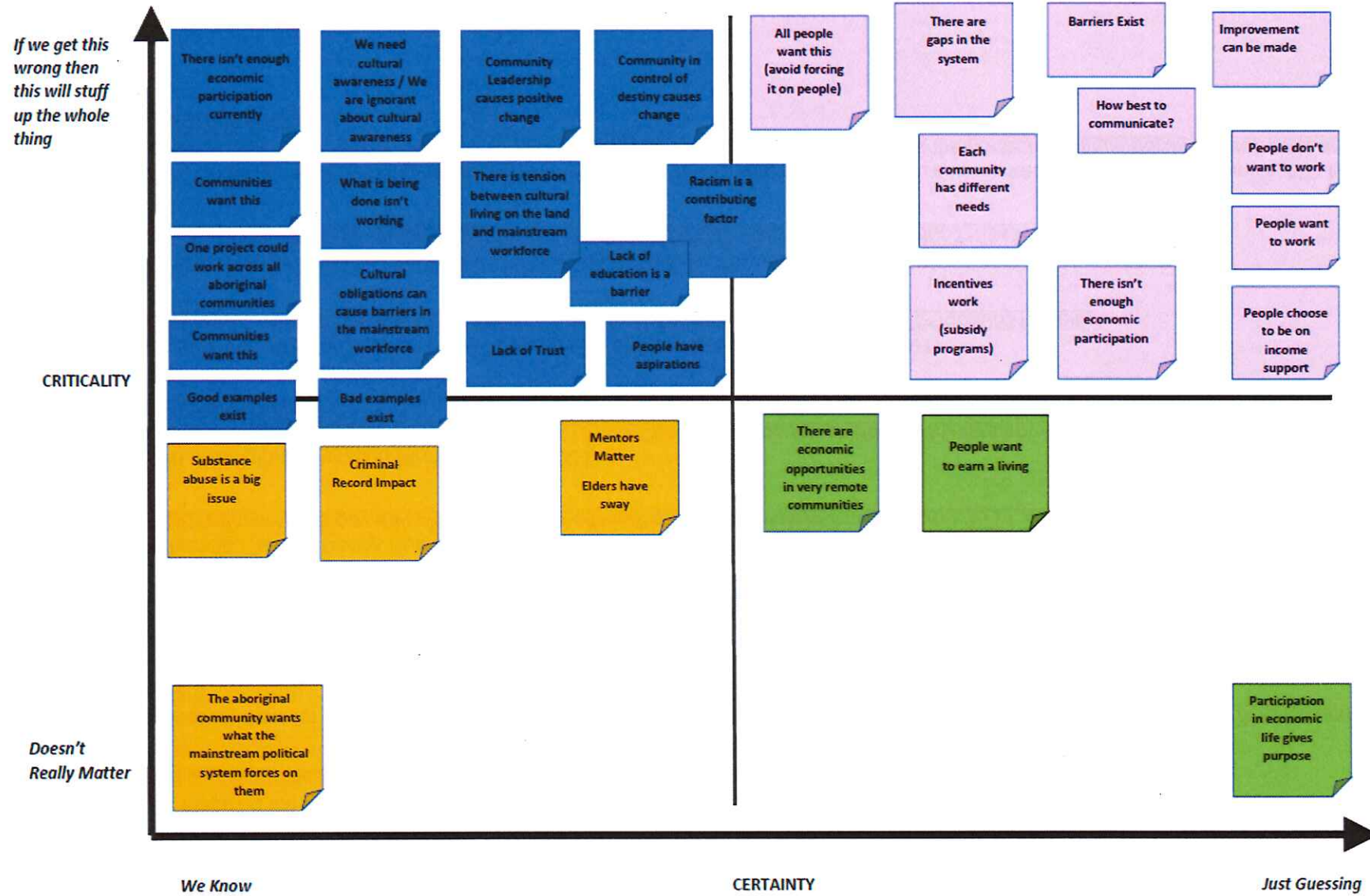
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**Attachment 2 - Assumptions**



### **Attachment 3 - Sample Interview Questions**

#### **Aboriginal Job Seekers / Employees**

Have you been supported in your journey – find examples of support mechanisms that work or are needed. Can you describe a time when you had support you needed?

What do you think was the key difference between getting the support you needed and when the right support wasn't provided?

When you need information, where/who do you get it from?

What responses have you had to your applications or requests?

Are you using Government services and which ones do you like/not like?

What sort of services would you find helpful?

Follow on questions include has this happened to you before, or what happened next, etc. Probing questions to get them to tell their story. What prejudices do you face?

What do you find intimidating when finding a job?

#### **Aboriginal Employers (Regional)**

What benefits have you experienced from having Aboriginal employees as part of your team?

What job seeking experiences have your employees shared with you? Are there common themes?

How did you come to employ Aboriginal employees? Was it just the right person, right time or a specific focus for your business?

What common problems do you see amongst job seekers?

Things the business has done to accommodate the needs of Aboriginal people and make it a place they want to work?

Do you find you need to be flexible with cultural needs and requests and how do you deal with this?

#### **Government**

##### *Federal Government Indigenous Procurement Policy*

Are you aware of what percentage of 'the pie' South Australian Indigenous businesses getting from the Federal Government Indigenous Procurement Policy?

Are there barriers to certification of South Australian businesses with Supply Nation?



### *State Government Indigenous Procurement Policy*

What is the value of contracts being awarded to Aboriginal businesses under the South Australian Indigenous Procurement Policy?

How much of the spend under the South Australian Indigenous Procurement Policy do you believe is translating into jobs for Indigenous people in South Australia?

Can Aboriginal communities access the scope of contracts and terms of contracts currently in place for provision of services to their communities?

Has the government considered the recommendation of the Empowered Communities Report to have greater transparency of contracts for services provided to remote Aboriginal communities and to allow Aboriginal peoples the opportunity to provide feedback on effectiveness and value of services provided to work towards maximising the effectiveness of funding.

### *Entrepreneurship Development System*

Would government be willing to participate in an Indigenous Entrepreneurship Development System (describe)?

What might be the barriers to participation?

Governor's Aboriginal Industry Cluster (concept was raised by DDF) has created real results – what else is being done or could be done to support Aboriginal entrepreneurs?

Is there an opportunity to create an Aboriginal Business Hub to enable Aboriginal businesses to work together? E.g. office with hot desks for regional businesses.

### *Networking and Incubation of Ideas*

There is a lot of activity in supporting Aboriginal employment and business – is there an opportunity to improve coordination?

Aboriginal Industry Chamber of SA (ABICSA) is the peak body for Aboriginal businesses but has insufficient power and resources to do this effectively – could government work with them on this? Could philanthropy be encouraged to support them?

The draft Indigenous Business Sector Strategy Consultation Paper released in May 2017 has a key goal to ensure Indigenous entrepreneurs can easily connect to strong and diverse networks that provide vital peer to peer learning and mentoring, greater connectivity with opportunity and markets, and foster opportunities to learn from experienced Australian business owners. How do you think this connectivity could be best achieved in South Australia?

### *Provision of Access to Information and Technology*

What access do you provide to Indigenous people on industry trends and emerging opportunities?

What access do you currently provide to Indigenous people on support services and capital products?

How can the government assist South Australian Aboriginal businesses to adopt new technology to ensure they continue to thrive in the new emerging economy?

## **Industry (employers)**

### *Business Opportunities*

What do you see as emerging business opportunities for Indigenous people in South Australia?

How can we ensure that Aboriginal communities are positioned to benefit from opportunities – what are the gaps?

### *Entrepreneurship Development System*

Would industry be willing to participate in an Indigenous Entrepreneurship Development System (describe)?

What might be the barriers to participation?

### *Networking and Incubation of Ideas*

How could industry work with Indigenous entrepreneurs and innovators to facilitate knowledge sharing and exposure to latest skills and techniques?

The draft Indigenous Business Sector Strategy Consultation Paper released in May 2017 has a key goal to ensure Indigenous entrepreneurs can easily connect to strong and diverse networks that provide vital peer to peer learning and mentoring, greater connectivity with opportunity and markets, and foster opportunities to learn from experienced Australian business owners. How do you think this connectivity could be best provided in South Australia?

Do we need to give specific consideration to connecting young Indigenous entrepreneurs and female Indigenous entrepreneurs in this State?

### *Provision of Access to Information and Technology*

What access do you provide to Indigenous people on industry trends and emerging opportunities?

How can industry assist South Australian Aboriginal businesses to adopt new technology to ensure they continue to thrive in the new emerging economy?

## **Providers of Business Advice to Indigenous Communities**

### *Services Available*

What start-up services are currently made available to South Australian Indigenous entrepreneurs?

How are Indigenous entrepreneurs in South Australia supported to grow their business if it is successful?

What coaching is currently made available to Indigenous entrepreneurs?

Where are the services provided from? Are Indigenous Entrepreneurs Business Advisory services available in South Australian remote Indigenous communities?

What barriers exist to Indigenous persons making use of the services available?

Are services equally accessed by men, women and young entrepreneurs in South Australia or is more tailored support required in a particular area?



### *Examples of Success / Failure*

Are there examples of where Indigenous entrepreneurs have been successfully supported to start up and grow a business and what has made these businesses successful?

Are there examples of where Indigenous startup businesses have been unsuccessful and what has contributed to the lack of success?

### *Networking and Incubation of Ideas*

The draft Indigenous Business Sector Strategy Consultation Paper released in May 2017 has a key goal to ensure Indigenous entrepreneurs can easily connect to strong and diverse networks that provide vital peer to peer learning and mentoring, greater connectivity with opportunity and markets, and foster opportunities to learn from experienced Australian business owners. How do you think this connectivity could be best provided in South Australia?

Do we need to give specific consideration to connecting young Indigenous entrepreneurs and female Indigenous entrepreneurs in this State?

### *Provision of Access to Information and Technology*

How can we assist South Australian Aboriginal businesses to adopt new technology to ensure they continue to thrive in the new emerging economy?

## Attachment 4 - Summary of Interviews

Table A4.1: Summary of Interviews

Business / Category	Interviewee
Anglicare	Sonia Waters
Department of Prime Minister and Cabinet	Mike Fordham, SA Regional Manager Mark Tutton, Adviser, Statewide Strategic Initiatives Co-ordination, Indigenous Affairs
Department of State Development	Minister for Aboriginal Affairs and Reconciliation, Kyam Maher MLC
Department of State Development (Industry Clusters)	Joe Aylward, Manager - Aboriginal Stakeholder Engagement Tristan Alexander, Senior Project Officer - Aboriginal Stakeholder Engagement
Department of State Development Office of the Industry Advocate	Doug Clinch, Principal Program Officer, Aboriginal Stakeholder Engagement Sue Panagaris, Industry Advocate - Consultant
Indigenous Business Australia (IBA)	Natalie Fishlock, Start-up & Development Officer
Indigenous Professional Services (IPS)	Kristal Kinsela, Director and Partner Doug Green, Associate and Communications Specialist
Jawun	Shane Webster, Director
Job Seekers / Employees (Metro)	5 people
Job Seekers / Employees (Regional)	4 people
Aspiring Entrepreneurs	2 people
Ochre Dawn	Rebecca Wessels, Managing Director
Department of Environment, Water and Natural Resources	Mark Anderson, District Manager
Far West Coast Aboriginal Corporation	Kerrie Harrison, Corporate Services Manager
Santos	Kylie Amber, Aboriginal Participation Adviser
Sodexo	Mark Thompson, Reconciliation Action Plan Manager
University of South Australia	Peter Buckskin, Dean: Aboriginal Engagement & Strategic Projects



**Attachment 5 - Aboriginal Business Connect Sample Report**



**ABORIGINAL BUSINESS CONNECT**  
SOUTH AUSTRALIA



**Aboriginal Business Connect**

**Extract to:** *Liz Brierley - liz.brierley@seagas.com.au*

**Sort By:** *Relevance - Descending*

**Organisation size:** *All*

**Aboriginal Business Connect Certified:** *All*

**Search result for:**

**Business Reach:** *SA;*

**Business List**

Extracted: 22/10/2017 09:57:10

No	Business Name	ABN	Business Activity	Phone Number	Contact Name	Website
1	BARRETT SERVICES PTY LTD	91618605717	3912 - Electrical equipment & components & supplies; 251739 - Electrical components; 261215 - Electrical wire; 721022 - Electrical services; 261216 - Electrical cable & accessories; 391213 - Electrical boxes & enclosures & fittings; 391217 - Electrical hardware & supplies; 411136 - Electrical measuring & testing equipment; 26121616 - Telecommunications cable; 46171610 - Security cameras; 43221703 - Television antennas; 43221720 - Automotive antennas; 43222802 - Circuit switchboard equipment;	0438665794	Aaron Barrett	<a href="http://www.barrettservices.com.au">www.barrettservices.com.au</a>
2	Carey (SA) Pty Ltd	42158562773	7210 - Building construction & support & maintenance & repair services; 7213 - General building construction; 7713 - Pollutants tracking & monitoring & rehabilitation services; 7712 - Pollution tracking & monitoring & rehabilitation; 7013 - Land & soil preparation & management & protection; 7110 - Mining services; 7111 - Oil & gas exploration services; 7114 - Oil & gas restoration & reclamation services;	(Private)	Chris O'Connor	<a href="http://pearceearthmovers.com.au/">http://pearceearthmovers.com.au/</a>
3	Gerard Pastoral Company Ltd	19600865594	721021 - Pest control; 101917 - Pest control devices; 301520 - Fencing; 701717 - Irrigation; 771116 - Environmental rehabilitation; 811015 - Civil engineering; 30152001 - Metal fencing; 30152002 - Wood fencing; 70141603 - Weed control services; 10171701 - Weed killer; 40151507 - Irrigation pumps; 21101510 - Irrigation pipes or tubes; 10121505 - Hay; 93141904 - Agricultural or rural cooperatives services;			<a href="http://www.gerardpastoral.com.au">www.gerardpastoral.com.au</a>



No	Business Name	ABN	Business Activity	Phone Number	Contact Name	Website
4	HGH Developments (SA) Pty Ltd	36149146485	2210 - Heavy construction machinery & equipment; 7213 - General building construction; 7210 - Building construction & support & maintenance & repair services; 3019 - Construction & maintenance support equipment; 811015 - Civil engineering; 721315 - Residential construction; 721316 - Commercial or industrial construction; 721317 - Infrastructure construction; 771116 - Environmental rehabilitation;	0458800834	Brock Hebbeman	
5	Kangaroo Island Ocean Safari	77945053453	7016 - Wildlife & flora; 9015 - Entertainment services; 9012 - Travel facilitation;		Anthony Brian Coppins	<a href="http://www.kangarooislandoceansafari.com.au">www.kangarooislandoceansafari.com.au</a>
6	Kanjini Development Pty Ltd	95115030236	93141707 - Cultural heritage preservation or promotion services;		Maitland Parker	
7	Kokatha Mining Services Pty Ltd	81153330235	7213 - General building construction; 7210 - Building construction & support & maintenance & repair services; 3018 - Plumbing fixtures; 2210 - Heavy construction machinery & equipment; 3019 - Construction & maintenance support equipment; 801117 - Personnel recruitment; 721023 - Plumbing & heating & air conditioning; 721315 - Residential construction; 721317 - Infrastructure construction; 221019 - Building construction machinery & accessories; 80111504 - Labor training or development; 93141802 - Recruitment services; 72103003 - Demolition services; 76101602 - Asbestos decontamination or removal; 72102304 - Plumbing system maintenance or repair;		Elaine Kite	<a href="http://www.kokatha.com.au">http://www.kokatha.com.au</a>
8	Komar Winnil Yunti Aboriginal Corporation	79793671838	8613 - Specialized educational services; 9314 - Community & social services; 9212 - Security & personal safety; 60105412 - Violence avoidance education or violence prevention instructional materials; 93141707 - Cultural heritage preservation or promotion services;	0428419953	Craig Rigney	<a href="http://kwy.org.au/">http://kwy.org.au/</a>

No	Business Name	ABN	Business Activity	Phone Number	Contact Name	Website
9	Narungga Construction Development Company	11162349751	7213 - General building construction; 7210 - Building construction & support & maintenance & repair services; 3019 - Construction & maintenance support equipment; 721315 - Residential construction; 721317 - Infrastructure construction; 221019 - Building construction machinery & accessories; 721316 - Commercial or industrial construction; 72131501 - Apartment construction;	0467817318	Klynton Wanganeen	
10	Sauce Shotz	88152385450	5016 - Chocolate & sugars & sweeteners & confectionary products; 5013 - Dairy products & eggs; 5015 - Edible oils & fats; 5017 - Seasonings & preservatives;		Anthony Brian Coppins	
11	Scotdesco Aboriginal Corporation	44335892243	9011 - Hotels & lodging & meeting facilities; 9010 - Restaurants & catering; 7014 - Crop production & management & protection; 7012 - Livestock services; 7017 - Water resources development & oversight;		Robert Larking	<a href="http://www.scotdesco.com.au">www.scotdesco.com.au</a>
12	The Trustee for A.M.Y. Nominees Charitable Trust	20084545959	941316 - Charity organizations;	(Private)	Cheryl Ross	
13	The Trustee for A.M.Y. Nominees Charitable Trust	82712432351	3019 - Construction & maintenance support equipment; 111417 - Food & tobacco waste & scrap; 111415 - Metal waste & scrap; 771116 - Environmental rehabilitation; 23181507 - Crushing machinery; 48111101 - Bottle or can vending machines;			
14	The Trustee for Brock Family Trust	15660828700	7213 - General building construction;	(Private)	Ryan Brock	
15	Zancott Recruitment Pty Ltd	13125300263	7213 - General building construction; 7810 - Mail & cargo transport; 7812 - Material packing & handling; 7813 - Material packing & handling; 7814 - Transport operations; 7110 - Mining services;		Cameron Buzzacott	<a href="http://www.zancott.com">www.zancott.com</a>
16	Australian Truck & 4WD Rentals Pty Ltd	88056422309	78111806 - Vehicle rental or leasing;	0400 656 449	Leonie Skelton	<a href="http://www.hertztrucks.com.au">www.hertztrucks.com.au</a>
17	David Liddiard Recruitment and Labour Hire	76600094255	8011 - Human resources services; 801116 - Temporary personnel services; 801117 - Personnel recruitment; 93141802 - Recruitment services;	08 8249 8941	Andrea MacIntyre	<a href="http://www.davidliddiardgroup.com.au/recruitment">http://www.davidliddiardgroup.com.au/recruitment</a>



No	Business Name	ABN	Business Activity	Phone Number	Contact Name	Website
18	Garridja	74026146859	8613 - Specialized educational services; 8610 - Vocational training;		Tauto Sansbury	<a href="http://garridja.com.au">garridja.com.au</a>
19	MIB Distribution Pty Ltd	73163097265	4713 - Cleaning & janitorial supplies;		Karen Franks	
20	N Collison Family Trust (Westcol)	85614037155	201218 - Directional drilling equipment;	(Private)	Nick Collison-Muckray	<a href="http://www.westcoldrilling.com.au">www.westcoldrilling.com.au</a>
21	National Aboriginal Cultural Institute Tandanya	50197852194	8611 - Alternative educational systems; 8613 - Specialized educational services; 8614 - Educational facilities; 901315 - Live performances; 901316 - Taped or motion picture performances;  901017 - Cafeteria services; 93142008 - Urban community services; 56111513 - Conference or non modular room packages; 90111601 - Conference centers; 30221003 - Cafeteria; 92101503 - Community outreach programs; 80141701 - Direct sales services; 90131501 - Theatrical performances or plays; 30222114 - Art gallery; 90131502 - Dance performances;	(Private)	Gemma Page	<a href="http://www.tandanya.com.au">www.tandanya.com.au</a>
22	The Trustee for RJS Family Trust	47156880226	7210 - Building construction & support & maintenance & repair services; 7213 - General building construction;		Rohan Scott	
23	Vimba Warta Civil and Mining Pty Ltd (SA)	37137705607	7110 - Mining services; 2010 - Mining & quarrying machinery & equipment; 2210 - Heavy construction machinery & equipment; 3019 - Construction & maintenance support equipment; 711016 - Mine drilling & blasting services; 811015 - Civil engineering; 221019 - Building construction machinery & accessories; 721017 - Concrete work; 71101501 - Mine development; 20101501 - Continuous mining equipment; 71101602 - Mine blasting services;	(Private)	Tony Scaffidi	<a href="http://www.vimbawarta.com.au">www.vimbawarta.com.au</a>

No	Business Name	ABN	Business Activity	Phone Number	Contact Name	Website
24	Walga Mining and Services Pty Ltd	74133554944	3012 - Roads & landscape; 1114 - Scrap & waste materials; 4619 - Fire protection; 461915 - Fire prevention; 111415 - Metal waste & scrap; 461916 - Fire fighting equipment; 30121604 - Cutback products; 46191505 - Fire alarm systems; 46191602 - Fire sprinkler systems; 46191605 - Fire suppression hand tools; 46191606 - Fire suppression foam or similar compounds; 46191501 - Smoke detectors; 30121605 - Manhole frames with covers; 46191601 - Fire extinguishers;			
25	First People Digital Pty Ltd	70072501538	811121 - Internet services; 43233510 - Mobile internet services software; 81111510 - Internet or intranet server application development services; 43232704 - Internet directory services software; 43232705 - Internet browser software; 80101507 - Information technology consultation services; 80141506 - Internet based market research; 82101603 - Internet advertising; 83121703 - Internet related services; 81111509 - Internet or intranet client application development services; 81111801 - Computer or network or internet security;	0408897275	Noel Bridge	firstpeopledigital.com.au
26	Firstaidpro PTY LTD	35314328436	4230 - Medical training & education supplies; 601056 - Health education & nutrition & food preparation instructional materials; 42301504 - Kits for medical education or training;	08 7120 2570	Sharon McCulloch	www.firstaidpro.com.au
27	MIB Enterprises Pty Ltd	12153166780	5018 - Bread & bakery products; 7814 - Transport operations; 7611 - Cleaning & janitorial services; 7612 - Refuse disposal & treatment; 9010 - Restaurants & catering;		Karen Franks	
28	Yaanma	24611392744	7210 - Building construction & support & maintenance & repair services; 7611 - Cleaning & janitorial services; 721029 - Grounds maintenance services;	0295819999	Melissa Brennan	www.yaanma.com.au



No	Business Name	ABN	Business Activity	Phone Number	Contact Name	Website
29	LC Aerial Pty Ltd	68603955586	7015 - Forestry; 701516 - Forestry industry; 251318 - Specialty aircraft; 83121602 - Tourism board services; 90151602 - Touring companies; 21102205 - Forestry skidders; 43232103 - Video creation & editing software; 45111805 - Video editors; 20121909 - Surveying systems; 70151603 - Timber production services; 25131705 - Target or reconnaissance drones;	0417798725	Charles Prime	<a href="http://www.lcaerial.com.au">www.lcaerial.com.au</a>
30	Alice Car Centre Pty Ltd	89008173411	2510 - Motor vehicles; 251015 - Passenger motor vehicles; 73161604 - Motor vehicles manufacture services; 73161605 - Motor vehicles parts or accessories manufacture services;	(Private)	Tom Kelly	<a href="http://www.peterkittle.com.au">www.peterkittle.com.au</a>
31	Anangu Ngangkari Tjutaku Aboriginal Corporation	30627281288	8514 - Alternative & holistic medicine; 8510 - Comprehensive health services; 8611 - Alternative educational systems;		Dr Francesca Panzironi	<a href="http://www.antac.org.au">http://www.antac.org.au</a>
32	Australian Indigenous Advisory Group Pty Ltd	98168752814	8016 - Business administration services; 8010 - Management advisory services; 9314 - Community & social services; 9310 - Political systems & institutions; 9315 - Public administration & finance services; 9311 - Socio political conditions; 7710 - Environmental management; 7110 - Mining services;	(Private)	Chris O'Connor	<a href="http://indigenousandvisorygroup.com.au/">http://indigenousandvisorygroup.com.au/</a>
33	CorporateConnect.AB Pty Ltd	84154256532	1411 - Paper products; 5313 - Personal care products; 80101505 - Corporate objectives or policy development;	08 8249 8941	Andrea MacIntyre	<a href="http://www.ccab.com.au/">http://www.ccab.com.au/</a>
34	CSA Amusements Pty Ltd	66165567313	901517 - Amusement parks;		Harley smans	<a href="http://www.csaamusements.com.au">www.csaamusements.com.au</a>
35	David Liddiard Group Pty Ltd	70166809061	80101505 - Corporate objectives or policy development;	08 8249 8941	Andrea MacIntyre	<a href="http://www.davidliddiardgroup.com.au">www.davidliddiardgroup.com.au</a>

No	Business Name	ABN	Business Activity	Phone Number	Contact Name	Website
36	Dreamtime Creative Pty Ltd	87607206995	8214 - Graphic design; 821415 - Art design services; 821117 - Creative writing; 821116 - Non technical writing; 82111801 - Editing services; 55101515 - Promotional material or annual reports; 42211710 - Writing aids for the physically challenged; 92101503 - Community outreach programs; 93141702 - Culture promotional services; 60105409 - Brand marketing or advertising instructional materials; 93141811 - Promotional services; 82141501 - Layout or graphics editing services; 82101801 - Advertising campaign services; 80141507 - Consumer based research or clinics or focus groups; 80141605 - Promotional merchandise; 93131701 - Anti tobacco campaigns; 82111704 - Copywriting;	(Private)	Janet Craig	www.dreamtimecreative.com.au
37	Empowerment 4 Riders	46863770764	60105308 - Team building skills instructional materials; 10101506 - Horses;	(Private)	Bianca Stawiarski	www.empowerment4riders.com
38	Envirologix Pty Ltd	27169552354	7213 - General building construction; 7210 - Building construction & support & maintenance & repair services; 3013 - Structural building products; 721315 - Residential construction; 721317 - Infrastructure construction; 931421 - Regional development;		Bruce Hammond	www.envirologix.com.au
39	Iga Warta Homelands Aboriginal Corporation	47189441977	5019 - Prepared & preserved foods; 901515 - Tourist attractions; 86101702 - Tourism related training; 90151502 - Historical or cultural sites;		Terrence Coulthard	www.igawarta.com
40	Indigenous Participation Solutions Pty Ltd	51615205519	9314 - Community & social services; 801015 - Business & corporate management consultation services; 80101706 - Professional procurement services; 86101704 - Procurement or supply chain training;	0437165986	Eugene Modystach	www.indigenousparticipation.com.au



No	Business Name	ABN	Business Activity	Phone Number	Contact Name	Website
41	Intract Australia Pty Ltd (South Australia)	32164014368	7110 - Mining services; 7210 - Building construction & support & maintenance & repair services; 7213 - General building construction; 811015 - Civil engineering; 721317 - Infrastructure construction; 721316 - Commercial or industrial construction;	(Private)	John Briggs	www.intract.com.au
42	JLB Yaran Pty Ltd	49159982751	7710 - Environmental management; 8010 - Management advisory services;			www.jlb.com.au
43	JLB Yaran Pty Ltd	49159982751	811415 - Quality control; 77101805 - Environmental quality control services;	0419 858 213	Richard Callaghan	www.jlb.com.au
44	Krystle Bilecki	36631457033	43232107 - Web page creation & editing software; 81112103 - World wide web WWW site design services;			www.indigebiz.com.au
45	Linking Futures Pty Ltd	69617389009	801015 - Business & corporate management consultation services; 80101504 - Strategic planning consultation services; 80101505 - Corporate objectives or policy development; 80101506 - Organizational structure consultation; 80101508 - Business intelligence consulting services;	08 7228 6820	Pary Agius	www.linkingfutures.com.au
46	Nalcarra Enterprises	48902869462	8613 - Specialized educational services;		Greg Hodgkinson	www.nalcarra.com.au
47	Ngare Connections Pty Ltd	69612380757	931317 - Health programs;			www.ngareconnections.com.au
48	Ngare Employment Solutions Pty Ltd	55611430052	801117 - Personnel recruitment; 93141802 - Recruitment services; 80111701 - Staff recruiting services;			www.ngareemployment.com.au
49	Parakeelya Pty Ltd	88611581303	7213 - General building construction; 7210 - Building construction & support & maintenance & repair services; 7013 - Land & soil preparation & management & protection; 7711 - Environmental protection; 7710 - Environmental management; 8010 - Management advisory services; 721315 - Residential construction; 721317 - Infrastructure construction; 721316 - Commercial or industrial construction; 81101508 - Architectural engineering;	1300335069	Ian Sandell	parakeelya.com.au
50	Parcis PTY LTD	55616307585	78111806 - Vehicle rental or leasing;	(Private)	Darren Walmsley	www.cedrent.com.au
51	Pitjantjatjara Council Aboriginal Corporation	91607081804	931417 - Culture;	(Private)	Robet Turner	pitjantjatjaracouncil.com.au

No	Business Name	ABN	Business Activity	Phone Number	Contact Name	Website
52	PriceWaterhouse Coopers Indigenous Consulting Pty Limited	51165106712	801015 - Business & corporate management consultation services; 80101501 - New business start up consultation services; 80101506 - Organizational structure consultation; 80101508 - Business intelligence consulting services; 80101504 - Strategic planning consultation services;	0407143168	Sally Clark	<a href="http://www.pwc.com.au/indigenous-consulting">http://www.pwc.com.au/indigenous-consulting</a>
53	Print Junction	40265514603	8214 - Graphic design; 8210 - Advertising; 5512 - Signage & accessories; 8212 - Reproduction services; 731519 - Industrial printing services; 821015 - Print advertising; 821415 - Art design services; 821215 - Printing; 82121503 - Digital printing; 82121505 - Promotional or advertising printing; 82101502 - Poster advertising; 82121507 - Stationery or business form printing;	08 8359 0788	LEON TORZYN	<a href="http://www.printjunction.com.au">www.printjunction.com.au</a>
54	Print Nation Pty Ltd	15602244995	8210 - Advertising; 8214 - Graphic design; 8014 - Marketing & distribution; 4412 - Office supplies; 5512 - Signage & accessories; 1410 - Paper materials; 1411 - Paper products; 821215 - Printing; 551015 - Printed publications; 82121505 - Promotional or advertising printing;	08 8249 8941	Andrea MacIntyre	<a href="http://www.printnation.com.au">www.printnation.com.au</a>



No	Business Name	ABN	Business Activity	Phone Number	Contact Name	Website
55	Rebecca Wessels	31456963225	5510 - Printed media; 8210 - Advertising; 8215 - Professional artists & performers; 9013 - Performing arts; 8214 - Graphic design; 8014 - Marketing & distribution; 821415 - Art design services; 601036 - Multicultural activities & resources; 551015 - Printed publications; 801416 - Sales & business promotion activities; 601210 - Art; 81112103 - World wide web WWW site design services; 55101515 - Promotional material or annual reports; 80141605 - Promotional merchandise; 82121505 - Promotional or advertising printing; 80111602 - Temporary marketing staff needs; 60105409 - Brand marketing or advertising instructional materials; 14111608 - Gift certificate;	08 7226 3732	Rebecca Wessels	www.ochredawn.com
56	Something Wild Australia	15612579370	5011 - Meat & poultry products; 5010 - Fruits & vegetables & nuts & seeds; 501120 - Processed & prepared meats; 731316 - Meat & poultry & seafood processing; 501115 - Meat & poultry; 50111510 - Fresh meat or poultry; 50111511 - Frozen meat or poultry;	(Private)	Daniel Motlop	www.somethingwild.com.au
57	SupplyPac Pty Ltd	68606695390	7310 - Plastic & chemical industries; 131020 - Thermoplastic plastics; 731015 - Petrochemical & plastic production; 231515 - Rubber & plastic processing machinery & equipment & supplies; 13111059 - Plastic resins; 24111503 - Plastic bags; 24121807 - Plastic cans; 24122002 - Plastic bottles; 30101515 - Plastic angles; 30101615 - Plastic bars; 30101715 - Plastic beams; 30101815 - Plastic channels;		Tony Coppins	
58	TQCSI Yaran Pty Ltd	46125638262	811415 - Quality control; 77101805 - Environmental quality control services; 70171601 - Water quality management;	0419858213	Richard Oliver Callaghan	www.tqcsi.com

No	Business Name	ABN	Business Activity	Phone Number	Contact Name	Website
59	Wakarla Glass Gorge Tours	32076452062	901515 - Tourist attractions; 90121501 - Tour arrangement services; 90121701 - Area or tour guides;		Reginald Wilton	<a href="http://wakarlaglassgorgetours.com.au/">http://wakarlaglassgorgetours.com.au/</a>
60	We Create Print Deliver	32015265919	8210 - Advertising; 821017 - Aerial advertising; 821018 - Advertising agency services; 821015 - Print advertising; 821016 - Broadcast advertising; 43233505 - Ambient music or advertising messaging software; 60105409 - Brand marketing or advertising instructional materials; 82101501 - Billboard advertising; 82101502 - Poster advertising; 82101503 - Magazine advertising; 82101504 - Newspaper advertising; 82101505 - Handbill or coupon advertising; 82101506 - Transit advertising services; 82101507 - Shopping news or advertising or distribution service; 82101508 - Trade or service directory or yellow page advertising;	(Private)	Patrick Caruso	<a href="http://www.wecreateprintdeliver.com.au">www.wecreateprintdeliver.com.au</a>
61	Yaran Business Services Pty Ltd	23110750715	8016 - Business administration services; 8011 - Human resources services; 8010 - Management advisory services; 8014 - Marketing & distribution; 8015 - Trade policy & services; 8610 - Vocational training; 801015 - Business & corporate management consultation services; 93141707 - Cultural heritage preservation or promotion services;		Richard (Rick) Callaghan	<a href="http://www.yaranbiz.com.au">www.yaranbiz.com.au</a>

No	Business Name	ABN	Business Activity	Phone Number	Contact Name	Website
62	Zancott Knight Facilities Management	42607759688	7210 - Building construction & support & maintenance & repair services; 1019 - Pest control products; 7315 - Manufacturing support services; 9212 - Security & personal safety; 761116 - Building component cleaning services;  721021 - Pest control; 721018 - Exterior cleaning; 721022 - Electrical services; 771115 - Environmental safety services; 811418 - Facilities management; 721029 - Grounds maintenance services; 46191505 - Fire alarm systems; 46191602 - Fire sprinkler systems; 46191608 - Fire suppression system; 78111805 - Transportation maintenance;		Cameron Buzzacott	
63	Zancott Knight Facilities Management Pty Ltd	42607759688	7611 - Cleaning & janitorial services; 7213 - General building construction; 7210 - Building construction & support & maintenance & repair services; 721022 - Electrical services; 721023 - Plumbing & heating & air conditioning; 811418 - Facilities management; 761115 - General building & office cleaning services; 801016 - Project management; 721026 - Carpentry; 73161517 - Air conditioning or ventilating or refrigeration equipment manufacture services; 72102305 - Air conditioning installation or maintenance or repair services;	0424711738	Markham Johnson	<a href="http://www.zancottknightfm.com/">http://www.zancottknightfm.com/</a>
64	Birubi Australia Pty Ltd	12164458628	7210 - Building construction & support & maintenance & repair services; 7213 - General building construction; 7613 - Toxic & hazardous waste cleanup; 721316 - Commercial or industrial construction;	08 8249 8941	Andrea MacIntyre	<a href="http://www.davidliddiardgroup.com.au">www.davidliddiardgroup.com.au</a>
65	Carey Training Pty Ltd	24099914664	8611 - Alternative educational systems; 8614 - Educational facilities; 8613 - Specialized educational services; 8610 - Vocational training; 861018 - In service training & manpower development; 86101705 - Clerical training; 86101802 - Re training or refreshing training services;	(Private)	Paul Brock	<a href="http://www.careytraining.com.au">www.careytraining.com.au</a>



No	Business Name	ABN	Business Activity	Phone Number	Contact Name	Website
66	Australian Institute for Loss and Grief P/L	88117236736	8611 - Alternative educational systems; 8613 - Specialized educational services; 8510 - Comprehensive health services;		ROSEMARY WANGANEEN	<a href="http://www.lossandgrief.com.au">www.lossandgrief.com.au</a>
67	Bookabee Australia	52261429637	8611 - Alternative educational systems; 8613 - Specialized educational services; 5019 - Prepared & preserved foods;		Haydyn Bromley	<a href="http://www.bookabee.com.au">www.bookabee.com.au</a>
68	Galyahna Pty Ltd	13616991890	4410 - Office machines & their supplies & accessories; 4617 - Security surveillance & detection; 9212 - Security & personal safety; 7213 - General building construction; 7210 - Building construction & support & maintenance & repair services; 4412 - Office supplies; 4920 - Fitness equipment; 4411 - Office & desk accessories; 4618 - Personal safety & protection; 7814 - Transport operations; 7810 - Mail & cargo transport; 7813 - Material packing & handling; 801016 - Project management; 781317 - Bulk storage; 781318 - Specialized warehousing & storage;	(Private)	Garrett Field	
69	Kakadu Tiny Tots Pty Ltd	91603651038	5310 - Clothing; 5311 - Footwear; 5313 - Personal care products;		Kylie-Lee Bradford	<a href="http://www.kakadutinytots.com.au/">http://www.kakadutinytots.com.au/</a>
70	Ocean Jewels Dreaming	85805967912	2312 - Textile & fabric machinery & accessories;	(Private)	Tina	<a href="http://www.oceanjewelsdreaming.com">www.oceanjewelsdreaming.com</a>

## **Attachment 6 - SA Businesses with Reconciliation Action Plans**

According to Reconciliation Australia, the Reconciliation Action Plan (RAP) program is a framework for organisations to realise their vision for reconciliation. Through the program, organisations develop a RAP—a business plan that documents what an organisation commits to do to contribute to reconciliation in Australia. A RAP enables an organisation to commit to implementing and measuring practical actions that build respectful relationships and create opportunities for Aboriginal and Torres Strait Islander peoples.

There are four different RAPs within the Program:

### ***Reflect***

A Reflect RAP is for organisations just starting out on their reconciliation journey and who need to build the foundations for relationships, respect and opportunities.

A Reflect RAP will give an organisation the time and opportunity to raise awareness and support for RAP inside your organisation. It will also assist you to develop a solid RAP governance model and build the business case for future commitments to cultural learning, and practising cultural protocols considering Aboriginal and Torres Strait Islander employment.

### ***Innovate***

An Innovate RAP is for organisations that have developed relationships with their Aboriginal and Torres Strait Islander stakeholders and are ready to develop or implement programs for cultural learning, Aboriginal and Torres Strait Islander employment and supplier diversity.

An Innovate RAP will give an organisation the freedom to develop and test new and innovative approaches, and embed the RAP in the organisation.

### ***Stretch***

A Stretch RAP is for organisations ready to challenge themselves by setting targets for the actions outlined in their RAP.

A Stretch RAP will give your organisation the opportunity to focus on tried and tested strategies and programs and set clear and measurable targets to deepen its impact.

### ***Elevate***

An Elevate RAP is for organisations with a long, successful history in the RAP Program; a current Stretch RAP and a willingness to significantly invest in reconciliation

Elevate RAP organisations are among an elite group of leaders driving reconciliation in their sector.

Joining the RAP Program offers an organisation:

- Access to a tried and tested program based on evidence
- A framework for action, developed in consultation with Aboriginal and Torres Strait Islander communities and organisations as well as government and corporate Australia
- Membership to a dynamic, supportive and fast growing community of RAP organisations who are paving the way.

A RAP gives an organisation the best chance of achieving Aboriginal and Torres Strait Islander engagement objectives, and delivering broader outcomes including:

- The opportunity to become an employer of choice for Aboriginal and Torres Strait Islander peoples.
- A more dynamic, innovative and diverse workforce.
- A more culturally safe and tolerant workplace.
- Access to new markets and better penetration of existing markets.
- Better service delivery to Aboriginal and Torres Strait Islander peoples and communities.
- The opportunity to contribute to new projects, industries, services, products and ways of doing business.

A review of Reconciliation Australia’s website identified the following SA companies (SA based or with an SA office) with a current RAP (Reflect/Innovate or Stretch).

**Table A6.1: South Australian Companies with a Reconciliation Action Plan (Reflect, Innovate or Stretch)**

Business Name	RAP Coverage	Industry
3M	2017-2018	Service Industry
Adelaide City Council	2015-2018	Local Government
Association of Independent Schools	2015-2018	Education
Ausgrid	2017-2019	Energy/utilities
Australian Association of Social Workers	2017-2019	Community Sector
SA Attorney Generals Department	2014-2017	State Government
Australia Executor Trustees	2015-2017	Professional Services
BGIS	2017-2019	Property and Facilities Management
Cater Care Services	2017-2019	Property and Facilities Management
Centacare	2015-2017	Community Sector
City of Marion	2016-2019	Local Government
City of Tea Tree Gully	2016-2017	Local Government
Community Centres SA	2016-2018	Community Sector
Guide Dogs SA/NT	2017-2018	Community Sector



Business Name	RAP Coverage	Industry
HESTA	2017-2019	Superannuation
Lee Green	2017-2017	Professional Services
Microsoft	2017-2018	Technology
Mirvac	2017-2019	Property Development
Mission Australia	2017-2019	Community Sector
National Shelter	2016-2018	Community Sector
OARS Community Transactions	2017-2018	Community Sector
Port Adelaide Football Club	2017-2020	Sport
Positive Partnerships	2017-2020	Community Sector
SA Department of State Development	2016-2018	State Government
SA Water	2017-2020	Energy/utilities
Royal Aust & NZ College of Psychiatrists	2016-2018	Service Industry
SAPOL	2017-2019	State Government
SMEC Group	2017-2018	Construction
Serco Asia Pacific	2017-2019	Service Industry
St John of God Healthcare	2017-2019	Service Industry
Transfield	2015-2018	Service Industry
Theiss	2017-2020	Construction
Veolia	2017-2019	Service Industry
Community Banking Sector	2017-2019	Service Industry
Workskil	2017-2018	Community Sector

Table A6.2: Businesses with an Elevate Reconciliation Plan<sup>9</sup>

Business Name	RAP date	Industry	SA Office Y/N	States
Brierty Ltd	2015-2018	Engineering	N	WA
Commonwealth Bank*	2017-2019	Banking	Y	National
Crown Resorts	2015-2017	Service Industry	N	Vic & WA
KPMG*	2017-2020	Service Industry	Y	National
Gold Coast Commonwealth Games	2018-2022	Sport	N	Qld
Herbert Smith Freehills	2015-2017	Service Industry	N	NSW
Department of Human Services*	2015-2017	Federal Government	Y	National
National Australia Bank*	2015-2017	Banking	Y	National
Richmond FC	2015-2017	Sport	N	Vic
Qantas*	2015-2018	Service Industry	Y	National
Lendlease*	2016-2018	Service Industry	Y	National
Telstra*	2015-2018	Service Industry	Y	National
Swinburne University	2017-2019	Education	N	Vic
Sodexo*	2015-2017	Service Industry	Y	SA, Vic, WA, NSW
Rio Tinto	2016-2019	Mining	N	WA, NT, Vic & Qld.
Transfield*	2015-2018	Service Industry	Y	National
Westpac *	2015-2017	Banking & Finance	Y	National

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<sup>9</sup> \* Indicates SA Office

## **Attachment 5**



Governor's Leadership Foundation Program 2018  
Community Action Project Report

Aboriginal Economic Participation  
Procurement Review

For the Don Dunstan Foundation

October 2018

GLF Project team

Rebecca Adams  
Michelle Donnelly  
Heather Jensen  
Stella Kondylas  
Andrew Perry  
Luke Sandery

## **Acknowledgement of Country**

We acknowledge and respect the traditional lands of all Aboriginal people, we respect all Elders past, present & future. We ask all people that walk, work & live on traditional Aboriginal lands, to be respectful of culture & traditions and work together as one to better Aboriginal Health.

We would like to thank all the people who gave us their time and provided information to assist us to successfully complete this report for the Don Dunstan Foundation. The support received from Cathie King and David Pearson from the Don Dunstan Foundation was greatly appreciated, all those we interviewed, Community Centres SA and the Governors Leadership Foundation Program thank you for supporting this project from the beginning.

A special thank you to the Premier of South Australia, Hon Steven Marshall MP for generously taking the time to meet and discuss this project with us. We hope that this report will assist in increasing Aboriginal Economic participation for our great state.

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## Executive summary

An integral part of the Governors Leadership Foundation Program (GLF) is to assist an organisation through a Community Action Project. Our 2018 project team chose to support the Don Dunstan Foundation to build on recommendations made from a 2017 report to increase Aboriginal participation in the South Australian economy.

This report prepared by a previous GLF project team highlighted three key areas within the current South Australian landscape that may impact on Aboriginal economic participation: supporting Aboriginal entrepreneurs; increasing Aboriginal employment; and procuring from Aboriginal businesses.

The 2018 team agreed to focus their project on reviewing procurement processes in order to discover barriers, bias and or assumptions regarding Aboriginal Businesses procuring for tenders within South Australia across public and private sectors. Consultation with the Don Dunstan Foundation lead to the objective to "Increase the economic participation of Aboriginal people in South Australia through the review of procurement tender processes across government and private organisations."

Utilising the expertise and networks within the project team we were able to investigate and critically evaluate three distinct industries via case studies: Government, Mining and Defence. These three sectors together hold significant economic opportunities across the state in terms of employment and procurement. In addition, these sectors play a role in land management of areas of significance to Aboriginal custodians and traditional owners.

Having identified a clear vision for investigation and a desire to have a big impact and provide the Don Dunstan Foundation with some tangible recommendations the team then identified assumptions, undertook interviews, interpreted the results and provided recommendations as shown below.

The challenges for the project team comprised limited procurement data, information of products and services being procured from Aboriginal businesses as well as identifying the significant support services that are available that lacked market presence. Our own lack of knowledge and understanding of Aboriginal businesses and procurement processes across State Government and private industry.

A combination of the findings from the case studies and the interviews resulted in the following recommendations being identified:

1. Targets and feedback mechanisms for outcomes

Set government and private sector targets which are financial and activity-based with results regularly reported.

2. Collection of data

Collect and report on data relating to procurement from Aboriginal businesses to assess progress towards achieving the objective.

3. Broaden definition of Aboriginal business

Expand the criteria to qualify as an Aboriginal business to include a business that permanently employs a minimum percentage of Aboriginal people is likely to lead to increased employment opportunities and reduce unintended consequences of the ownership target.

Expand the criteria to encourage tenderers to subcontract work to Aboriginal businesses to assist the capacity building process of Aboriginal businesses.

4. Advocate for a liaison officer to represent Aboriginal businesses

Appoint a liaison officer to assist Aboriginal businesses identify tender opportunities, match capabilities with contracts and assist with the process.

The officer will also facilitate relationship building between business owners and Government Departments.

5. Leader's Forum for Government, Industry and Aboriginal business owners

Facilitate a round table discussion to raise awareness, network and share strategies to achieve the objective.



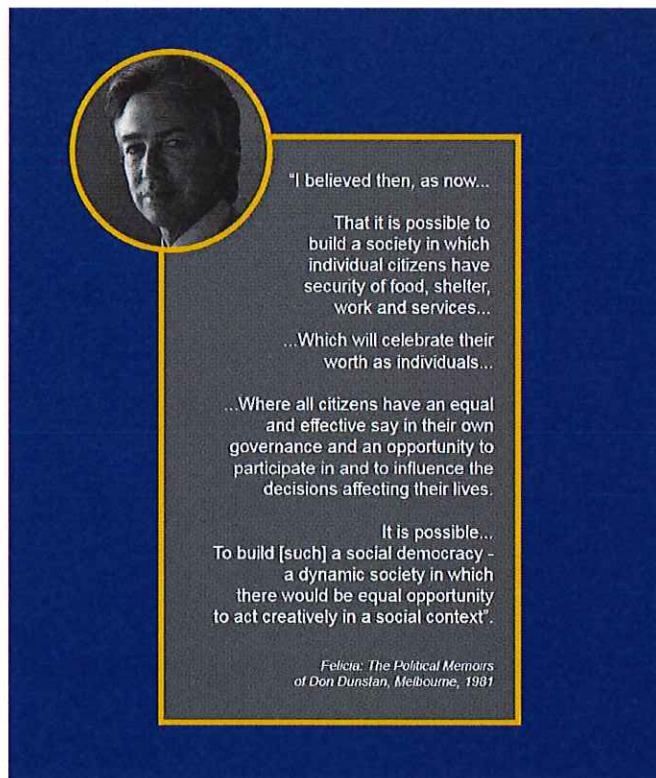
## Background

In 2017 participants of the Governors Leadership Foundation Program (GLF) worked with the Don Dunstan Foundation to identify a number of recommendations to increase Aboriginal economic participation. Building on this work, the aim of the 2018 Community Action Project group is to identify ways to increase the economic participation of Aboriginal people in South Australia through increasing procurement from Aboriginal businesses.

The Don Dunstan Foundation is a charitable trust that works with its University partners, The University of Adelaide and The Flinders University of South Australia, to gain a deeper understanding of social justice issues and to share these understandings with the greater community to influence change.

### Don Dunstan Foundation Values

- Cultural Diversity
- The freedom of individuals to control their lives
- The just distribution of global wealth
- Democratic and inclusive forms of governance
- Respect for fundamental human rights
- Respect for Indigenous people and protection of their rights



The 2018 GLF project team supporting the Don Dunstan Foundation to achieve this aim:



**Project team**

- |                   |  |
|-------------------|--|
| Rebecca Adams     | (Finance Manager, Chalk Hill Viticulture)  |
| Michelle Donnelly | (Program Manager, Design & Delivery Leadership Programs, Department for Education)                   |
| Stella Kondylas   | (Manager Conservation, Sustainability and Wildlife Management, Department for Environment and Water) |
| Heather Jensen    | (Director, Carrington Financial Services SA Pty Ltd)   |
| Andrew Perry      | (Business Development Manager South East Asia and Australia, Surveillance, FLIR Systems Inc)         |
| Luke Sandery      | (General Manager Prominent Hill, OZ Minerals Ltd)  |

## Initial review of relevant research

### Why is Aboriginal economic participation so important?

There are numerous measures highlighting the gap between Indigenous and non-Indigenous Australians including life expectancy, employment opportunities and many more alarming statistics<sup>1</sup>. Not only does this result in inequality in Australia, there is also an economic cost to the Australian economy that the disadvantage faced by Indigenous Australians creates<sup>2</sup>.

The economic benefit of closing the gap is estimated to be a 1.15% increase to Australia's economy<sup>2</sup>. Additionally, there are moral motivations and rights of Australia's First Peoples as set out by International law to consider<sup>1</sup>.

### Why increase procurement from Aboriginal businesses?

The premise behind increasing the economic participation of Aboriginal people in South Australia is that there is currently a gap in opportunities and employment available in comparison to non-Indigenous Australians. There is a multitude of research to support this including KPMG's report on igniting the Indigenous community, which presents alarming statistics of only 46% of working age Aboriginal people currently in work<sup>3</sup>. Closing this gap will have far reaching benefits for Aboriginal and Torres Strait Islander communities, the Australian economy as a whole<sup>2</sup> and achieve a participatory approach to reducing the gap by increasing the economic footprint of Aboriginal businesses<sup>5</sup>.

Whilst there are many valid strategies to begin to address this issue, procuring goods and services from Aboriginal businesses is the focus of this project. It has been suggested that Indigenous businesses provide superior employment results for Indigenous workers<sup>6</sup>.

<sup>1</sup> Australian Human Rights Commission (2014) *Face the Facts*. Available at: <https://www.humanrights.gov.au/education/face-facts> [Accessed 10th December 2018].

<sup>2</sup> Deloitte (2014). *Economic benefits of closing the gap in Indigenous employment outcomes*. Available at: <https://www2.deloitte.com/au/en/pages/economics/articles/economic-benefits-closing-gap-in-indigenous-employment-outcomes.html> [Accessed 8 September 2018].

<sup>3</sup> KPMG (2016). *Igniting the Indigenous Economy*. Available at: <https://home.kpmg.com/au/en/home/insights/2016/10/igniting-indigenous-economy.html> [Accessed 20 June 2018].

<sup>5</sup> Jacobs, C. (2017). *Risky business: the problems of Indigenous business policy*. Available at: <https://www.cis.org.au/app/uploads/2017/11/rr35-e.pdf> [Accessed 20 June 2018].

<sup>6</sup> Hunter, B. (2015). Whose business is it to employ Indigenous workers?. *The Economic and Labour Relations Review*, 26(4) pp. 631-651.



Additionally, findings by Supply Nation suggest Indigenous businesses employ a higher proportion of Indigenous employees compared to non-Indigenous businesses<sup>7</sup>.

#### Lessons learnt from Government procurement policies in Canada and Australia

In both Canada and North America variations on the Indigenous Procurement Policy have been in place for many years with the same purpose, to improve economic outcomes for their Indigenous people through opportunities created through Federal procurement processes<sup>8</sup>.

In Canada, each federal department or agency that purchases in excess of \$1 million worth of goods, services, and construction annually has agreed to establish performance objectives related to the Public Sector Accounting Board (PSAB). However, the 2007 PSAB review noted that there were no institutionalised consequences for departments that failed to set aside contracts, or that failed to achieve their targets.

Based on data from 1996 to 2006, a review of the PSAB in 2007 found that the participation of Aboriginal firms in Canadian federal government procurement processes had improved in relation to three key measures:

- in 1996, the percentage of contracts awarded to Aboriginal firms was less than one per cent, but by 2003 the percentage had increased to four per cent, and had remained at that level to 2006;
- in 1996 and 1997, the proportion of contracting dollars to Aboriginal firms was negligible, but in 2006 the proportion was five per cent; and
- from a high of 72 per cent in 1998, the share of PSAB set aside contracts in awards to Aboriginal firms had declined to six per cent in 2006, suggesting that set asides had become less important in supporting the activity of Aboriginal businesses in federal contracting<sup>9</sup>.

<sup>7</sup> Supply Nation (2015). *The Sleeping Giant*. Available at: <https://supplynation.org.au/wp-content/uploads/2018/08/Sleeping-Giant-Report.pdf> [Accessed 24 July 2018].

<sup>8</sup> Government of Canada (2014). *Procurement Strategy for Aboriginal Business - Booklet*. Available at: <https://www.aadnc-aandc.gc.ca/eng/1354798736570/1354798836012>, [Accessed: 8 October 2018].

<sup>9</sup> Hamilton, P. (2015). *Procurement strategy for Indigenous business: The Canadian experience, and lessons for Australia*. Available at: [https://www.aph.gov.au/About\\_Parliament/Parliamentary\\_Departments/Parliamentary\\_Library/FlagPost/2015/March/Canada\\_Procurement\\_Strategy\\_for\\_Aboriginal\\_Business](https://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/FlagPost/2015/March/Canada_Procurement_Strategy_for_Aboriginal_Business) [Accessed 8<sup>th</sup> October].

Both Canada and Australia have implemented an exemption for government procurement officers to award contracts to Indigenous businesses without a tender process up to the value of \$80,000<sup>10</sup> and \$220,000<sup>11</sup>.

A current Commonwealth strategy to increase incentives for government organisations to engage with Aboriginal businesses is the Indigenous Procurement Policy (IPP)<sup>12</sup>. Positive correlation between Aboriginal businesses and employment of Aboriginal people indicate achieving the targets of the Indigenous Procurement Policy are likely to have a positive impact on Aboriginal & Torres Strait Islander economic participation<sup>13</sup>.

A study by Jacobs<sup>14</sup> acknowledges former government policies create perverse incentives and Indigenous people remain stuck in passive welfare economies. Promoting Indigenous owned businesses is a more participatory way to reduce economic exclusion and initial findings show improvement, however issues remain.

Federal IPP requires 3% of all federal procurement contracts be awarded to Indigenous businesses. But this measure is based on contract number rather than actual spend. This measure was brought forward to 2016-2017 rather than by 2020. The increase in Indigenous businesses is shown below:

Table 1: Comparison of pre and post IPP results<sup>15</sup>

	Pre-IPP	Post IPP Announcement (2015)
Self Employed	6% Indigenous, 17% non-indigenous (2006)	6.6% Indigenous, 15-17% non-indigenous (2016)
Number of businesses	1845 (2001), 8900 (2011)	12,000-16,000 (2016)
Supply Nation listed suppliers	276 (2014)	1306 (2017)
Commonwealth Government procurement from Indigenous	\$6 million (2012-13)	\$500 million (2017)
Percentage of contracts		2.9% (2016)
Percentage of actual spend		0.94% (2016)
Average contract value		\$121,800 (2016-2017)

<sup>10</sup> Government of Canada (2014). *Procurement Strategy for Aboriginal Business - Booklet*. Available at: <https://www.aadnc-aandc.gc.ca/eng/1354798736570/1354798836012>, [Accessed: 8 October 2018].

<sup>11</sup> Burton, R., Tomkinson, E. (2015). *The Sleeping Giant*. Available at: <https://supplynation.org.au/wp-content/uploads/2018/08/Sleeping-Giant-Report.pdf> [Accessed 24 July 2018].

<sup>12</sup> Department of Prime Minister & Cabinet (2015). *Commonwealth Indigenous Procurement Policy*. Available at: <https://www.pmc.gov.au/indigenous-affairs/economic-development/indigenous-procurement-policy-ipp>. [Accessed 20 June 2018].

<sup>13</sup> Hunter, B. (2015). Whose business is it to employ Indigenous workers?. *The Economic and Labour Relations Review*, 26(4) pp. 631-651.

<sup>14</sup> Jacobs, C. (2017). *Risky business: the problems of Indigenous business policy*. Available at: <https://www.cis.org.au/app/uploads/2017/11/rr35-e.pdf> [Accessed 20 June 2018].

<sup>15</sup> Jacobs, C. (2017). *Risky business: the problems of Indigenous business policy*. Available at: <https://www.cis.org.au/app/uploads/2017/11/rr35-e.pdf> [Accessed 20 June 2018].

Suggestions from this research include:

- Slowing the target in order to reduce pressure and avoid unintended consequences such as business ownership without effective control
- Encourage positive behaviour by including weighting toward businesses that are not only owned but employ or sub-contract Aboriginal people
- Greater data capture and availability of this data to foster transparency and clarity around the use of the IPP policy
- Introduce tiers so companies that reach certain capacity become ineligible for preferential consideration in order to reduce reliance on government spend
- Review provision/access to finance by Aboriginal businesses particularly small and emerging
- Provide support that will foster less reliance on government grants via bank lending that will integrate businesses into mainstream finance arrangements.
- Be aware cultural expectations that may impede business development and for the Indigenous business to balance these with responsibility of running a business.

The report also discussed State and Territory Indigenous Procurement Policies in place:

Table 2: Summary of government commitments<sup>15</sup>

	Jurisdiction	Key Commitments to Indigenous business
Indigenous Procurement Policy (2015)	Commonwealth	3% of Commonwealth contracts to Indigenous business by 2016-17 (revised from 2020). Mandatory set asides for contracts valued between \$80,000 - \$200,000. Set asides for remote contracts.
Aboriginal Business Procurement Policy (2014)	SA	Procurement targets for purchases up to \$220,000. The establishment of preferred Aboriginal business and enterprise tender lists by State Government agencies.
Aboriginal Business Connect (2016)	SA	Online partnership with Supply Nation encouraging increased procurement by the private sector.
QLD Indigenous Procurement Policy (2017)	QLD	Growing Indigenous small business and entrepreneurship. Set aside for certain Government contracts to be awarded to Indigenous businesses. 3% of addressable spend by 2022.
Indigenous Business Development Program (2017)	NT	Grants to start or expand a business. Between \$1,000-\$30,000. One on one support from a small business champion.



Other unintended consequences have also been highlighted in research including appointing ownership to a person who identifies as an Aboriginal or Torres Strait Islander who does not have any formal control of the business, this is referred to as “black cladding”<sup>17</sup>. Additionally, targets focused on quantity of contracts rather than value, for example the measurement of IPP for 2015-16 resulted in 2.9% contracts but this equated to 0.94% spend<sup>18</sup>.

To identify and assess the engagement of Aboriginal businesses, the definition must be considered. A commonly used definition of an Aboriginal business revolves around ownership of the business. Aboriginal Business connect requires 50% ownership for registration, whereas 51% ownership and control enable a business to be a certified supplier with them<sup>19</sup>.

This ownership requirement of the definition is consistent with Canada’s PSAB, however there is an additional element to the Canadian criteria where one third of the employees who identify as Aboriginal for a business that has six or more full time staff can meet the definition as well<sup>20</sup>.

### History of Mining Procurement Practices in Australia and Canada

A great deal of work has been directed towards creating best practices for mining companies to increase local procurement. A coalition out of the University of Queensland in Australia and the International Finance Corporation created two key toolkits in 2010<sup>21</sup> and 2011<sup>22</sup> respectively that worked to codify best practices in local procurement in the most comprehensive manner to date. Importantly, both of these toolkits incorporate guidance and case studies from Canada and Australia involving companies that purchase from Aboriginal suppliers. These, along with a number of leading efforts by a handful of mine sites around the world – such as Newmont in Ghana, BHP Billiton in Chile and, Rio Tinto in Mongolia - have

<sup>17</sup> Jacobs, C. (2017). *Risky business: the problems of Indigenous business policy*. Available at: <https://www.cis.org.au/app/uploads/2017/11/rr35-e.pdf> [Accessed 20 June 2018].

<sup>18</sup> Jacobs, C. (2017). *Risky business: the problems of Indigenous business policy*. Available at: <https://www.cis.org.au/app/uploads/2017/11/rr35-e.pdf> [Accessed 20 June 2018].

<sup>19</sup> Aboriginal Business Connect (2018). *Registration and Certification*. Available at: <http://www.aboriginalbusinessconnect.com.au/registration-and-certification> [Accessed 8 September 2018].

<sup>20</sup> Hamilton, P. (2015). *Procurement strategy for Indigenous business: The Canadian experience, and lessons for Australia*. Available at: [https://www.aph.gov.au/About\\_Parliament/Parliamentary\\_Departments/Parliamentary\\_Library/FlagPost/2015/March/Canada\\_Procurement\\_Strategy\\_for\\_Aboriginal\\_Business](https://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/FlagPost/2015/March/Canada_Procurement_Strategy_for_Aboriginal_Business) [Accessed 8<sup>th</sup> October 2018].

<sup>21</sup> Esteves, A.M., Brereton, D., Samson, D. and Barclay, M.A. (2010). *Procuring from SMEs in Local Communities: A Good Practice Guide for the Australian Mining, Oil and Gas Sectors*. Available at: <https://www.csr.uq.edu.au/publications/procuring-from-smes-in-local-communities> [Accessed 8<sup>th</sup> October 2018].

<sup>22</sup> Barnes, R., Harvey, B. and Kemp, D. 2015. *Benchmarking Leading Practice in Aboriginal Business Procurement in the Extractive Resource Sector*. Available at: <https://www.csr.uq.edu.au/publications/benchmarking-leading-practice-in-aboriginal-business-procurement-in-the-extractive-resurce-sector>. [Accessed 8<sup>th</sup> October 2018].

contributed to the development of industry best practices. In Canada those best practices have been developed but are not yet standard operating procedure across the industry.

In Canada, Aboriginal procurement and spend across Canadian mining operations exists within the context of voluntary initiatives put forward by organisations like the Mining Association of Canada (MAC)'s Toward Sustainable Mining (TSM) Protocol. The protocol has four performance indicators related to consultation and engagement and includes grievance mechanisms to support companies who engage with Aboriginal groups. While there are no legal requirements to engage Aboriginal communities in business development opportunities, the TSM Protocol has operating principles that encourage corporate policies to guide Aboriginal business development, and many companies choose to publish their annual Aboriginal spend as part of their social reporting. In line with current existing federal and provincial legal requirements, these protocols and principles encourage companies to engage with Aboriginal communities and businesses. Despite this, there is little clear guidance and in most cases, mining companies are tasked with coordinating and navigating their relationships with Aboriginal businesses on their own<sup>23</sup>

### Lessons from Australia

Canadian mining companies, government officials and other stakeholders are looking to Australia for guidance and ideas to increase procurement from Aboriginal businesses. Sharing similar geographical challenges and sparse populations, as well as a similar average standard of living across non-Aboriginal populations, Australia has been moving along this path over the last two decades.

An example of capacity building by an Australian mining company is the Fortescue Metals Group Ltd case study explored by Forrest<sup>24</sup>. The company set a target to award contracts to businesses worth \$1.1 million in December 2011 and held the company's managers accountable to achieve those targets. This approach was largely successful with Fortescue reporting meeting its target by July 2013.

### Procurement in the Defence Industry

Defence won a Supplier Diversity Award from Supply Nation, which encourages large organisations to buy from the suppliers it certifies as having either 50% or 51% Indigenous

<sup>23</sup> Darychuk, A., Travers, K. (2016). *Partnerships in Procurement Understanding Aboriginal business engagement in the Canadian mining industry*. Available at: <https://www.ccab.com/wp-content/uploads/2016/11/Partnerships-in-Procurement-FullReport.pdf>. [Accessed 8<sup>th</sup> October 2018].

<sup>24</sup> Forrest, A. (2014). *Creating Parity*. Available at: <https://www.pmc.gov.au/sites/default/files/publications/Forrest-Review.pdf> [Accessed 8 September 2018].



ownership, at the organisation's recent Connect 17 conference. The gong recognises the department as "government member of the year" on Supply Nation's list of big buyers<sup>25</sup>.

"Defence has played a key role in supporting the government's Indigenous Procurement Policy – both through our senior leadership engagement with the program, and as the department with the highest level of Indigenous procurement contracts" Kim Gillis, deputy secretary said.

For the 2015/16 financial year Defence awarded 285 contracts to Indigenous businesses worth over \$141 million. Overall, \$407m worth of contracts went to 708 suppliers via the policy in the past 18 months. This has been through direct contracts or as part of the supply chain of some of Australia's biggest companies.

Supply Nation CEO Laura Berry told the conference: "Indigenous businesses are far more likely to employ other Indigenous people – despite Indigenous people only making up 3% of the population. On Supply Nation's directory, Indigenous Business Direct, Indigenous employment averages 40%."

Research into how the targets are calculated show that all is not what it seems. The dollar value target allows portfolios to convert actual procurement spend into a numerical representation of contracts<sup>26</sup>. This value is based on the average of all Commonwealth contracts under \$1 million over the past three financial years. The figure was set at \$91,931 for the IPP's first year in 2015–16.

Under the system, a portfolio may divide the actual expenditure of a large contract by the average figure, recording each multiple as an individual contract. For example: In January 2016 the Department of Defence signed a contract with a joint venture between Badge Constructions and National Aboriginal Construction Partners. The contract was worth \$11,996,900. Hypothetically, if the dollar value provision is applied to this single contract via the equation it would represent 130.5 contracts under the IPP.

Portfolios may use the dollar value conversion to meet the entirety of their IPP target, or a combination of actual contracts and dollar value conversions. For example, the Department of Defence had a 2015–16 target of 70 contracts. It could theoretically enter into 50 actual contracts and sign one contract to the value of \$1,838,620 (20 x \$91,931) and use the dollar value system to convert this into 20 contracts<sup>27</sup>.

<sup>25</sup> Easton, S. (2017). *Defence recognised for Indigenous procurement leadership*. Available at: <https://www.themandarin.com.au/79069-defence-recognised-indigenous-procurement-leadership/> [Accessed 8<sup>th</sup> October 2018].

<sup>26</sup> Department of Prime Minister & Cabinet (2015). *Commonwealth Indigenous Procurement Policy*. Available at: <https://www.pmc.gov.au/indigenous-affairs/economic-development/indigenous-procurement-policy-ipp> [Accessed 8<sup>th</sup> October 2018].

<sup>27</sup> Jacobs, C. (2017). *Risky business: the problems of Indigenous business policy*. Available at: <https://www.cis.org.au/app/uploads/2017/11/rr35-e.pdf> [Accessed 20 June 2018].



# Objectives of the Community Action Project

Initial consultation with the Don Dunstan Foundation resulted in agreement to focus on what outcomes could be achieved by building on the work of the 2017 GLF team. Given the skills and business networks of the 2018 team, it was concluded that a procurement focus across government and industry was likely to result in more significant outcomes.

The 2017 report provided a roadmap of the services and organisations involved in the procurement of Aboriginal business (see figure 1 below). The 2018 project team quickly realised this was a much larger task than first thought mainly due to the complexity of the issue and the lack of data available.

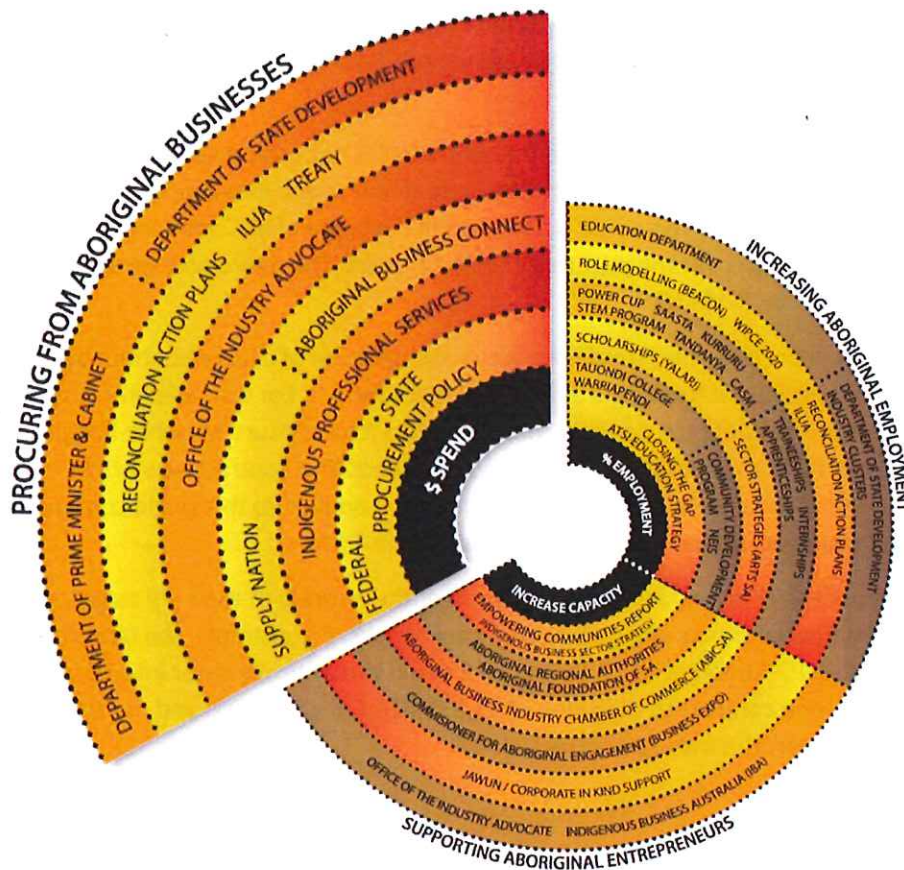


Figure 1: Infographic of the current landscape of Aboriginal economic participation with a focus on procurement<sup>28</sup>

<sup>28</sup> Brierly, L., Croall, H., Power, J., Rowberry, S., Kumar, S., Doussa, J. (2017), Increasing Aboriginal Participation in the South Australian Economy. Available at: [https://www.dunstan.org.au/docs/Increasing\\_Aboriginal\\_Participation\\_in\\_the\\_SA\\_Economy\\_Final\\_Report.pdf](https://www.dunstan.org.au/docs/Increasing_Aboriginal_Participation_in_the_SA_Economy_Final_Report.pdf) [Accessed 7<sup>th</sup> March 2018].

Based on the relevant research and consultation with the Don Dunstan Foundation, the following objective was identified:

*“Increase the economic participation of Aboriginal and Torres Strait Islander people in South Australia through the review of procurement tender processes across government and private organisations.”*

Most prominent in the project team’s thoughts was the need to be considerate and absolutely correct in details to ensure respectful discussions, reflections and assumptions. The team agreed that this aspect of our management of the program was of the highest importance. Thus, a secondary objective was identified to guide the process towards achieving the primary objective:

*“To ensure that Aboriginal people involved with our Community Action Project and those who may be affected be given every opportunity to have their voice heard and respected, with the aim of achieving a balanced and true account of the procurement processes in South Australia.”*

## Key Stakeholders

### Stakeholder Analysis

Key stakeholders were identified and their interests analysed to guide the project as outlined below and in Appendix 1:

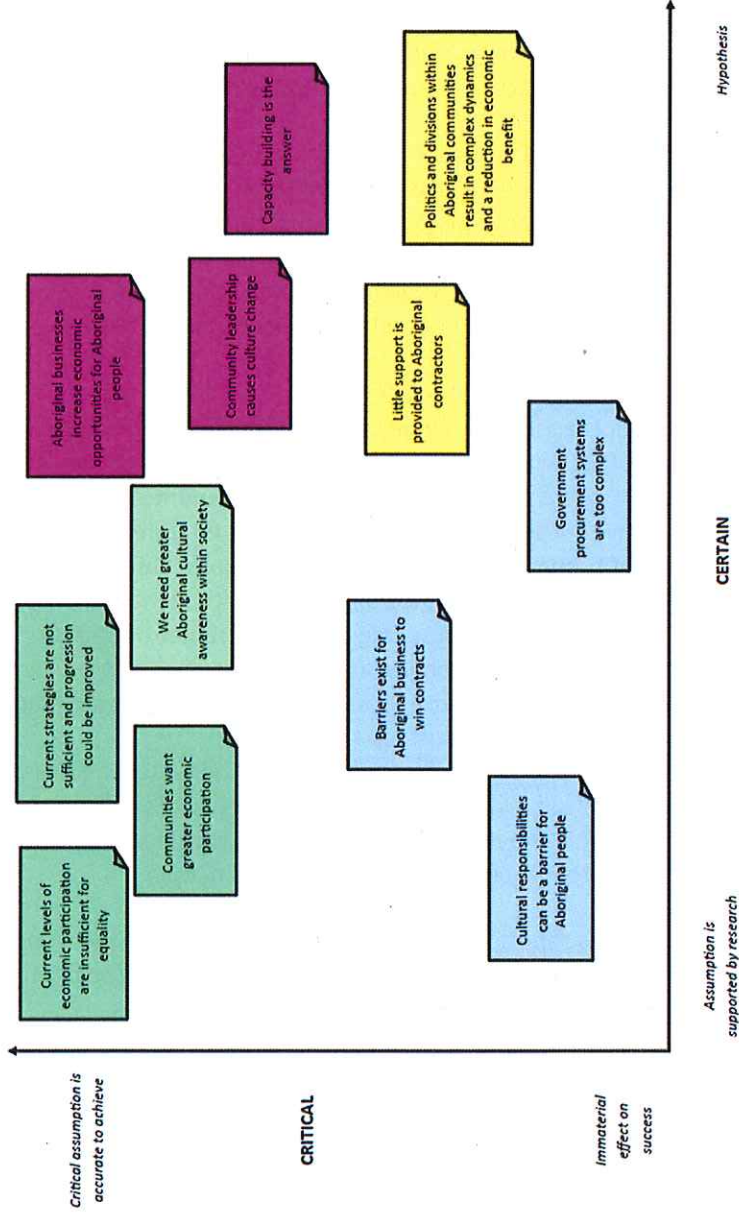




## Project Assumptions

A number of project assumptions were identified at the commencement of our project. These have been identified below considering how underlying assumptions may impact achieving the stated objective.

### Assumptions around increasing Aboriginal Economic Engagement through procurement



## Approach

### Project Scoping

The 2017 GLF Report provided a strong foundation or road map to identify key issues and themes preventing Aboriginal economic participation in South Australia. This report included information on government agency support, industry drivers, support initiatives and policies and reports. Key contacts were also provided in this report.

The Report identified a broad range of activities being undertaken to support Aboriginal economic participation across government departments, government funded service industries, large corporations and Aboriginal businesses. It identified that while Federal and State procurement policies have been an enormous catalyst for increased Aboriginal participation in the economy, there is little data to measure results and there are still a number of procurement related issues resulting in low economic results.

Some of the challenges identified<sup>29</sup>:

1. Inherent racism (low expectations of Indigenous businesses)
2. Lack of government employee commitment to procurement policies
3. Loss of intent in procurement policy implementation (e.g. "Black Cladding" and lucrative cottage industries not achieving intended outcomes)
4. Lack of transparency of spending under both state and federal policies
5. Lack of capable Indigenous organisations to tender
6. Government tender processes are too complex or unclear
7. Lack of feedback on tender submissions to enable improvement
8. Lack of meet the buyer opportunities for SA businesses (Supply Nation expo is cost prohibitive for small businesses)
9. Supply Nation is more focused on the Eastern states, SA opportunities target large infrastructure projects and there is limited accessibility for small business
10. Misuse of RAP by corporations to gain access to work/government funding rather than improving outcomes for Indigenous people.

In addition to this report, a number of relevant research papers and publications were identified. These provided further information relating to the procurement of Aboriginal businesses.

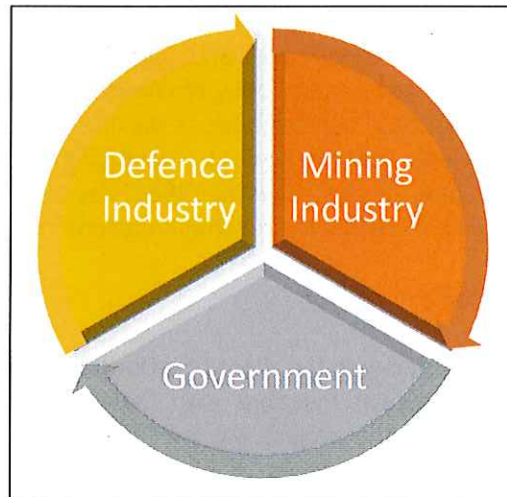
### Selection of Case Studies

The project scope was narrowed to investigating the obstacles to economic participation of Aboriginal people through procurement processes across three industries. Utilising the expertise and networks within the project team we were able to critically evaluate three

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<sup>29</sup> Brierly, L., Croall, H., Power, Jayne., Rowberry, S., Kumar, S., Doussa, J. (2017). Increasing Aboriginal Participation in the South Australian Economy. Available at: [https://www.dunstan.org.au/docs/Increasing\\_Aboriginal\\_Participation\\_in\\_the\\_SA\\_Economy\\_Final\\_Report.pdf](https://www.dunstan.org.au/docs/Increasing_Aboriginal_Participation_in_the_SA_Economy_Final_Report.pdf) [Accessed 7<sup>th</sup> March 2018].

distinct case studies within Mining, Government and Defence. These three sectors together hold significant economic opportunities across the state in terms of employment and procurement.



### Interviews

A total of 15 interviews were conducted using a semi-structured interview method, as detailed in Appendix 2. This approach allowed us to expand on issues relevant to the interviewee's expertise, leading to more interesting insights. Using an informal approach, we were better able to engage respondents in conversation and facilitate interaction. In addition, interviews provided more flexibility to explore key themes.

Interviewees were chosen for their experience, knowledge and position in relation to Aboriginal procurement and the three selected case studies. A list of key contacts was developed using the 1) 2017 GLF Report, 2) networks and contacts of group members and 3) recommendations made by the Don Dunstan Foundation.

Through our research we established basic profiles for each interviewee, to help identify areas of expertise and to tailor our focus questions prior to each interview. A list of interviewees, their positions and the organisations they represent have been identified in Appendix 2. Interviewees can be subdivided into three main types, although there was some overlap between expertise areas in some cases:

1. Project staff involved in managing procurement within their organisation
2. Aboriginal individuals and business owners and support organisations
3. Industry leaders in the area of Aboriginal economic participation.

The interview questions were designed around our original project objectives, the key challenges identified during our research and the 2017 GLF Report. A sample of some of the interview questions can be seen in Appendix 3. Interviews were undertaken in an informal way to ensure informants felt relaxed about providing information. A 'snowballing' effect was used



to identify other key people and organisations. As the interviews progressed our knowledge grew and this allowed for more specific questions and ideas to progress.

### Analysis

In our analysis we compared the experiences and opinions of local experts and project managers against a more broad and general body of knowledge about Aboriginal economic participation. Qualitative analysis was most suitable as the interview process undertaken was iterative. An analysis of interviews was undertaken by identifying key themes that occur in the data that help support or counter the challenges identified. Key themes and linkages between interviews were also used to help identify the recommendations in this report.

### Meetings with the Don Dunstan Foundation

The project teams' initial discussion with the client Don Dunstan Foundation Cathie King took place on the 12 April 2018. Regular meetings with Cathie King from the Don Dunstan Foundation allowed us to ensure the project was meeting the needs of the organisation, allowed us to narrow the scope and focus on achievable outcomes, maintained group momentum and allowed for discussion of key findings as we went along. Cathie was also instrumental in linking us with research and key contacts, particularly our meeting with the Premier. These kinds of opportunities are essential to the Don Dunstan Foundation as an organisation of influence.

### Limitations

Due to the time constraints involved in delivering our Community Action Project, we were unable to talk to, contact or interview all stakeholders involved. We were reliant on the availability and willingness of those we approached to be interviewed, which meant not all stakeholders could participate. One way we tried to address this limitation was by ensuring we had access to the interview notes captured by last year's project participants, allowing us to incorporate broader perspectives than our interview list. We were also conscious not to double up on those stakeholders who had already provided input. The team recognises that due to these limitations future work will be required to broaden the engagement of stakeholders, particularly Aboriginal people and businesses. Obtaining further case studies across these and other sectors could provide additional insights and perspectives.

## Outcomes to Date

This section of the report details the three case studies across Mining, Government and Defence; provides a summary of interviews undertaken which included three distinct groupings of people and our key findings from each of these.

### Case Study 1 – Government

#### Department for Environment and Water - South East Flows Project

This case study explores the procurement process used by the Department for Environment and Water in contracting a \$60 million construction project to achieve Aboriginal engagement and employment outcomes.

#### Procurement Process – Government

The South Australian Government has developed the Aboriginal Economic Participation Strategy with an aim to increase opportunities for Aboriginal jobs, business and economic participation. It focuses on three distinct areas: 1) leveraging opportunities for Aboriginal employment and business enterprise from government procurement; 2) building the capability of the Aboriginal business sector to compete for government and private sector tenders; 3) and creating increased opportunities for Aboriginal employment.

Government spending practices provide the single greatest opportunity to leverage opportunities for Aboriginal jobs and business. The first component of the Strategy focuses on increasing the number and diversity of Aboriginal businesses successfully winning government procurement contracts either directly or indirectly.

As part of this strategy, a number of government policies were developed to cut red tape and provide a boost for South Australian Aboriginal owned businesses. These policies identify that:

- Agencies can procure directly from businesses listed on South Australia's online Aboriginal business register (Aboriginal Business Connect) up to the value of \$220,000.
- For tenders greater than \$220,000, the Industry Participation weighting of tenders can be lifted so Aboriginal businesses, and businesses with high Aboriginal employment or subcontracting, are more likely to win tender contracts.

The Policy also provides a focus on ensuring a capable supply of Aboriginal businesses with capacity to access procurement opportunities through a range of supports. This builds on the premise that there is a strong correlation between Aboriginal business ownership, the employment of Aboriginal staff by those businesses, and a range of other economic outcomes when Aboriginal businesses win procurement contracts.

A dedicated Aboriginal Business Industry Participation Consultant in the Office of the Industry Advocate works with agencies to identify suitable procurement opportunities. These advocates



also work to raise the capacity and capability of Aboriginal businesses to quote and tender for procurement contracts.

To support this work, Aboriginal Business Connect, an online register of South Australian Aboriginal businesses was developed. Aboriginal Business Connect interfaces with Supply Nation's national Indigenous Business Direct database, providing businesses with access to the benefits of both state and national procurement opportunities.

### Background Information

The South East Flows Restoration Project (the Project) is a \$60 million investment made by the South Australian and Australian Governments to restore the health of the Coorong. In the past freshwater flowed into the Coorong from the South East region but drainage works over the last 150 years has disrupted this natural flow. Reduced freshwater inflows have raised salinity levels to a very high salt concentration, making it too salty to support important species to survive.

The Project involves constructing a new 93.4 kilometre channel to drain freshwater from the South East directly into the Coorong South Lagoon. The Project aims to restore the health of the Coorong and will also restore local wetlands along the flow path, where landholder approval is granted. The project has been guided by environmental, engineering, hydrology and community knowledge.

The Department for Environment and Water is delivering the Project. Through the course of the project the Department has engaged local landholders, traditional owners, the South Eastern Water Conservation and Drainage Board, the South East Natural Resources Management Board and the Limestone Coast Local Government Association.

### Cultural Heritage Program

Water plays an important role in the culture and identity of Aboriginal communities and this must be taken into consideration when making decisions about managing our water resources. The projects cultural heritage program aims to protect and manage the unique relationship traditional owners have with the lands and waters of the Coorong and South East regions.

The South East Aboriginal Focus Group and the Ngarrindjeri Regional Authority are engaged in the Project to support decision making by providing cultural advice and support in the fields of aquatic ecology, water resource management, design, planning and construction. A cultural heritage survey was conducted as part of the design process to identify the occurrence of Aboriginal cultural heritage sites (sites, objects or burials) along and adjacent to the proposed construction works.

Monthly working group meetings held with traditional owners assisted with key project decisions. This includes selecting appropriate locations and design for fish passage infrastructure, identification of cultural wetland restoration opportunities and sharing cultural knowledge with landholders and construction crews. Cultural knowledge will inform



long-term operation principles of the flowpath and facilitate cultural outcomes for the project.

### Project Procurement

The Department of Planning, Transport and Infrastructure oversaw the contract management for construction on behalf of the Department for Environment and Water (a requirement for these types of projects). The tender process for construction works on the Project was conducted in two stages:

- Stage 1: Registration of Interest (May – July 2016) - identified suitably qualified contractors to proceed to a shortlisting.
- Stage 2: Request for Tender (Oct – Nov 2016) - identified a preferred contractor from shortlisted companies.

State policy requires tenderers and contractors for building and civil works (up to \$100 million) to allocate 15% of labour hours to the employment and/or up-skilling of target groups (including Aboriginal people). This policy also requires government agencies to monitor contractor performance against these targets; and assist contractors if non-compliance becomes evident.

As part of the procurement process, one key Aboriginal contact was nominated to represent both of the traditional owner groups engaged with the project. This contact person fielded questions from contractors and provided input into the contractor selection process. This involved up-skilling and training this representative in government procurement systems and was the first time that this was achieved.

The construction contract was awarded to Leed Engineering and Construction Pty Ltd on 1 March 2017 and construction commenced on 14 March 2017. Within the contract, this company is required to provide information on the number of hours worked on-site by workers from the target groups at quarterly intervals throughout the contract and on completion of the contract.

The project is due to be completed in 2018. It is unclear at this stage what percentage of Aboriginal people have been employed as contractors in the construction, however direct employment via monitoring and cultural surveys has been achieved.

### Case Study Summary of Findings

From the interviews conducted, key findings included:

1. **Early engagement** with Aboriginal communities prior to the commencement of the project assisted with the establishment of shared outcomes. Two traditional owner groups provided input into the design of the project. Improving the health of the Coorong was important to both DEW and traditional owner groups and through this project sites of cultural significance (wetlands) were also restored (cultural outcomes).

2. **Realistic Timeframes.** This project commenced engagement with traditional owners in 2012. Due to its scale and nature, there was a long lead in time for planning and consultation, allowing clear expectations to be set from the outset and the establishment of trust between the Department and the two traditional groups.
3. **Adaptability in the approach** allowed for the redirection of the flow path to ensure sites of cultural significance were not impacted by the construction of this channel and areas that were once important cultural wetlands could be restored. In addition, participation in government procurement processes by an Aboriginal representative was an innovative way of communities being genuinely engaged.
4. **Focusing on the Right Outcomes.** The Department has a strong Reconciliation Action Plan and staff commitment to Aboriginal engagement. This ensured that Aboriginal participation and employment outcomes were a key focus for DEW staff.
5. **Relationship Building.** Not only were strong relationships built between Department staff and traditional owner groups but also with local landholders along the channel path. These relationships are contributing to reconciliation outcomes with traditional owners gaining access to cultural sites on private land.
6. **Follow Through.** The same levels of Aboriginal engagement may not be achievable in projects with less time and resources. The scale of the contract, the build in time and healthy engagement budget contributed to the success of this project. These are not always available, so perhaps these groups will have high expectations on the Department in the future that may not be able to be met.
7. **Measuring Success and Transparency of Results.** There is a clear requirement for reporting on employment outcomes for Aboriginal people by the successful contractor, including quarterly reporting. These figures were not available to our group and it is unclear if these had been obtained or reported to DPTI who are responsible for managing the contract.
8. **Subcontracts to Aboriginal businesses.** The contract set out targets for employing specific groups of people but does not provide guidance on how utilising an Aboriginal business for subcontract work should be weighted.

## Case Study 2 – Mining Industry

### Private sector: OZ Minerals – Procurement through Stakeholder Engagement

This case study examines how OZ Minerals has established ongoing relationships with traditional owners to achieve greater employment and engagement outcomes.

#### Background Information

OZ Minerals is a copper-focused international company based in South Australia. Listed on the Australian Securities Exchange (ASX100), OZ Minerals has a growth strategy that is focused on creating value for all stakeholders. They own and operate the copper-gold-silver mine at Prominent Hill and are developing one of Australia's largest copper-gold resources at Carrapateena.

OZ Minerals was formed in 2008 by the merger of two Australian mining businesses - Oxiana and Zinifex and is Australia's third largest copper producer.

The Carrapateena operation is located in South Australia on the eastern margin of the Gawler Craton. One of Australia's largest undeveloped copper deposits, the project will be a 4.25 Mtpa underground operation, with an estimated mine life of 20 years. Infrastructure on site will include an accommodation village, airstrip, processing plant and tailings storage facility.

Construction of Carrapateena is underway and commissioning is scheduled for Q4 2019 after which the project will ramp up to steady state production. There are two main phases to construction:

- Phase one Q3 2017 – Q1 2018: construction commences on the accommodation village and airstrip, and development of the dual access decline continues.
- Phase two Q2 2018 – Q4 2019: phase two includes construction of above ground infrastructure, processing plant, tailings storage facility, western access road, power line and installation of the underground materials handling system.

The ongoing relationship and engagement with the traditional owners, pastoralists and local communities is important and OZ Minerals has focused on creating partnerships based on mutual respect, understanding and trust.

A Native Title Mining Agreement is in place with the Kokatha Aboriginal Corporation and is underpinned by a 'Partnering Agreement'. This agreement, also known as 'Nganampa palyanku kanyintjaku', (translated 'keeping the future good for all of us') acknowledges that today, tomorrow and in the years ahead, the project will be a partnership with the Kokatha People.

Where possible, OZ Minerals is prioritising sustainable local procurement and local employment. OZ Minerals is focused on opportunities for South Australians with particular attention on the Upper Spencer Gulf and Outback Communities.

In support of this, OZ Minerals has partnered with the Industry Capability Network where businesses can register their interest in working on the Project and any associated contract



packages. There is one standard pre-qualification form for the whole project and all work packages open for tender are posted on the portal.

### Aboriginal Engagement

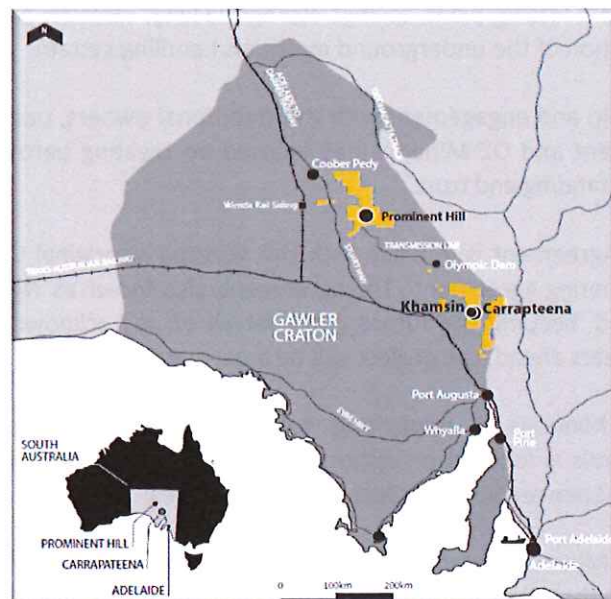
Several interviews were conducted with OZ Minerals' personnel to understand the mechanisms driving the engagement of Aboriginal groups in their operations in South and West Australia. Interviews and discussions were also undertaken with representatives of the traditional owner groups that OZ Minerals have associations. These discussions were focussed around what has worked well, what could have been improved, what have been the most effective methods of engagement and how these may be replicated in other situations.

OZ Minerals CEO and MD, Andrew Cole discussed the importance of *intent* above all else. He communicated the desire of the organisation to redefine how organisations engage with traditional owners.

Some mining companies view traditional owners and communities as a threat, however Andrew argues that in his viewpoint they should not be kept at arm's length. If the lens is changed and suddenly these groups are seen as opportunities, people are much more likely to be involved and seek out the benefits through stakeholder engagement.

Throughout the ongoing development of the Carrapateena mine there has been a large focus on the ongoing relationships with the traditional owners, pastoralists and local communities.

As an example, the steps towards signing a Native Title Mining Agreement for Carrapateena consisted of multiple meetings to gain an understanding of each other's concerns and motivators. Many meetings were conducted between the groups and a lot of time was spent talking and gaining understanding, well before contracts were discussed.



An interview with OZ Minerals Group Manager Social Performance Geoff Deans was also conducted. Geoff confirmed that for key stakeholders there needs to be the ongoing relationship built on the needs of the business to outlast changes in the cyclical nature of the industry and personnel changes.

It is also critical to provide support for these stakeholders and to develop their capacity for mutual benefit.

A large proponent of the work in developing Carrapateena is undertaken through contracts and rigorous flow down provisions were written into many of the large packages of work.

Kokotha Aboriginal Corporation Chairman Chris Larkin spoke about the requirement for genuine relationships between organisations and Aboriginal corporations to underpin all business activities. He also outlined the false premise of transferring experienced Indigenous employees between operations, when the real challenge lies in 'getting someone without a license off the couch' and into meaningful employment and used the analogy of 'shifting the herd, rather than growing it'.

Chris also mentioned that the use of entry level positions such as cleaners and kitchen hands as a stepping stone into capability and confidence building within the industry was instrumental in achieving what is likely the highest proportion of underground Indigenous workforce in Australia.

Chris believes that a comprehensive, co-planned strategy that is developed and executed by people who are connected and have their boots on the ground, partnered with investment in the leadership of the people will have the most impact on Indigenous employment participation. He also believes that the more financial Aboriginal corporations have a moral duty to assist and build capability amongst those groups with less business aptitude.

Dean Leibelt, Business Development Manager for Antakirinja Matu-Yankunytjatjara Aboriginal Corporation (AMYAC) spoke similarly about the requirement for 'boots on the ground' interactions and especially effective from the early days of any opportunity. For groups without sufficient business capability, these skills should be brought in until the point where they are self-sufficient.

Dean specified the requirement for discussions to be held with the right people, in the right levels of the company and when dealing with sub-contractors the benefit of having the principal to act as the facilitator in these discussions to ensure the intent is not lost.

Both Chris and Dean spoke warily of entering into joint ventures, especially as being the junior partner of these can often be detrimental to the Aboriginal corporations. They were also both aligned on the benefit of 'carving off' parcels of work to be entirely managed by the corporations and the business capability that was developed through this process. Two of AMYAC Board members also echoed this sentiment, stating that this was the single most effective action in terms of developing capability in their corporation and believe this was the turning point for them

### Case Study Summary of Findings

- 1) **Intent** – It starts with intent and recognition that there is an opportunity to do something different and better. This needs to be driven from the top and throughout all levels of the business. The need for a change of mindset from Indigenous engagement in business as a threat to an opportunity to excel.
- 2) **Need** – It must be based on a genuine need. Otherwise it will not survive during changes in management, industry or policy.
- 3) **Develop Capacity** – A commitment to work with groups to develop their capabilities to deliver the required services and not rely on traditional procurement processes.
- 4) **Quality Contact** - the right people dealing with the right people in the right way, in the right place with the right frameworks.
- 5) **Procedural Fairness** – Develop an agreed process, preferably co-designed, to ensure shared value and mutual obligations.
- 6) **Distributional fairness** – Ensure the right people are responsible, accountable, consulted and informed throughout the process.
- 7) **Review** – Ensure processes are in place to manage performance throughout the organisation.
- 8) **Engage with Corporations** – Aboriginal corporations have a large reach and specific relationships could be developed with these with wide ranging impact.
- 9) **Develop Capability Early** – The early awarding of smaller contracts to develop the business acumen of the corporations. This develops internal capability and enables the business/corporation to expand to areas and contracts outside of the mining operation.



### Case Study 3 – Defence Sector

#### Defence in South Australia – Intract Australia - Aboriginal contractors – a different perspective

This case study provides an insight into an Aboriginal owned, managed and controlled business delivering construction and maintenance contracts.

#### Background Information

Defence in South Australia is a large employer with over 100,000 employees and contracts out many activities, including base security, base upgrades, and base maintenance. Some Aboriginal employers have been successful in winning small and large subcontracts.

One of these companies, Intract Australia (Intract) was keen to talk to us about their experiences with the procurement processes they have undertaken. The General Manager SA, John Briggs, was our point of contact and a site meeting was coordinated. The aim of the meeting was to understand from the contractor's perspective how the various procurement opportunities work for an Aboriginal employer.



Mr John Briggs is a proud Yorta Yorta man from Cummrugunja, located on the Murray River border region between Victoria and New South Wales. John has an extensive work history, including work in the mining sector. It was during this time that John recognised a growing need for a company to be formed to help Aboriginal people gain work. An interesting piece of trivia is the fact that John's Uncle was Sir Douglas Ralph Nicholls KVC OBE and Governor of South Australia from 1 December 1976 to 30 April 1977.

John saw an opportunity, following the Federal Government's renewed focus on Aboriginal involvement in the economy to establish what became Intract. This opportunity, coupled with the Council of Australian Government's efforts to Close the Gap on the Indigenous Disadvantage (launched in 2008) and the strengthening of the Indigenous Opportunities Policy in 2011 has provided Intract with some success. With a business partner, and with support from McMahon Services (McMahon), John's vision was brought in to being in 2010. This vision was for Intract to provide meaningful, long-term skills and employment for Aboriginal people.

Intract is a 51% Aboriginal owned, managed and controlled enterprise delivering civil construction, building construction and building maintenance projects for clients across

Australia. Intract are recognised as a Certified Supplier for Supply Nation, Australia's first Aboriginal supplier diversity council.

The company is one of the largest employers of Aboriginal people in Australia with over 60 full-time employees. Employees include project managers, engineers, site supervisors, plant operators, tradespeople, labourers and administrators. 85% of all Intract's full-time employees are Aboriginal people, many from regional and remote Aboriginal communities.

John and his partner, Michael Rotumah, run the company. They have healthy discussions with their Board, but their focus remains on engaging and training Aboriginal people to undertake the work Intract wins contracts to complete. The Intract Board provides John and Michael the necessary freedom to run the company quite separate to the McMahon's parent.

#### Procurement Process – Defence

Defence's procurement process for the type of work Intract is interested in is managed by the Estate and Infrastructure Group. This group manages all Defence's properties and bases across the region. Their budget is more than \$3 billion and they control 3 million hectares of land, more than 300 managed properties and over 25,000 buildings within South Australia.

This Defence Group usually contracts with large infrastructure companies to undertake work on and around the facilities Defence owns and/or manages. Companies like JLL or Aurecon. Defence usually tries to package large pieces of work as this proves more cost effective for both Defence and Industry. Small to medium enterprises like Intract would generally then sub-contract to those larger companies.

#### Procurement Process – Intract View

John highlighted that the work with Defence was ad hoc and not long-term. As a result, Intract's partnership with McMahon's was vital. This allowed Intract to second their staff to McMahon projects in order to keep their workforce continually employed where possible. John felt any other SME would struggle in this environment due the sporadic nature of the work.

Intract also undertook other Federal Government work, mostly via the (IPP). This too was inconsistent work. But, over time John has developed relationships with larger employers that now means he is not reliant on work flowing from the IPP. John also felt Defence was easy to work with as they communicated well and worked with their supply chain, not just the head contractor.

To prosper without the McMahon link, Intract needs Government contracts to be more consistently let and/or longer-term pieces of work. Intract does not like to undertake labour hire. They wish to employ resources for the long term and offer them rewarding work as well as provide training as necessary.



John believes the current processes allow “black cladders” to operate freely in the sectors Intract works.<sup>30</sup> Many black cladding companies are shell companies that then sub-contract work to others. The result is no real increase in Aboriginals in the workforce. But the metrics will show money and opportunities flowing to an Aboriginal company.

John went on to say that his experiences at a State and Territory Government level were mixed. Intract has been very successful in The Northern Territory. There the Government has defined targets for government procurement from Aboriginal companies. The various Government Departments have targets to reach, which are enforced and reported against. Management is held accountable to these targets and key performance indicators.

Intract further said that their success with the South Australian Government was poor. While a large employer, and based in the state, they had only won one job worth about \$150,000 in eight years. John felt applying for contracts for less than \$220,000 was not a strategy for a successful business. They need larger, longer-term, contracts to be able to employ and train people. Ideally five-year contracts should be focused on and the types of work to be contracted considered more closely to match the abilities of the Aboriginal companies in the state.

#### Aboriginal Workforce

John advised that employing an Aboriginal workforce was not easy and that it helped that he is part of and understands the Aboriginal culture.

Aboriginal workers often have suffered poorly in their years before coming to John. This stems from how the Aboriginal nation has been dealt with by the rest of the Australian population. When it comes to Defence-related work, often the contracts require a security clearance for all workers. Aboriginal employees can be disadvantaged by this. John told us of one worker who had a bad adolescence, resulting in jail time, and another that had a criminal record. This then made it impossible for the workers to get a security clearance. This restriction was considered harsh given the worker had been rehabilitated. There needs to be some relaxation of security clearance rules for those in this situation.

We discussed what was working well. John advised he felt Aboriginal youth were completing high school in greater numbers. The issue now was getting children into primary school and holding parents accountable for children remaining at school.

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<sup>30</sup> The term “black cladders” (or “black cladding”) was given to us by John in our interview. The term is also used in various research papers previously referred to. It is used to describe a company that creates a business structure where the shareholding percentage is technically enough to qualify as an Aboriginal business for preferential contracting purposes – but there is little to no involvement from Aboriginal people. The business is then usually run by a non-Aboriginal partner / shareholder.



### Case Study Summary of Findings

As a result of our discussions with Intract the following could be considered:

- 1) **Government targets** - State and Federal Governments establish targets for contracting Aboriginal employers and hold Government Departments accountable for achieving the set targets.
- 2) **Commitment to Reconciliation Action Plans** - Government Departments should consult their RAP and actually follow the RAP.
- 3) **Simplification of process** - Tendering processes need to be simplified. Some requirements need to be relaxed to ensure Aboriginal companies can respond to the tender and undertake the work and be sustainable.
- 4) **Definitions and a focus on employment** - Modify the definition of Aboriginal companies used by agencies like Supplier Nation to avoid "Black Cladders" winning work. In addition "black cladders" should be identified and disqualified from operating. The outcome needs to be increasing Aboriginal employment, not contracting Aboriginal owned companies.
- 5) **Modify tender opportunities** - Small contracts are not enough for companies to survive. Aboriginal companies need larger contracts and longer-term contracts. But not too large or risky, otherwise the same Aboriginal companies can no longer tender.
- 6) **Joint ventures and sub-contracts** - Relationships like those Intract has with McMahons are essential to get started and to increase capabilities over time. But eventually Aboriginal companies need to have their own independence.
- 7) **Improve communication** - Government Department procurement teams should meet with, communicate with and refocus procurement opportunities such that Aboriginal companies are better able to tender and compete. Consider awarding longer-term sustainable contracts to Aboriginal companies.
- 8) **Learning from others** - Liaise with Defence to see how they do business with Aboriginal employers either directly or indirectly.

## Expert Interviews

This section provides a brief summary of other key interviews undertaken that in addition to the case studies helped shape our recommendations.

### Department for Premier and Cabinet Chief Procurement Officer – Justin Sara

An interview with the Department for Premier and Cabinet Chief Procurement Officer Justin Sara provided insight into the lack of data available.

This was confirmed by the Office of the Industry Advocate for Aboriginal Businesses in South Australia. The interview also provided vital information regarding the introduction of targets through the SA Industry Participation Policy launched in August 2017. Justin indicated that his department's target was likely to be set at 0.5%.

Various barriers for Aboriginal businesses in applying for government contracts identified included:

- the tender process and the skills required to write an application (including language skills)
- geographical separation where some Aboriginal populations reside and where Department of Premier and Cabinet requires goods and services
- difficulty finding Aboriginal businesses that provide the types of goods and services required (not found to be resolved by Supply Nation)
- financial viability test in tender process may present a challenge for small or emerging businesses

Justin suggested that evaluating government spend with Aboriginal business solely on the contract value might be restrictive on opportunities that are available to engage with Aboriginal businesses. For example, a large contract might have a portion of the work subcontracted out to an Aboriginal business and this should be encouraged.

Additional measures which could count towards the target included:

- work subcontracted to Aboriginal business by head contract
- goods sourced directly or indirectly from an Aboriginal business
- include value of Aboriginal employees engaged by contractor
- broadening the definition of an Aboriginal business.

## Office of the Industry Advocate for Aboriginal Businesses SA – Sue Panagaris and Ian Nightingale

An interview with the Advocate for Aboriginal Businesses in South Australia Sue Panagaris, from the Office of the Industry Advocate provided information on initiatives that have occurred in the last 12 months. This has included a major presence at the Indigenous Business Trade Fair (Friday 27 July 2018); a tender ready checklist linking resources; and support for Aboriginal businesses; an online register for Aboriginal businesses; and one on one support for all Aboriginal Businesses.

A further meeting was held with Sue and Ian Nightingale from the Office of the Industry Advocate (refer Appendix 4) regarding their role and support and advocacy to current and potential Aboriginal businesses within South Australia.

Businesses that employ a high number of Aboriginal people and those who engage Aboriginal businesses through procurement processes and therefore assist with Aboriginal economic participation may be eligible to be members of the Department of Industry and Skills (DIS), Governor's Aboriginal Employment Industry Cluster Initiative. The South Australian and Federal Indigenous Procurement Policies do not recognise these businesses as Aboriginal. They are not covered by the policies as they are not owned and/or controlled by Aboriginal people therefore they do not provide a direct mechanism for empowerment of First Australians.

Sue also spoke about some of the issues they face such as "black cladding", businesses purporting to be Aboriginal businesses that are not, the collection of data on procurement and tender outcomes has not been collected as a data requirement was not identified which is why data is extremely difficult to collect from historical procurement processes.

Ensuring there is uniformity of data collection is currently being reviewed and improvements have been made to ensure the process captures all of the procurement spend with Aboriginal businesses without adding onerous reporting structures. Discussions have been held with the Department of Premier and Cabinet, Office of the Industry Advocate and the Heads of Procurement.



Premier of South Australia – Steven Marshall and Office of the Industry Advocate for Aboriginal Businesses SA.– Ian Nightingale

The recent change in government has resulted in the Premier also becoming the Minister for Aboriginal Affairs and Reconciliation. The Premier believes that this will provide a greater focus and lead to more Aboriginal economic outcomes under the Department Premier and Cabinet.

The South Australian Government is preparing a state-wide Aboriginal Affairs Action Plan. The Premier has requested each Department identify practical actions that will help Aboriginal economic participation and job creation over the next two years. His engagement with Aboriginal communities to date has identified that there are various plans and aspirations that have been set over time, and what the Aboriginal community are after is action.

The Premier believes an action plan should be set where all points are achievable in the next two years to encourage immediate action. Short-term positive results are required to counteract the lack of results in numerous "Closing the Gap" reports. Additionally, that the focus should be on what interests are aligned between State Government and Indigenous communities.

Targeted consultation will be undertaken on the draft plan and will include maximising opportunities for Aboriginal employment and procurement. This years GLF Don Dunstan Foundation project may help to inform the plan.

The Premier indicated he was in favour of target setting because it has worked at the Federal level. He has discussed Federal experience and the results achieved with Nigel Scallion the Minister for Indigenous Affairs. He stated that he believes that 'You get what you measure'. Not just targets but a system to measure. He would like to see reports on these measures to come to his desk.

Ian Nightingale identified that if you get the policy settings right there would be results. The Office of the Industry Advocate was set up in 2013 to help individuals/organisations navigate the Departments and to help improve systems/process. Two key policies were merged together, the Aboriginal Business Procurement Policy and the Industry Participation Policy resulting in incentives for industry.

In terms of government procurement, Ian suggested measuring areas like:

- 1) how many times an agency approaches an Aboriginal business for opportunities that are valued under \$220k;
- 2) how many Aboriginal businesses are invited to quote for work; and
- 3) what were the outcomes of this.

The new policies have worked on large civil projects such as the Northern Connector that utilised Aboriginal businesses like Sancorp. The gap that has been identified is for remote and regional areas. If there are reporting targets for Chief Executive's there is likely to be an increased drive for change. The statistics at the Federal level show this. Ensuring there is

system support for this like Basware (finance system) tracking. When we indicated that we have had issues accessing data, Ian indicated that he is happy to provide to us.

Before the end of the year the Premier would like to meet with the Senior Management Committee (CE's of Departments) with Ian to discuss a report card on this topic. There is an opportunity to reset and he believes that capacity building and jobs should be the key focus. It is easy to provide funding and grants but he doesn't believe that this provides a sustainable economic model. 'We have to try something different'. He will also consult with the Aboriginal Advisory Council.

The meeting with the Senior Management Committee would discuss Aboriginal procurement: where we are (report), what the framework is, target setting, how to track performance and the federal level experience. The Premier believes we need to focus on practical solutions and capacity building.

### Honours Student University of South Australia – Caitlin Gardner

Caitlin has completed her degree with The University of Sydney and recently moved to South Australia completing her Honours with The University of SA. An abstract she provided on her thesis is below:

*“My project will explore the use of Reconciliation Action Plans (RAPs) as an organisational mechanism to implement an Indigenous preferential procurement policy, where preferential procurement is the privileged consideration of a minority owned business in the award of procurement contracts. This research will examine why corporate organisations have chosen to adopt a preferential procurement policy, and what they expect from engaging Indigenous businesses in their supply chain. This will be supplemented by exploring buyer-supplier relationships from both the corporate buyer and Indigenous supplier perspectives.”*

Caitlin posed the question whether supporting Aboriginal businesses resulted in Aboriginal employment. She referred to a link between Indigenous businesses employing a higher proportion of Indigenous people in certain sectors but that procurement is focused on increasing small business.

Most people believe that increasing small businesses increases employment. However Caitlin suggested this was up and down in terms of the evidence. Small business have a life cycle that ebbs and flows and is usually defined as less than 20 staff compared to big business with less than 100 staff. A suggestion to maximise return on investment to improve employment is to focus on larger businesses as they can provide long term employment. Big businesses can offer long-term traineeships, not just short term. They can sustain employment.

The definition of an Aboriginal business can vary with but 50% ownership by an Aboriginal person satisfies most government departments and their requirements. Supply Nation’s definition requires greater than 50% ownership by an Aboriginal person/persons to be certified as an Aboriginal business. There appears to be no quota around employment to define an Aboriginal business. Caitlin referred to Warren Dean as an advocate for this to provide more options for businesses to secure access to Indigenous procurement policies.

Additional barriers to Aboriginal businesses include: racism – whether overt or not and attitudes towards capacity which can lead to micromanagement. There is mandated consideration to procure from an Aboriginal business but another consideration is value for money and in a competitive market this may mean some Aboriginal businesses miss out as they have additional costs that need to be considered when employing Aboriginal people. In some instance the terms of payment can result in delays, so businesses may require credit facilities or capital in place which can be a challenge.

Large contracts under joint venture arrangements can build capacity and may be a more viable option for some Aboriginal business owners. However most contracts offered are very small which can present as a challenge.



### Clyde Rigney, Business Development Manager, Zancott Knight Facilities Management

Clyde Rigney is a proud Aboriginal man from the Ngarrindjeri Nation who currently works with Zancott Knight, an organisation that is 51% owned by Aboriginal people and is certified by Supply Nation. They are based in Adelaide and Clyde supports Aboriginal business development through partnerships. His extensive experience has been in senior management and executive roles.

Clyde believes that over the past 20 years there has been an understanding in his community of being provided opportunities in the form of programs in which you work and receive an income, but there has not been a program to change the mind set to one of commercialisation or entrepreneurship.

Hence, how can an Aboriginal develop a business without the skills or knowledge of how to start in this space, hold assets to back the business, develop commercial acumen and even if they hold these skills, who will finance the business. Aboriginal people do not have wealth behind them in the form of a home as the law only changed about 30 years ago such that they could purchase a home.

Clyde spoke of some Aboriginal businesses that have managed to become established with assistance. For example, an idea to grow native plants using infrastructure that was no longer being used was discussed with three potential Aboriginal groups. It was identified that they would not be scalable, couldn't guarantee restaurant quality as the market is quite fickle and prone to change and not able to guarantee the supply. However, there was potential to grow Australian flowers.

He advised that two of the groups opted out as they were not able to be financially viable, but the third, the Ngopamuldi Aboriginal Corporation took up the opportunity and have just signed a 20 year contract with the Australian Flower Investment Co who is a major exporter. They now employ 50 staff and the business is 100% owned by the local corporation.

This positive story is why Clyde believes there are more opportunities like this, such as a group who wish to partner with a community who would achieve a 10% return under a cockle fishing licence. They tried to get funding to expand their business but the question was asked of them how this would improve the overall community. He thinks a more commercial attitude is now required and opportunities to train and partner with businesses that will promote and provide training for Aboriginal people is necessary.

We discussed the new Industry Participation Policy. Clyde believes it will take time for Aboriginal businesses to scale up to the levels to take advantage of the opportunities provided by this policy before they can do this on their own. Due to this, collaboration through joint ventures are favoured.

### Parry Agius - Managing Director of Linking Futures

Parry Agius is the Managing Director of Linking Futures. Parry specialises in supporting Indigenous and non-Indigenous communities, groups and enterprises to do business together; this includes promoting Aboriginal entrepreneurship in commerce, reconciliation action plans, providing cultural safety training, strategic and policy advice. Parry provides great leadership in Landcare and natural resource management.

Parry has an outstanding reputation and network of contacts across private industry, government and community organisations. He currently holds the positions of Senior Associate, D4G design for growth; Member Council, National Landcare Network Board; Senior Aboriginal Cultural Mentor, Nunkuwarrin Yunti of South Australia; Presiding Member, Alinytjara Wilurara Natural Resources Management Board; Native Title Commissioner, Environment Resources Development Court of South Australia; Dispute Resolution Practitioner, Federal Court of Australia and Community Relations Officer, Community Centres South Australia.

Parry is keen to see Aboriginal procurement and employment targets established with strong supporting policies across government. He believes that it is also important to measure progress against these to ensure the success of policies can be measured. Even if government departments start at a low percentage, at least there is a baseline measure. He indicated that with 17 government departments in the state, the impact could be significant.

Crucially he believes that procurement teams and project managers within government agencies are critical to Aboriginal businesses being awarded contracts and being invited to tender. If there are any barriers or blockages in this area (particularly attitudes), it could be very difficult to achieve targets. He believes that it is important to recognise that Reconciliation Action Plans (RAP) are separate from procurement policy but that RAP's can assist to create change.

Parry is supportive of the Senior Management Team and the Premier in playing a leadership role in helping drive the policy and outcomes in this area. He indicated that it would be important to measure the results of government policy in terms of how many Aboriginal businesses have been successful and unsuccessful and what percentage of spend goes towards Aboriginal businesses.



## Next Steps and Key Findings

A common thread observed throughout interviews and the case studies is the need for authentic engagement and for the leaders of organisations to be culturally aware and set the expectation for those values to be displayed throughout all levels of the organisation. Genuine commitment, communication with and early engagement with Aboriginal communities and businesses have all lead to successes within each of the case studies.

Based on the information collected from each of the three case studies, the experts interviewed and a review of literature the following key findings have been formulated to continue progression towards increasing Aboriginal economic participation. It is important to note that this report provides an important foundation and that broader stakeholder engagement would help to further shape these findings.

- 1) Targets and feedback mechanisms for outcomes
  - a. State government targets

The setting of federal government targets has resulted in an increase in government spending going towards Aboriginal businesses. At least four other states in Australia have set targets of between 1-3% with NSW and Western Australia setting a 3% increase in government spending by 2021. The previous Labour government in South Australia explored target setting for government departments to drive spending with Aboriginal businesses and encourage growth. With the change in government there is an opportunity to help shape and influence the new governments strategy towards Aboriginal procurement and target setting.

It is recommended that Aboriginal procurement targets be set based on value of spend across government departments in South Australia and progression towards those targets are measured and communicated. Feedback mechanisms place accountability on people who can influence change. To encourage buy in of all staff and involve a wider range of people for diversity of ideas, summarised results should be available to entire departments. Importantly, by sharing results this can encourage people to continue to work for desired outcomes by celebrating progression towards achieving the targets. There is a significant opportunity for the Premier, the Senior Management Committee and the South Australian Aboriginal Advisory Council to provide strong leadership in this area.

- b. Private sector targets

There are an increasing number of businesses adopting Reconciliation Action Plans, which provides an organisation with a framework to contribute to reconciliation and improve the cultural awareness of the organisation.

Complementing a Reconciliation Action Plan with targets for procurement from Aboriginal businesses, has the capacity to focus organisations to create greater cultural appreciation and awareness amongst staff, help shape and influence the culture of an organisation, remove



some of the barriers to Aboriginal procurement and increase spend with Aboriginal businesses. Additionally, results of targets and actions should be reported back to staff within the organisation to encourage accountability and progression.

c. Activity based targets and reporting

To enable analysis of where policies are succeeding and where challenges lie, it is recommended that data collected is not limited to the financial value of contracts. Such measurements could include:

- Number of quotes received from Aboriginal businesses
- New Aboriginal businesses approached
- % Aboriginal employment within businesses.

By including activity targets in addition to financial targets there is an opportunity to both reduce unintended consequences of targets and encourage progression past achieving the minimum financial target set.

2) Collection of data

Whilst targets are important, it is essential to measure and report on progress against targets that are set. To date there has been difficulty obtaining data on Aboriginal procurement at both the State and Federal levels. Whilst some state Departments have identified current levels of spending towards Aboriginal businesses, the systems and processes do not support the easy collection and collation of this data.

It would be advantageous in working towards the objective for data collection and reporting to be simplified for government departments.

Businesses in the private sector who subscribe to a Reconciliation Action Plan should also build into their systems the ability to collect data on business engagements with Aboriginal businesses.

3) Broaden scope of targets from ownership

a. Employment

Whilst Aboriginal ownership can result in a culturally aware workplace and increased percentage of Aboriginal employment, this is not the only avenue that should be addressed to increase Aboriginal economic engagement. Requiring a minimum percentage of Aboriginal employees to qualify as an Aboriginal business in addition to the ownership criteria, may address unintended consequences of the ownership target.

Additionally, this highlights the target's intent to increase employment opportunities for Aboriginal people as a consequence of increasing business opportunities. An important flow on effect is the collection of employment data which can be used to raise awareness.

b. Subcontracted work

A barrier for Aboriginal businesses to win, or even to apply for, tenders can be access to sufficient resources. Capacity building a business through joint ventures with other organisations or subcontracting to perform a portion of a contract can be an important avenue.

Based on this principle, measuring sub contracts and partnerships with Aboriginal business should be data that is collected and included in targets.

4) Advocate for a liaison officer to represent groups of Aboriginal businesses

A state funded advocate appointed to engage with Aboriginal businesses in navigating the procurement processes would provide numerous benefits including:

- Their understanding of the tender process would reduce red tape encountered by these businesses;
- As the officer would understand each business' capacity and only identify and assist with tenders that match current capabilities, the risk to the engaging organisation would be reduced;
- As the officer is not involved in operations, they are able to look forward for future opportunities while the business is completing its contract. Thus, helping to smooth the workload and ensure continuation of contracts; and
- Government is required to be seen to be fair and not favouring one business over another in the tendering process. If all business owners meeting the above definition are invited to a workshop/business meeting with the liaison officer and each department with the view to educate and create relationships between business and government this would alleviate any perceived bias and gain greater understanding of the issues.

5) Leader's Forum for Government, Industry and Aboriginal business owners

We recommend a round table discussion between influential organisations such as the Don Dunstan Foundation, State Government, the Office of the Industry Advocate, industry leaders in Aboriginal engagement and Aboriginal business owners to discuss opportunities to partner and raise awareness in this area. There may be an opportunity for these organisations to establish a formal partnership, action plan or agreement.

# Recommendations for the Don Dunstan Foundation

## 1) Working in Partnership

The Don Dunstan Foundation and the Office of the Industry Advocate both share a common goal to improve Aboriginal economic participation in South Australia. Both organisations play a critical role in advocacy and influence with the ability to have significant impact on this agenda and have limited resources. By working together on common goals and objectives these two organisations could have a significant impact on this agenda. We recommend that the Don Dunstan Foundation meet with Ian Nightingale, The Industry Advocate to discuss the opportunity to partner to raise awareness in this area. There may be an opportunity to develop a Memorandum of Understanding to support this partnership.

## 2) Influence across government

As indicated above the setting of government procurement targets at the Federal level has resulted in significant growth in Aboriginal businesses benefiting from government spending. The Don Dunstan Foundation has always played a valuable role in influencing and helping to shape government policies and agendas. We recommend that the Don Dunstan Foundation meet with the Premier to discuss opportunities to provide input into the Aboriginal Affairs Action Plan and the setting of state-wide government procurement targets based on a growth approach to these. Further discussions regarding actions plans and targets should also involve the South Australian Aboriginal Advisory Council.

## 3) Creating networks and dialogue for change

The Don Dunstan Foundation is well placed to facilitate and host a Leader's Forum or roundtable discussion that brings government, industry and Aboriginal businesses together to discuss opportunities to help improve Aboriginal procurement opportunities. In Victoria the Victorian Aboriginal Economic Board hosted an Aboriginal procurement series to discuss and promote the growth of Aboriginal businesses. In addition to the above, an event or series of events that build on the recent Noel Pearson Don Dunstan Dialogue that aims to exchange knowledge, make connections and collaborate on Aboriginal procurement opportunities could be considered.



## Risks

As with all activities, any approach taken comes with inherent risks. For our report we have taken the Australian/New Zealand Standard ISO 31000: 2018 to manage the risks we have identified while developing this report.

Therefore, our identified risks are defined as the effect of uncertainty on objectives.

The following table provides the definitions we used to determine the likelihood of a risk occurring and then the consequence should that risk occur. The combination of these two measures will result in a “level” of risk. This level of risk aids management decision making in order to address a risk.

Number	Name	Description	Likelihood	Consequence	Risk	Mitigating Activity
1	State Government Target	There is a risk that Aboriginal employment will not increase if the Government does not apply a reasonable target	Likely	Critical	Extreme	Government should apply a reasonable target to its procurement activities to engage Aboriginal companies to win work, resulting in an increase in Aboriginal employment.
2	Measuring Outcomes	There is a risk that if outcomes are not measured appropriately that KPIs will not be achieved	Possible	Moderate	High	Government should ensure they measure the right KPIs to ensure the outcomes they are after are achieved.
3	Flexibility in Approach	There is a risk that Aboriginal employment KPIs will not be met if Government Agencies are not able to apply flexible approaches to account for the different Aboriginal employers	Possible	Moderate	High	Government Agencies should have flexibility to engage Aboriginal companies, both small and large, to ensure packages of work are appropriately sized and are of sufficient duration to encourage an increase in Aboriginal employment
4	Data	There is a risk that if the right data isn't collected and shared, that Aboriginal employment KPIs will not be measured appropriately and therefore KPIs not met	Likely	Major	Extreme	Government should ensure they gather the right data in the right format to allow KPIs to be accurately measured.
5	KPIs	There is a risk that KPIs will not be met unless failure to meet KPIs is not penalised	Likely	Critical	Extreme	Government should ensure management teams are penalised if they do not meet agreed to KPIs. If management teams continually exceed KPIs, then they should be rewarded.
6	Aboriginal Companies	There is a risk that Aboriginal companies can be structured such that they meet the definition of an Aboriginal company to win work, but Aboriginal employment does not increase	Almost Certain	Critical	Extreme	Government should ensure that Aboriginal companies are investigated and audited to ensure they are maximising Aboriginal employment by growing the employee numbers, not by highlighting ownership of greater than 50% of the company by an Aboriginal.
7	Don Dunstan Foundation	There is a risk that the Don Dunstan Foundation will lose influence with Government regarding Aboriginal Issues if they do not action the Report Recommendations	Possible	Critical	Extreme	The Don Dunstan Foundation should engage with stakeholders as appropriate to execute the Report recommendations

Once we determine the level of risk, we can determine what actions should be taken to reduce the risk to a lower, more acceptable level. The following Table provides the guidance we decided to approach to address our risk levels.

Risk Management Action	
Risk Level	Response
<b>Extreme</b>	Immediate action required to reduce risk to acceptable level. Senior management to monitor the risk and mitigation activity often to ensure risk is reduced to acceptable level
<b>High</b>	A Mitigation Plan will be developed with the aim to reduce risks to as low as practical. The effectiveness of the risk mitigation strategies will be periodically monitored
<b>Medium</b>	A Mitigation Plan shall be developed. Control strategies implemented and periodically monitored
<b>Low</b>	Manage by routine processes and procedures and monitor periodically

We then identified the risks from our report. These risks were drawn from our recommendations. We subjectively assessed the likelihood and consequence based on the tables above and the overall risk was calculated. Based on the risk level, we recommended a mitigating approach to reduce the likelihood and/or consequence of that risk. This then results in a small list of activities Government and private companies can focus on to ensure Aboriginal employment is increased.

		likelihood				
		The event may occur only in exceptional circumstances	Not expected, but the event may occur at some stage	The event could occur at some stage	The event will probably occur in most circumstances	The event is expected to occur, or has occurred and is continuing to impact
		Rare	Unlikely	Possible	Likely	Almost Certain
Aboriginal employment is not increased	Critical				Extreme	
Aboriginal employment increases but only by a small percentage	Major			High		
Aboriginal employment increases but by at least 20%	Moderate		Medium			
Aboriginal employment increases but by at least 30%	Minor	Low				
Aboriginal employment increases but by at least 50%	Insignificant					

## Appendices

### Appendix 1 - Stakeholder Analysis

Stakeholder	Interest in Aboriginal Economic Engagement
Don Dunstan Foundation	<p>The strategic plan for 2016-2020 for the Don Dunstan foundation identifies "Initiating and coordinating the development of an Aboriginal economic blueprint" as an area of need in its priorities.</p> <p>Facilitating an increase in Aboriginal economic engagement demonstrates commitment to the strategic plan and adhering to the ideals and legacy of the late Premier Don Dunstan.</p>
Leaders Institute of South Australia	<p>In providing avenues for potential and established leaders to develop their skills, the Leaders Institute of South Australia encourages positive social impact of its participants.</p> <p>Participation in increasing Aboriginal economic engagement in South Australia demonstrates value of training provided by Leaders Institute.</p>
South Australian Community	<p>The South Australian community recognises the importance of improving the economic participation of Aboriginal people to the health and well-being of Aboriginal communities.</p> <p>A significant economic gap exists between Aboriginal and non-Aboriginal people in Australia. Society recognises that there is a high reliance on social welfare.</p> <p>Furthermore, investment in Aboriginal economic engagement has been found to have a significant payback in the form of a reduction in social welfare payments. A saving in funding by addressing these issues could then be used to support other closing the gap challenges.</p>
Aboriginal Communities	<p>The history of British settlement and the Australian government policies imposed on Aboriginal communities has resulted in economic disadvantage for Aboriginal people.</p> <p>Whilst increasing economic engagement doesn't change historical events, it is a step towards closing the gap.</p> <p>Involvement in the economy facilitates input into the wider community and an increased opportunity to influence activities occurring on traditional lands.</p> <p>Self-determination, recognition, acceptance.</p>



<p>Aboriginal Employers</p>	<p>An increase in economic opportunities is likely to result in capacity building of people within the business and allow for business expansion.</p> <p>Business growth provides resources for Aboriginal Employers to enhance the positive social impact they make. This impact could include; setting an example for non-indigenous businesses on creating culturally diverse workplaces, increased employment of Aboriginal employees and assisting other Aboriginal businesses.</p>
<p>Aboriginal Families</p>	<p>Due to restrictions the Australian government imposed on Aboriginal people, the transfer of land between generations and intergenerational wealth was suppressed. It is generally accepted that intergenerational wealth creates more opportunities for a young person including access to a higher level of education.</p> <p>An increase in Aboriginal economic engagement, may assist in building intergenerational wealth and opportunities.</p> <p>Improving Aboriginal economic engagement of an individual person will have a flow on effect to their family and assist in intergenerational wealth creation.</p>
<p>Project Managers</p>	<p>Project managers interests lie in achieving project milestones and outcomes within timeframes and budget. The success of many projects relies on achieving positive community engagement to achieve a social license to operate. In many cases this includes Aboriginal community relationships.</p> <p>Achieving Aboriginal economic outcomes may also help achieve RAP, diversity and inclusion and procurement targets.</p>
<p>Procurement Staff</p>	<p>Procurement staff in government:</p> <p>The Indigenous Procurement Policy as well as state government targets have been set to guide procurement staff to increase contracts awarded to Aboriginal Businesses. Procurement staff are interested in ensuring that procurement policies and procedures of transparency and competitive value are followed and this doesn't always assist with the adaptive approach required for the engagement of Aboriginal contractors.</p> <p>To meet these targets, procurement staff must source Aboriginal businesses that have the resources and capacity to fill contracts. Thus, an increase in Aboriginal economic engagement is likely to increase the size and number of Aboriginal businesses applying for contracts, in turn assisting to achieving targets.</p>

	<p>Procurement staff in private:</p> <p>Whilst the private sector doesn't have targets imposed on it, many businesses have Reconciliation Action Plans that encourage procurement staff to be aware of the potential of engaging Aboriginal businesses as suppliers.</p>
<p>Government Organisations</p>	<p>Federal government:</p> <p>Aims to increase Aboriginal economic engagement through policy such as the Indigenous Procurement Policy (IPP).</p> <p>Is held accountable for meeting targets of IPP through the Slice of Pie website which tracks Commonwealth contracts awarded to Aboriginal businesses.</p> <p>State government:</p> <p>Industry Participation policy targets engagement of Aboriginal business participation through exemptions and increased weighting of procurement for Aboriginal businesses.</p>
<p>Private Business</p>	<p>Private sector businesses are increasingly committing to Reconciliation Action Plans as a response to society pressures to make positive social impacts and have a focus beyond financial profits.</p> <p>South Australia's ageing population creates demand from businesses to access new sources of employment.</p> <p>Furthermore, constant change and a dynamic landscape requires creative solutions which can be incubated by employing diversity within the workforce.</p>

## Appendix 2 – Interview record

Name	Organisation	Position
Experts in their field		
Justin Sara	Department for Premier and Cabinet	Chief Procurement Officer
Ian Nightingale	Office of the Industry Advocate for Aboriginal Businesses SA	Industry Advocate
Sue Panagaris	Office of the Industry Advocate for Aboriginal Businesses SA	Industry Participation Consultant
Steven Marshall	Government of South Australia	Premier
Caitlin Gardner	University of South Australia	Honours Student
Clyde Rigney	Zancott Knight Facilities Management	Business Development Manager
Parry Agius	Linking Futures/ Alinytjara Wilurara NRM Board	Managing Director / Presiding Member
Case Study 1		
Brett Pendelberry	Department for Environment and Water	Project Manager for the SE Flows Project
Lachlan Sutherland	Department for Environment and Water	Manager Aboriginal Engagement and Reconciliation
Bob Furner	South Australian and Northern Territory Governments	Former project manager for the SE Flows Project
Mary-Anne Healey	Department for Environment and Water	Regional Director, Natural Resources Alinytjara Wilurara
Case Study 2		
Andrew Cole	OZ Minerals	Managing Director and Chief Executive Officer
Geoff Deans	OZ Minerals	Group Manager Social Performance
Dean Leibelt (and Board Members)	Antakirinja Matu-Yankunytjatjara Nominees	Business Development Manager
Chris Larkin	Kokotha Aboriginal Corporation	Chairman
Case Study 3		
John Briggs	Intract Australia	General Manager Southern Region



### Appendix 3 – Sample Interview Questions

1. Tell us about your involvement with Aboriginal employment and contracting.
2. Can you briefly describe the project you worked on?
3. In what ways were Aboriginal people engaged with the project, either through consultation or employment.
4. How was the procurement process managed?
5. What has been achieved in terms of Aboriginal engagement and employment?
6. Was there assistance provided by the Department to increase Aboriginal participation with this project?
7. What led to the success of Aboriginal engagement in this project?
8. Were there areas we could improve in terms of Aboriginal participation or any unintended consequences?
9. What are the barriers to increasing Aboriginal procurement? How could the process be streamlined or improved?
10. Does the Department provide feedback to Aboriginal businesses regarding the procurement process? Or any other support?
11. Are there Department Aboriginal procurement targets set? Is there data available on Aboriginal procurement?
12. Does your organisation have a Reconciliation Action Plan?
13. Did you undertake cultural awareness training and was this helpful?
14. Is there anything further you'd like to add that we didn't get a chance to cover in terms of how we might achieve an increase in Aboriginal economic activity?

#### Appendix 4 - Office of the Industry Advocate for Aboriginal Businesses SA

The benefit of genuine Economic Participation to Aboriginal South Australians resulting from Commonwealth, State and Local Government expenditure can be critical element to self-determination. Aboriginal businesses are 100 times more likely to employ Aboriginal people, so the growth of the Aboriginal Business Sector is integral to increasing Aboriginal employment and in particular apprenticeship and traineeships.

In 2016 the South Australian Industry Advocate assumed responsibility for the Aboriginal Economic Participation Initiative in South Australia. In August of the following year, the South Australian Industry Participation Policy (SAIPP) was revised to incorporate the Government's Aboriginal Economic Participation objectives into a single comprehensive framework.

This meant Aboriginal Economic Participation was now part of the mainstream government procurement policy.

The SAIPP also establishes a structure by which obligations are placed upon recipients of concessions and other support from the Government with private sector projects to provide opportunities for local businesses and employment.

The Industry Advocate is a Statutory Authority and the Industry Advocate Act 2017 gives the Advocate power to investigate contract non-compliance and provides Legislative power to issue Directions to rectify non-compliance.

This extends to commitments made during the tender process with regard to the promised engagement of an Aboriginal workforce and/ or Aboriginal businesses in the supply chain of State Government funded strategic projects.

The Aboriginal Economic Participation component of the SAIPP has the potential to further reduce red tape for Agencies and increase their procurement spend with Aboriginal businesses in South Australia. Notably, the procedural guidelines for this policy outline the requirements on Responsible Government Agencies (RGA) to seek to expand the economic opportunities for South Australia when applying the Policy, and that government agencies are encouraged to go further than the minimum requirements.

The SAIPP also specifically identifies in subsection 4.5 Aboriginal Economic Participation through Procurement with a focus on developing whole of Government procurement practices. This includes opportunities for RGAs to procure directly from an eligible Aboriginal business for contracts up to \$220,000 provided it is a value-for-money quote.

Since April 2016, a dedicated Industry Advocate Consultant – Aboriginal Business has delivered on the objectives of the Aboriginal Economic Participation Initiative and assisted the growth and diversification of the Aboriginal Business Sector. The role is to provide an interface between Aboriginal businesses, State Government and industry and encompasses working relationships with:

- Approximately 80 Aboriginal owned businesses in SA to raise their capacity, capability and profile with a view to winning State Government contracts with the long-term goal of these business increasing their Aboriginal workforce;
- State Government Agencies to assist them to meet their Aboriginal Procurement Targets;



- Primary Contractors to align suitable Aboriginal businesses to nominated work packages in State funded projects in SA;
- State Government contract managers across projects with an Industry Participation Plan to ensure proponents meet their contractual obligations with regard to engagement with Aboriginal businesses in their supply chain; and
- Federal counterparts in an as needs basis to assist with delivery of initiatives; and
- Facilitating Joint Ventures between Aboriginal business and culturally appropriate capacity partners. Increasing Aboriginal employment opportunities is a primary objective of these arrangements.

Since April 2016 the Office of the Industry Advocate has worked with State Government Agencies to identify further opportunities within their forward procurement plans for Aboriginal Enterprise participation and align the buying requirements to suitable Aboriginal businesses. During this time the percentage spend on goods and services with Aboriginal businesses as a percentage of total spend reported in Basware has increased from 0.17% in June 2015 to 0.34% in June 2018. While the SAIPP has proven successful there is still more that can be done by government to increase Aboriginal economic participation through procurement.

On 30 November 2016 the Chief Executives Group on Aboriginal Affairs (CEGAA) agreed to assist the economic participation of Aboriginal people in South Australia by identifying and providing procurement opportunities within their RGAs. This would be driven by the setting of Aboriginal Procurement targets as a percentage of each Agency's total procurement.

It was proposed by the Industry Advocate that in addition to Aboriginal procurement spend, RGAs would be asked to provide the following:

- The number of times SA Aboriginal businesses were invited to quote
- The number of contracts awarded to Aboriginal businesses in SA
- The number of times increased weighting has been used for an Economic Contribution Test (ECT) or an Industry Participation Plan to provide greater opportunity for Aboriginal owned and operated businesses.

Requesting this additional information from the RGAs would allow OIA to measure the effectiveness of the SAIPP with regard to Aboriginal economic participation. By establishing meaningful targets and reporting against these targets to the Office of the Industry Advocate (OIA) will be able to determine whether there has been a genuine increase in the number and diversity of Aboriginal owned and operated businesses winning Government work.

While increased spend is a measure of Aboriginal economic participation, it does not provide the complete picture or encourage the Agencies to utilise the Aboriginal Economic Participation Policy to its maximum benefit to Aboriginal businesses.

Resources are available to assist Government and Industry procurement staff to source Aboriginal businesses to meet their supply chain requirements. One of these is Aboriginal Business Connect ([www.aboriginalbusinessconnect.com.au](http://www.aboriginalbusinessconnect.com.au)), a State government owned / Supply Nation administered online business directory. This portal provides the names, industry sector and contact details for Aboriginal businesses with an office and workforce in this State.



Supply Nation has a detailed auditing process in place for Registered and Certified Suppliers to ensure the continuing ownership of the business by verified Aboriginal owners. Supply Nation (formerly Australian Indigenous Minority Supplier Council) is a non-profit organisation that aims to grow the Aboriginal business sector through the promotion of suppliers in Australia and the host organisation of Aboriginal Business Connect. Supply Nation certifies Indigenous businesses as being genuinely Indigenous by establishing that they owned, managed and controlled by Indigenous people (Indigenous businesses are Registered with Supply Nation first, which requires 50% minimum Indigenous ownership. Eligible businesses can then elect to be certified, which requires 51% ownership, management and control by Indigenous people. In South Australia presently of the over 90 business listed, 9 businesses have been Certified and the remainder are Registered.

Once an Indigenous business is certified it is able to use the Supply Nation certification logo on its marketing material, access the corporate and government Member database, and get discounted rates to Supply Nation events and workshops. Supply Nation has certified 345 Indigenous businesses, covering nearly every industry sector. Supply Nation is part funded by the Federal Government and partly by an annual membership fee to its corporate, government, and non-profit members.

Any feedback that indicates suspicion of the Indigenous status of a company registered on Aboriginal Business Connect will be thoroughly investigated by Supply Nation. Where it is concluded that false information has been provided, the business will be removed from the site.

If Supply Nation finds that a business should not be registered, the business will be immediately de-registered. In cases where there may have been fraudulent activity leading to registration, legal proceedings, or referrals to the police in relation to suspected criminal offences, may also be considered.

Below is a list of other business supports for Aboriginal people currently delivered by the State and Federal Government along with Industry:

The Industry Advocate database which allows Aboriginal businesses to receive industry news and event notification that assist in winning procurement opportunities with the South Australian government through subscription to the newsletter <http://bit.ly/OIA-MailingList>

Indigenous Business Trade Fair (hosted Friday 27 July 2018 in Adelaide)- this Federally funded event provided an opportunity for 450 attendees to meet over 60 Indigenous businesses supplying goods and services in a broad range of sectors, including building, business, catering, cleaning, education and training, facilities management, legal services, logistics, promotional event management, human resources, security and travel.

South Australian Product register designed to connect architects, quantity surveyors, and builders access to information about locally manufactured and supplied products and where appropriate incorporate; local products into design specifications. This is a free online tool you can register to identify products manufactured and supplied from within South Australia <https://industryadvocate.sa.gov.au/sa-product-register>

SA Tenders is a State Government site that lists tender opportunities across major agencies and some local government agencies, businesses can register for email alerts that notify of