

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.*

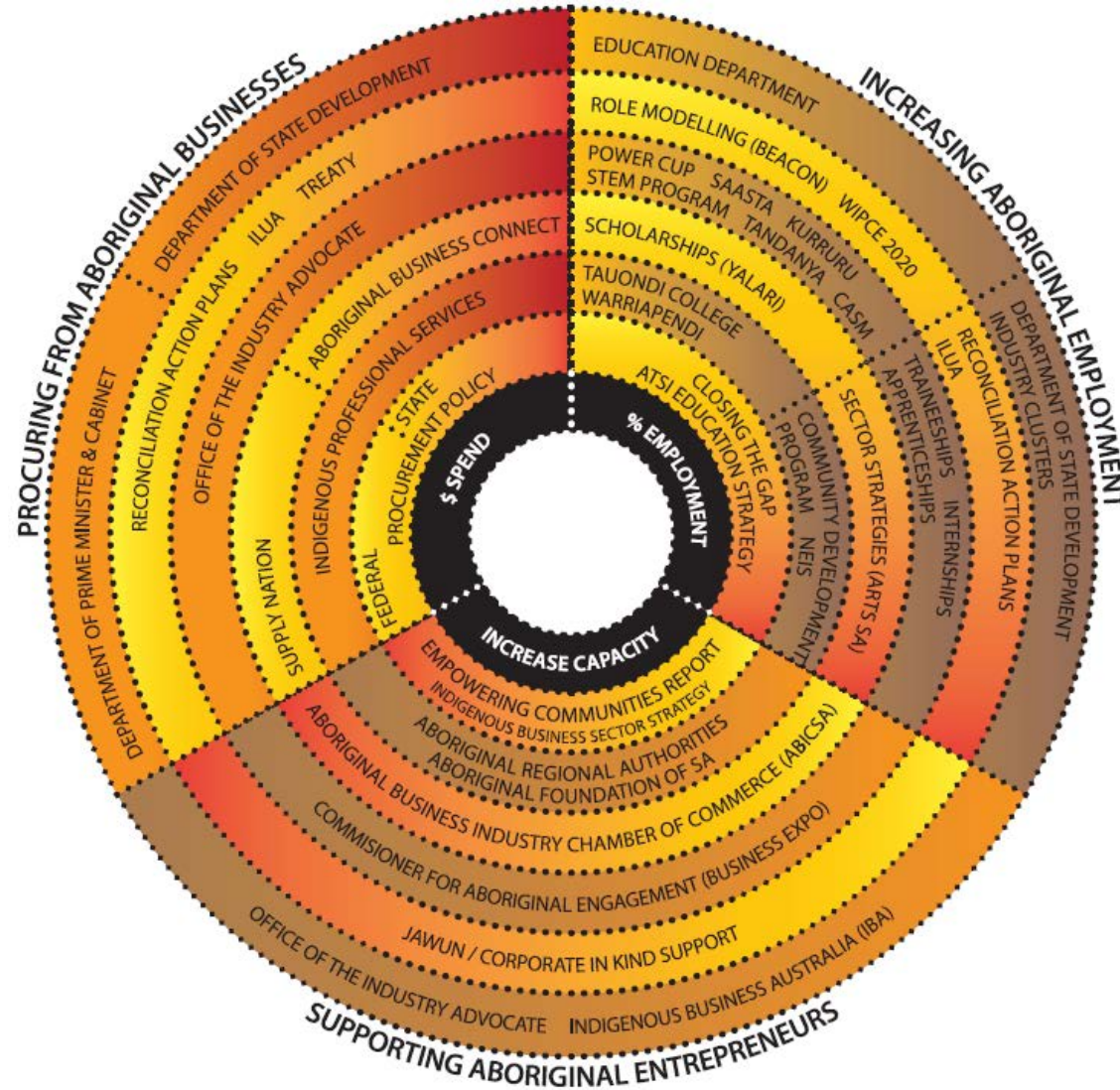
- Words adapted from the Recognition of Aboriginal Peoples in the South Australian Constitution Act 1934, section 2

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.¹ 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.”*²

It is recognised that Indigenous peoples are among the most marginalised and vulnerable peoples in the world.³ 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’.

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

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

³ <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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SEA Gas



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Director & Chief Executive
Adelaide Fringe



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Brand Marketing Manager
Rossi Boots



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Simon Rowberry
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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 Jawun⁴. 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.

⁴ 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.



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

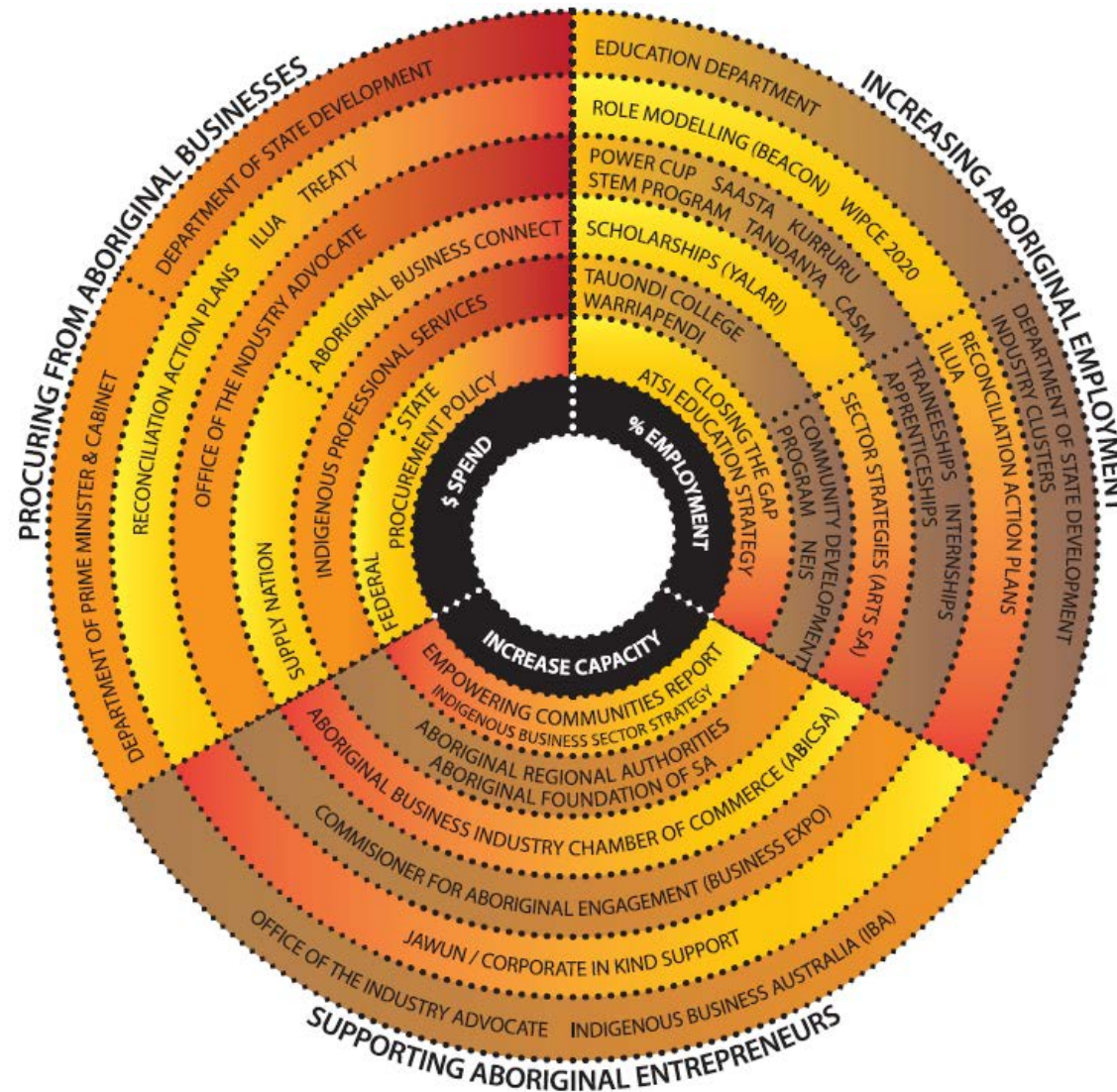
The stakeholder analysis became the backbone of the infographic that we produced to graphically represent the links between:

- 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

| Procuring from Aboriginal Business | |
|--|---|
| Target – Increase \$ Spend with Aboriginal Businesses (spend 3% of total domestic contracts with Aboriginal Businesses) | |
| 1 Key Government Agency - Federal - State | Department of Prime Minister and Cabinet (DPMC) Minister for Aboriginal Affairs , Senator Nigel Scullion Key Contact: Mark Fordham, State Manager, DPMC Email: mike.fordham@network.pmc.gov.au Website: https://www.pmc.gov.au/indigenous-affairs Website (Slice of Pie): https://sliceofpie.com.au Working to support the achievement of the Federal procurement targets by liaising with State Government to meet united objectives. Administer the “ Slice of Pie ” 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. Department of State Development (DPC) Minister for Aboriginal Affairs and Reconciliation , The Hon. Kyam Maher MLC Key Contact: Amy Rust, Ministerial Adviser Email: amy.rust@sa.gov.au Phone: (08) 8303 2500 Key Contact: Doug Clinch, Principal Program Officer, Aboriginal Stakeholder Engagement Email: douglas.clinch@sa.gov.au Phone: (08) 8463 5516 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. |

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| 2 | Industry Drivers | <p>Reconciliation Action Plans (RAPs)</p> <p>Key Contact: Mark Waters, State Manager, Reconciliation SA</p> <p>Email: reconciliationsa@adam.com.au</p> <p>Phone: (08) 8463 6382</p> <p>Website (National): https://www.reconciliation.org.au/</p> <p>Website (SA): www.reconciliationsa.org.au/</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>Indigenous Land Use Agreements</p> <p>Reference: http://aiatsis.gov.au/sites/default/files/products/research_outputs/south-australian-settlement-framework.pdf</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"> • Requirements of engaging local Aboriginal / native title holder businesses to deliver services; and • Payments to the representative Aboriginal organisation for a specified purpose such as funds to buy or develop businesses for local Aboriginal people. <p>Treaty</p> <p>Key Contact: Aboriginal Affairs and Reconciliation</p> <p>Email: treaty@sa.gov.au</p> <p>Phone: (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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| 3 | Other Government Support | <p>Office of the Industry Advocate</p> <p>Key Contact: Sue Panagaris, Industry Advocate - Consultant</p> <p>Email: sue.panagaris@sa.gov.au</p> <p>Phone: (08) 8207 0903</p> <p>Website: http://www.industryadvocate.sa.gov.au/</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"> • Check government tenders and send them out to relevant businesses; • Act as the statutory agency for enforcement (if a government agency is doing direct procurement the Industry Advocate will check why); |
| 4 | Indigenous Business Directories - Federal | <p>Supply Nation</p> <p>Website: http://www.supplynation.org.au</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"> • Has developed the largest membership in Australia of corporate, government and non-profit organisations committed to supplier diversity and Indigenous business development. • 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]. |

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| | <p>- State</p> | <ul style="list-style-type: none"> 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. 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. <p>Aboriginal Business Connect</p> <p>Website: http://www.aboriginalbusinessconnect.com.au</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"> Meet the Buyer programs which introduce Aboriginal businesses to South Australian Government procurement officers and industry leaders; 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 Business development offered through the Aboriginal Foundation of South Australia. |
| 5 | <p>Consultancy Support</p> | <p>Indigenous Professional Services (IPS)</p> <p>Key Contact: Kristal Kinsela, Director and Partner (recently awarded NSW Aboriginal Woman of the Year)</p> <p>Email: kristal.kinsela@ipsau.com.au</p> <p>Key Contact: Susan Lee, Business Advisor (SA, Vic, Tas)</p> <p>Email: susan.lee@ipsau.com.au</p> <p>Website: www.indigenousprofessionals.com.au</p> |

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| | <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:</p> <ul style="list-style-type: none"> • The Aboriginal business provides a value-for-money quote. • The Aboriginal business is eligible which means: <ul style="list-style-type: none"> - 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. <p>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.</p> <p>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).</p> <p>There are also strategies to increase Aboriginal economic participation in major projects.</p> <p>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.</p> |
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Table 8-2: Supporting Aboriginal Entrepreneurs

| Supporting Aboriginal Entrepreneurs | | |
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| Target – Increase Capacity of Aboriginal Businesses | | |
| 1 | Key Government Agency | <p>Office of the Industry Advocate</p> <p>Key Contact: Sue Panagaris, Industry Advocate - Consultant</p> <p>Email: sue.panagaris@sa.gov.au</p> <p>Phone: (08) 8207 0903</p> <p>Website: http://www.industryadvocate.sa.gov.au/</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"> • Empower Aboriginal businesses; • Identify Aboriginal businesses and provide them with information on training and development support available to them; • Introduce Aboriginal businesses to the Governor's Aboriginal Industry Clusters; • Track businesses to check that they meet the 50%+ Aboriginal ownership requirement; • Run workshops (e.g. on supplying to government); • Support networking between Aboriginal businesses to create an Aboriginal business ecosystem; • 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. • 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); • 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. |

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| | | <p>Indigenous Business Australia (IBA)</p> <p>Key Contact: Natalie Fishlock, Start up and Development, Indigenous Business Australia</p> <p>Email: Natalie.Fishlock@iba.gov.au</p> <p>Phone: (08) 8307 8904</p> <p>Website: iba.gov.au</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"> • The Enterprise Program (Business Development and Assistance) • Indigenous Home Ownership • Equity and Investments (Large scale \$5M). <p>The Enterprise Program, is most applicable to entrepreneurs and provides:</p> <ul style="list-style-type: none"> • Coaching and industry support by: <ul style="list-style-type: none"> – IBA business coaching – Co-funding specialist advice – Provision of on-line learning modules – Directing businesses to other government resources • Workshops <ul style="list-style-type: none"> – Business Start-up & Growth – Tax – Marketing (Including social media and technologies) – Indigenous Procurement Policy – Legal Obligations • Funding <ul style="list-style-type: none"> – Loans – Start-up package (30% grant, 70% loan, capped at \$100k) |
| 2 | Industry Drivers | <p>Jawun</p> <p>Key Contact: Shane Webster, Regional Director</p> <p>Email: swebster@jawun.org.au</p> <p>Website: http://jawun.org.au/about/</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> |

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| 3 | Other Government Support | <p>Commissioner for Aboriginal Engagement - Business Expo</p> <p>An Aboriginal Business Expo - Indigenuity 2017 - is planned for 30 November 2017 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>Free Tickets available at: https://www.eventbrite.com.au/e/indigenuity-2017-sa-aboriginal-business-expo-tickets-37997713183</p> |
| 4 | Key Body | <p>Aboriginal Business Industry Chamber of Commerce (ABICSA)</p> <p>Website: https://abicsa.org.au/</p> <p>ABICSA is a membership based organisation that aims to support and promote Aboriginal organisations by:</p> <ul style="list-style-type: none"> • Creating opportunities for Aboriginal enterprise • Facilitating collaboration with the wider SA business community • Bringing Aboriginal businesses in SA together • Opening opportunities into new sectors e.g. digital media • Lobbying for opportunities and change • Partnering with private industry, other peak bodies and government for procurement |
| 5 | Aboriginal Leadership | <p>Aboriginal Regional Authorities (ARA)</p> <p>Website: https://statedevelopment.sa.gov.au/aboriginal-affairs/aboriginal-affairs-and-reconciliation/initiatives/aboriginal-regional-authority-policy</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"> • Nation building • Leader to leader – ARA and State Government |

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| | | <p>Aboriginal Foundation of South Australia</p> <p>Website: http://www.aboriginalfoundation.com/</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> |
| 6 | Policy and Key Reports | <p>Indigenous Business Sector Strategy</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"> • \$90 million for an Indigenous Entrepreneurs Fund; • refocusing Indigenous Business Australia's Indigenous Business Development and Assistance Programme; and • developing the Indigenous Business Sector Strategy. <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"> • Improved access to finance; • Improved access to business support; • Better networks and connections; and • Better information and data. <p>Empowered Communities Report</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"> • Cape York, Queensland • Central Coast, New South Wales • East Kimberley, Western Australia • Goulburn-Murray, Victoria • Inner Sydney, New South Wales • Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Lands, Central Australia (SA, WA, NT) |

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| | <ul style="list-style-type: none"> • North East Arnhem Land (NEAL), Northern Territory • West Kimberley, Western Australia <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>“Recognise that <i>Indigenous Empowerment</i> is to be understood by its ordinary English meaning, involving two aspects:</p> <ol style="list-style-type: none"> 1. Indigenous people empowering themselves by taking all appropriate and necessary powers and responsibilities for their own lives and futures 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.” <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"> 1. To close the gap on the social and economic disadvantage of the Indigenous Australians of the Empowered Communities regions. 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. |
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Table 8-3: Increasing Aboriginal Employment

| Increasing Aboriginal Employment | | |
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| Target – Increase Employment (halve the gap in unemployment by 2018) | | |
| 1 | Key Government Agency - Education | <p>Department of Education (Commonwealth)</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"> • Attendance and Engagement • Transition Points (including pathways to post-school options) • Early Childhood Transitions • Workforce • Australian Curriculum <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>Department of Education and Child Development (DECD) (SA)</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"> • 295 Aboriginal students completed SACE in 2015. 103% increase in the number of Aboriginal SACE completers over the life of the strategy • 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. |

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| | <p>- Employment</p> | <ul style="list-style-type: none"> • 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%. • In 2015, Aboriginal students achieved a total of 5 merits. <p>Department of State Development (DSD) – Industry Clusters</p> <p>Key Contact: Joe Aylward, Manager. Aboriginal Stakeholder Engagement, Skills and Employment Division</p> <p>Email: joe.aylward@sa.gov.au</p> <p>Website: http://aboriginalemploymentsa.com.au/employers/employer-led-change/</p> <p>DSD is responsible for two key programs:</p> <ol style="list-style-type: none"> 1. Apprenticeships and Traineeships (approximately 70% with small and medium enterprises) <ul style="list-style-type: none"> • Currently 160 Apprenticeships • PWC's Indigenous Consulting group (PIC) supports brokering of cadetships 2. Industry Clusters <ul style="list-style-type: none"> • 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. • 120 employers participate in the program, across 10 industries. <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"> • Immediate employment opportunities for Aboriginal people • Increasing the cultural competency of participating industries/ organisations through training and support • Supporting Aboriginal owned businesses to procure goods and services • Creating the pipeline of Aboriginal people studying the specialised qualifications sought by Cluster employers (for example, engineering, commerce, accounting and science) <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.</p> <p>There are clusters representing the following ten industries:</p> <ul style="list-style-type: none"> • Accounting and Finance • Advanced Manufacturing • Community Services • Defence • Energy, Water and Resources |
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| | | <ul style="list-style-type: none"> • Hospitality • Infrastructure • Legal services • Local Government • South Australian public sector <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> |
| 2 | Industry Drivers -Education | <p>Role Modelling (The Beacon Foundation)</p> <p>Key Contact: Mandy Rossetto, Senior Relationship Manager</p> <p>Email: mandy.rossetto@beaconfoundation.net</p> <p>Website: https://beaconfoundation.com.au/</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>World Indigenous Peoples Conference on Education 2020</p> <p>Reference: http://www.adelaideconvention.com.au/wp-content/uploads/2017/08/WIPCE-RELEASE-FINAL.pdf</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> |

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| <p>-Employment</p> | <p>Reconciliation Action Plans (RAPs)</p> <p>Key Contact: Mark Waters, State Manager, Reconciliation SA</p> <p>Email: reconciliationsa@adam.com.au</p> <p>Phone: (08) 8463 6382</p> <p>Website (National): https://www.reconciliation.org.au/</p> <p>Website (SA): www.reconciliationsa.org.au/</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>Relationships</p> <ul style="list-style-type: none"> • 6,658 Partnerships exist between RAP organisations and Aboriginal and Torres Strait Islander organisations or communities. • \$16 million in pro bono support was provided to Aboriginal and Torres Strait Islander organisations or communities in the reporting period. <p>Respect</p> <ul style="list-style-type: none"> • 767 Australian organisations have created a RAP since 2006 • 1.5 million Australians work or study in an organisation with a current RAP • 51,797 RAP organisation employees completed on-line cultural learning and 46,446 employees completed face to face cultural awareness training. <p>Opportunities</p> <ul style="list-style-type: none"> • \$14.6 million was provided for Aboriginal and Torres Strait Islander education scholarships by RAP organisations • \$169 million in goods and services was purchased from Supply Nation certified businesses • 19,413 Aboriginal and Torres Strait Islander people were working in organisations that have developed a RAP |
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| | | <p>Indigenous Land Use Agreements</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"> • Specifying the employment of an Indigenous liaison officer • Setting an Aboriginal employment target for the company • Setting an Aboriginal employment target for the company's sub-contractors • Payments made for specific purposes such as administration which could provide for Aboriginal employment • Providing apprenticeships and traineeships to Aboriginal people • Provision of cultural awareness training by a local Aboriginal service provider • Employment for site clearances |
| 3 | <p>Support Initiatives</p> <p>- Education</p> | <p>Power Cup</p> <p>Website: http://www.aboriginalpowercup.com.au/</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>SAASTA</p> <p>Website: http://www.saasta.sa.edu.au</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> |

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| | <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.</p> <p>Kurruru Website: http://www.kurruru.org.au</p> <p>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.</p> <p>STEM</p> <p>The KPMG <i>Igniting Indigenous Australia</i> 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 “<i>equalising effect on opportunity</i>” for Aboriginal people.</p> <p>Department of State Development’s <i>STEM Skills Strategy</i> provides a focus for this growth including internship programs available to all in the community.</p> <p>The Governor’s Aboriginal Industry Clusters members are committed to participating in an annual Indigenous STEM Camp.</p> <p>Tandanya Website: http://www.tandanya.com.au</p> <p>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.</p> <p>The Centre for Aboriginal Studies in Music (CASM) Website: https://music.adelaide.edu.au/casm/</p> <p>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> |
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| | <p>Employment</p> | <p>Traineeships</p> <p>Website: http://aboriginalemploymentsa.com.au/</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>Commonwealth Bank - https://www.commbank.com.au/about-us/careers/working-here/indigenous-careers.html</p> <p>NAB - https://www.nab.com.au/about-us/careers/trainee-programs/indigenous-traineeships</p> <p>Santos - https://www.santos.com/santos-in-the-community/community-partners/training-and-education/</p> <p>SAPOL Indigenous Pre-employment program - https://maxima.com.au/about/latest-news/2484-the-sapol-indigenous-pre-employment-program/</p> <p>SA Water - https://www.sawater.com.au/about-us/careers/workforce-programs/aboriginal-employment-program</p> <p>The Department of State Development - https://statedevelopment.sa.gov.au/aboriginal-affairs/aboriginal-workforce-participation-programs</p> <p>Westpac - https://www.westpac.com.au/about-westpac/careers/indigenouscareers/</p> <p>Professional Cadetships, Internships, Apprenticeships are available through some companies and various State Government departments.</p> |
| <p>4</p> | <p>Opportunities</p> <ul style="list-style-type: none"> - Education | <p>Yalari Scholarships</p> <p>Website: https://www.yalari.org/</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> |

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| | <p>- Employment</p> | <p>Aboriginal Health Scholarships – Rotary Australia</p> <p>Website: 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</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>Sector Strategies - Arts South Australia: Aboriginal Arts Strategy</p> <p>Key Contact: Dr Jared Thomas</p> <p>Email: artssa@sa.gov.au</p> <p>Website: http://arts.sa.gov.au/aboriginal-arts-strategy-development/</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>Government Support</p> <p>- Education (Schools)</p> | <p>Tauondi Aboriginal College</p> <p>Website: http://www.tauondi.sa.edu.au/</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> |

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| | <p>- Employment</p> | <p>Warriappendi</p> <p>Website: http://www.warriappendi.sa.edu.au</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>Community Development Program (CDP)</p> <p>Websites (National): https://www.pmc.gov.au/indigenous-affairs/employment/community-development-programme-cdp.</p> <p>https://www.pmc.gov.au/resource-centre/indigenous-affairs/community-development-programme-regions</p> <p>Website (SA CDP Opportunities): http://www.complete-personnel.com.au/www/Home.aspx</p> <p>https://www.skillhire.com.au/government-services/community-development-program-cdp/</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"> • Eyre – CDP services provided by Complete Personnel S.A. Pty Ltd • Far West - CDP services provided by Complete Personnel S.A. Pty Ltd • Flinders and Far North - CDP services provided by Complete Personnel S.A. Pty Ltd • Anangu Pitjantjatjara Yankunytjatjara (APY) Lands – CDP Services provided by Skill Hire WA Pty Ltd |
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| | | <p>New Enterprise Incentive Scheme</p> <p>Website: https://www.employment.gov.au/self-employment-opportunities-job-seekers-under-neis</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"> • accredited small business training • income support (NEIS Allowance) and NEIS Rental Assistance • business mentoring from a NEIS provider in a new business' first year. |
| 6 | Policy and Key Reports | <p>Closing the Gap Report</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>National Aboriginal and Torres Strait Islander Education Strategy 2015</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"> 1. Leadership, Quality Teaching and Workforce Development <ul style="list-style-type: none"> • skilled, culturally competent educators • setting high expectations • building a well-qualified Aboriginal and Torres Strait Islander education workforce 2. Culture and Identity <ul style="list-style-type: none"> • acknowledge, respect and reflect the histories, values, languages and cultures of Aboriginal and Torres Strait Islander people • provide opportunity to learn about the histories and cultures of Aboriginal and Torres Strait Islander people 3. Partnerships <ul style="list-style-type: none"> • education sectors and local Aboriginal and Torres Strait Islander communities and other stakeholders working together • listening and responding, strong accountability and active engagement, collaborative information sharing and informed decision making 4. Attendance <ul style="list-style-type: none"> • engagement • addressing barriers to school attendance |

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| | <p>5. Transition Points Including Pathways to Post-School Options</p> <ul style="list-style-type: none"> • support at critical stages of education to improve engagement, retention and attainment and develop the skills to participate fully in schooling, society and work <p>6. School and Child Readiness</p> <ul style="list-style-type: none"> • high quality, culturally inclusive early childhood education • strong foundation for early learning and transition to school <p>7. Literacy and Numeracy</p> <ul style="list-style-type: none"> • literacy and numeracy developed by applying proven, culturally inclusive, responsive and personalized approaches to learning to improve life choices and options. <p>Aboriginal Economic Participation Strategy</p> <p>Website: https://statedevelopment.sa.gov.au/aboriginal-affairs/aboriginal-affairs-and-reconciliation/initiatives/aboriginal-economic-participation-strategy</p> <p>The Aboriginal Economic Participation Strategy aims to increase employment through the following initiatives:</p> <ul style="list-style-type: none"> • The base 2% South Australian Strategic Plan employment target for Aboriginal people in the public sector; • 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; • Working to become an employer of choice for Aboriginal employees through its Work Health Safety Framework for Cultural Safety; and • The Public Sector Employment Cluster. |
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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 traineeships⁵.

⁵ 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”⁶ and lucrative cottage industries not achieving intended outcomes);
- lack of transparency of spending under both state and federal policies;
- 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

⁶ 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 1st 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 Australia⁷ 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

⁷ 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 – Kurna 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 years⁸. 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.

⁸ <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.

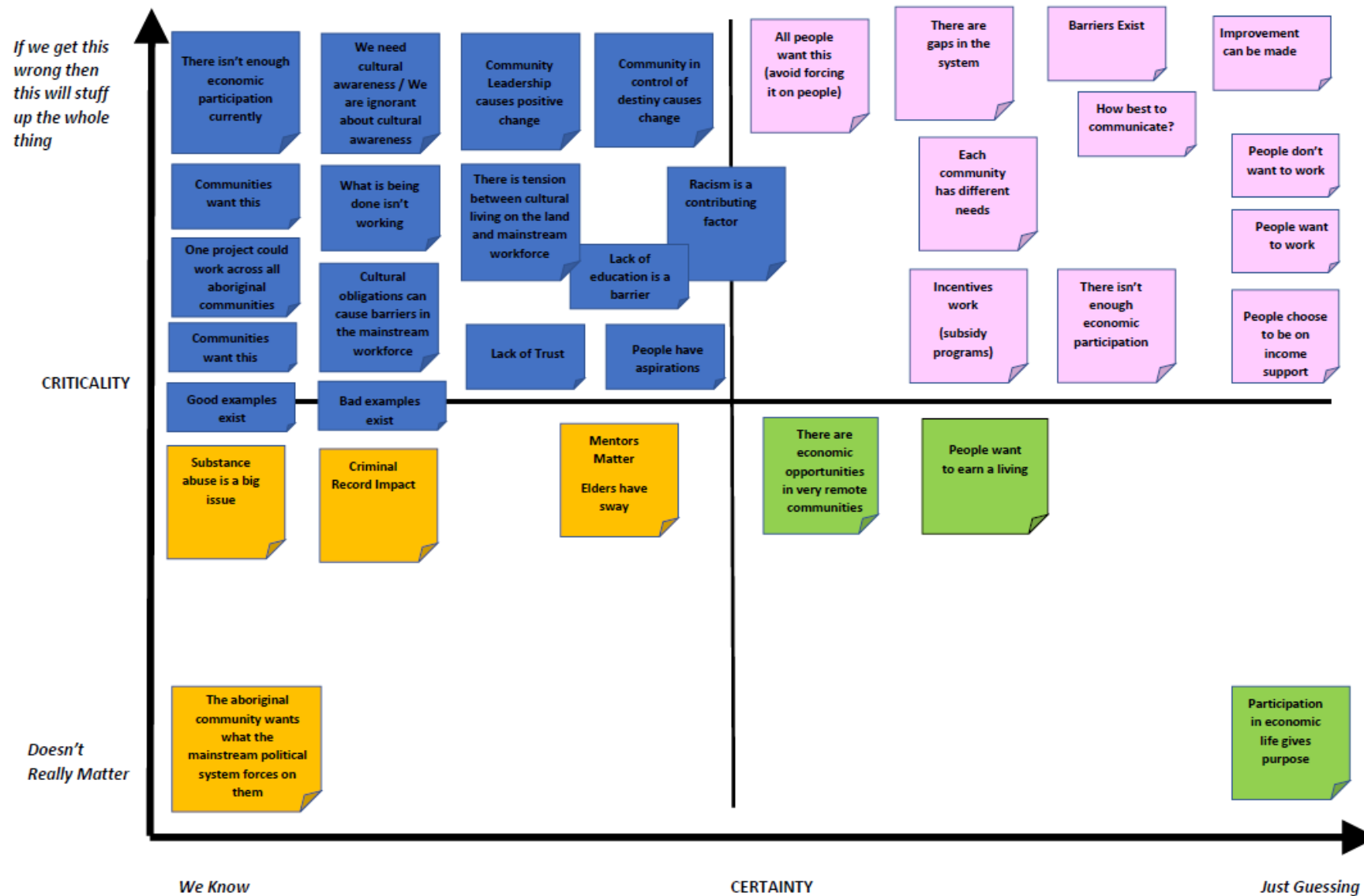
This is a complex challenge and we set out to gather as much information as we could and present it back in a digestible form, while highlighting areas of opportunity. We heard of great work that is already going on in this area and we also heard of many obstacles that are blocking Aboriginal people 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 | www.barrettservices.com.au |
| 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 | http://pearceearthmovers.com.au/ |
| 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; | | | www.gerardpastoral.com.au |

| 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 Hebbberman | |
| 5 | Kangaroo Island Ocean Safari | 77945053453 | 7016 - Wildlife & flora; 9015 - Entertainment services; 9012 - Travel facilitation; | | Anthony Brian Coppins | www.kangarooslandoceansafari.com.au |
| 6 | Karijini 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 | http://www.kokatha.com.au |
| 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 | http://kwy.org.au/ |

| No | Business Name | ABN | Business Activity | Phone Number | Contact Name | Website |
|----|--|-------------|---|--------------|-----------------------|---|
| 9 | Narunga 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 | www.scotdesco.com.au |
| 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 | www.zancott.com |
| 16 | Australian Truck & 4WD Rentals Pty Ltd | 88056422309 | 78111806 - Vehicle rental or leasing; | 0400 656 449 | Leonie Skelton | www.hertztrucks.com.au |
| 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 | http://www.davidliddiardgroup.com.au/recruitment |

| No | Business Name | ABN | Business Activity | Phone Number | Contact Name | Website |
|----|---|-------------|---|--------------|-----------------------|----------------------------|
| 18 | Garridja | 74026146859 | 8613 - Specialized educational services; 8610 - Vocational training; | | Tauto Sansbury | garridja.com.au |
| 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 | www.westcoldrilling.com.au |
| 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 | www.tandanya.com.au |
| 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 | www.vimbawarta.com.au |

| 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 | www.lcaerial.com.au |
| 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 | www.peterkittle.com.au |
| 31 | Anangu Ngangkari Tjutaku Aboriginal Corporation | 30627281288 | 8514 - Alternative & holistic medicine; 8510 - Comprehensive health services; 8611 - Alternative educational systems; | | Dr Francesca Panzironi | http://www.antac.org.au |
| 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 | http://indigenousadvisorygroup.com.au/ |
| 33 | CorporateConnect.AB Pty Ltd | 84154256532 | 1411 - Paper products; 5313 - Personal care products; 80101505 - Corporate objectives or policy development; | 08 8249 8941 | Andrea MacIntyre | http://www.ccab.com.au/ |
| 34 | CSA Amusements Pty Ltd | 66165567313 | 901517 - Amusement parks; | | Harley smans | www.csaamusements.com.au |
| 35 | David Liddiard Group Pty Ltd | 70166809061 | 80101505 - Corporate objectives or policy development; | 08 8249 8941 | Andrea MacIntyre | www.davidliddiardgroup.com.au |

| 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 | Parry Agius | www.linkingfutures.com.au |
| 46 | Nakkarra Enterprises | 48902869462 | 8613 - Specialized educational services; | | Greg Hodgkinson | www.nakkarra.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 | http://www.pwc.com.au/indigenous-consulting |
| 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 | www.printjunction.com.au |
| 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 | www.printnation.com.au |

| 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 | http://wakarlaglassgorgetours.com.au / |
| 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 | www.wecreateprintdeliver.com.au |
| 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 | www.yaranbiz.com.au |

| 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 | http://www.zancottknightfm.com/ |
| 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 | www.davidliddiardgroup.com.au |
| 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 | www.careytraining.com.au |

| 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 | www.lossandgrief.com.au |
| 67 | Bookabee Australia | 52261429637 | 8611 - Alternative educational systems; 8613 - Specialized educational services; 5019 - Prepared & preserved foods; | | Haydyn Bromley | www.bookabee.com.au |
| 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 | http://www.kakadutinytots.com.au/ |
| 70 | Ocean Jewels Dreaming | 85805967912 | 2312 - Textile & fabric machinery & accessories; | (Private) | Tina | www.oceanjewelsdreaming.com |

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 Plan⁹

| 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 |

⁹ * Indicates SA Office