

2021 LEARNINGS AND INSIGHTS

INDIGENOUS-LED ENTERPRISE

A GROWING AND POWERFUL MOVEMENT



21 years
Jawun

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Disclaimer: Aboriginal and Torres Strait Islander peoples should be aware that this report may contain images or names of people who have since passed away.

In this report, the term 'Indigenous' refers to Aboriginal and Torres Strait Islander peoples.

Unless otherwise acknowledged, photographs in this report were taken by Jawun staff.

Cover and page 4 artwork based on *Worre Woorrem Wet Season* by Miriwoong Elder Phyllis Ningarmara, depicting Miriwoong Country in the East Kimberley.

Jawun would like to thank its valued Indigenous partners for their input into this report, including the 21 stakeholders who generously provided the in-depth interviews drawn upon for case studies. Thanks also go out to Jawun's former Brand, Planning & Analysis Manager Eugenie Reidy, Marzena Zawisz of the Australian Public Service, Johanna Maiorana of BCG and James Campos for their tireless work bringing this report to life.

Jawun pays respect to Elders past and present. We acknowledge the generations of emerging leaders, now and in the future, and their role in continuing to maintain connection. We honour the resilience and continuing connection to Country, waters, culture and community by all Aboriginal and Torres Strait Islander people across Australia. We recognise that the decisions we make today will impact the lives of generations to come.



The goal for our enterprise within a generation is for our families to start creating intergenerational wealth for our children. Our end goal, in 100 years' time, is for our mob to be connected to culture, connected to people, connected to this place, and financially empowered.

CHRIS INGREY

LA PEROUSE COMMUNITY LEADER OF DHUNGUTTI AND DHARAWAL DESCENT, LA PEROUSE LOCAL ABORIGINAL LAND COUNCIL CEO, AND DIRECTOR OF INNER SYDNEY EMPOWERED COMMUNITIES

Over the past 20 years, Jawun has fostered enduring partnerships with Indigenous-led enterprises around Australia. Today, we see strong evidence of a burgeoning Indigenous business sector with significant and considerable impact for individuals, communities and the nation as a whole. This Indigenous-led, financial and social empowerment is powerful evidence of the intended outcomes at the heart of the Jawun model.

KARYN BAYLIS
JAWUN MANAGING DIRECTOR AND CEO



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Executive summary



A robust, diverse Indigenous business sector is a key lever to Indigenous empowerment. For 20 years, Jawun has worked to create connections between the corporate, government and philanthropic sectors, and leading Indigenous enterprises to build their capacity in order to advance their goals, both social and economic.

Photo: Frederic Courbet

This report presents 10 case studies of Indigenous-led enterprises driven by Jawun partners, focusing on their successes and aspirations. It captures the growing focus on Indigenous-led enterprise within Jawun's network, highlights the role of enterprise in broader empowerment, and underlines the importance of continued and improved support from our partners.

From agriculture to health, tourism to construction, education to ecology, the enterprises profiled in this report showcase the diversity and reach of Indigenous businesses around the nation. Together, they form part of a greater Indigenous business ecosystem, supporting the Indigenous-led industries that will drive job creation and innovation for generations to come.

This report demonstrates the power of Indigenous-led enterprises to create meaningful change on many levels, including by:

- **fostering economic empowerment** and financial independence to break the cycle of welfare dependency
 - **generating employment** opportunities for and building job skills in Indigenous workers
 - **building intergenerational wealth** to continue to elevate entire communities for years ahead
 - **funding social programs** through successful commercial enterprises, freeing communities from reliance on external funding to advance their objectives
 - **reframing perceptions of Indigenous Australians** through a lens of strength and success, thus fostering pride within Indigenous communities
 - **strengthening culture and relationships to Country** through aligning business practices and services to community values and traditions
-

For corporate, government and philanthropic partners, working with Indigenous-led enterprises can offer powerful lessons in embedding values of trust and community accountability in the way they do business. Secondees return with a deeper connection to Indigenous Australia and the motivation to pass on the lessons and experiences gained during their secondment within their own networks.

For Indigenous enterprise leaders, these partnerships provide access to a highly skilled and experienced network with influence in major businesses and across government, presenting valuable opportunities for learning, cross-sectoral collaboration and leadership development. Indigenous employees themselves gain income, skills, confidence and connections, becoming building blocks of community empowerment.

As Australia's Indigenous business sector continues to grow, the economic and social influence of Indigenous-led enterprises becomes increasingly apparent. Economic advancement remains a key priority among national Indigenous development initiatives, emphasising the significant role these businesses play in uplifting communities. This report underpins compelling first-person narratives with strong data to provide a window into the enormous breadth of innovative work undertaken by Indigenous-led businesses in Jawun's nationwide network of partners.

Key insights

A number of key insights emerged during the preparation of this report, identifying how the Jawun model creates value and impact for Indigenous-led enterprises.



Indigenous-led enterprises have risen in number, size and scope in recent years, including as a result of targeted measures such as the federal government's Indigenous Procurement Policy and corporate Australia's Raising the Bar initiative. Jawun's provision of skills and expertise allows them to realise their goals, take up opportunities, and grow faster than they would otherwise.



Jawun's capacity-building model provides Indigenous-led enterprises with connections drawn from an extensive corporate and government network. This helps enterprises access (and qualify for) strategic funding or partnership opportunities, and creates pathways for ambitious joint ventures that stretch their reach and success.



Indigenous communities and leaders prioritise enterprise as a means of fostering economic independence, with successful businesses proud symbols of strength and self-sufficiency. Together, Indigenous-led enterprises are central to Indigenous-led empowerment agendas at community, regional and national levels.



Partnering with Jawun, Indigenous-led enterprises forge connections with other Indigenous organisations in a network spanning 11 regions across Australia. Contacts are made, learnings are shared, and confidence is built. This adds to individual enterprises' success and to the creation of a collaborative Indigenous business ecosystem seen as essential to long-term sustainability.



Prioritising social, cultural and environmental outcomes as well as economic success, Indigenous-led enterprises drive broad visions of change. Many are associated with larger Indigenous-led reform movements including Empowered Communities. Supporting them is an effective means of fuelling a community's aspirations and their holistic ideas of strength and empowerment.



Despite structural barriers such as lack of access to capital and opportunities and, more recently, the effects of the COVID-19 pandemic, Indigenous-led enterprises repeatedly prove themselves to be innovative. In 2020, rapid transitions to e-commerce, e-health and e-learning, supported by virtual secondees, validated both the ambition of Indigenous partners' visions and the effectiveness of a model that provides strategic and practical support.



Generating their own revenue, Indigenous service providers have the independence to deliver programs that meet their own criteria and design, rather than those of external funders. Culturally appropriate, accessible and effective services within Indigenous communities are increasingly a result of revenue-generating enterprises by Indigenous-led health, education and other social service providers.



Jawun's so-called 'ripple effect' is the growing influence of mutual understanding between Indigenous and non-Indigenous Australia, stemming from the first-hand experiences and connections of secondments, executive visits, and other initiatives. Capacity-building support to Indigenous-led enterprises is a practical contribution to this – and one which, according to Jawun's vision, inspires a better nation.



Indigenous-led enterprises support personal and professional uplift for individuals. This includes through the creation of jobs (they are reportedly 100 times more likely than non-Indigenous businesses to hire Indigenous people) that bring prosperity, development opportunities, pastoral support, and positive connections with community and culture.



As Jawun's Indigenous partners continue to grow and rebuild their economies, taking an equity position within existing commercial enterprises in their region has proven to be a win-win strategy for all parties. As well as attracting further capital and employment opportunities, these partnerships contribute to a shared future and practical reconciliation between Indigenous and non-Indigenous business leaders.

Context

Across the country, enterprise is a priority among Jawun's Indigenous partners

Enterprise and trade are enduring features of the traditional cultures and economies of Australia's First Nations peoples. Long before European contact, goods were exchanged along established trade routes and across international waters with Indonesian peoples.¹² Today, building on important gains in civil and land rights movements, Indigenous-led enterprise is gaining significant momentum.

Jawun began supporting Indigenous-led enterprises in Cape York in 2001, and now facilitates skilled secondments and cross-sectoral connections in support of enterprises in 11 regions across Australia. Among Jawun's 70+ Indigenous partners, communities and leaders have increasingly prioritised enterprise as a means of breaking the welfare cycle and fostering economic independence.

In 2020, 46% of all Jawun secondments were in support of enterprise or economic participation, an increase from 28% in 2015. Skilled professionals assisted in areas ranging from market analysis and product development to the strengthening of business systems and venture expansion, always directed by Indigenous priorities in accordance with the Jawun model.

% Jawun support directed to enterprise or economic participation



This trend reflects a broader movement across the nation, with recent estimates showing consistent growth in the Indigenous business sector: between 2011 and 2016, the number of Indigenous business owners rose by approximately 30%, from an estimated 13,700 in 2011 to 17,900 in 2016.³ Conservative estimates prior to the COVID-19 pandemic show the Indigenous-led business sector on a growth trajectory of 13% per year,⁴ with approximately 16,000 businesses being Indigenous owned in 2019.⁵

Today's enabling environment includes targeted government and corporate support

Much of this growth has been driven by the federal government's Indigenous Procurement Policy, which since 2015 has required 3% of government department contracts be awarded to Indigenous-owned businesses each year.⁶ The policy has resulted in government contract opportunities worth over \$3.5 billion being awarded to more than 2,000 Indigenous businesses,⁷ and has facilitated a raft of joint ventures between Indigenous-led enterprises and big-business partners.⁸

There is a need to continue unlocking economic potential for Indigenous Australians. This is key to ensuring lasting prosperity, and key to transforming communities and ensuring that they are able to take advantage of emerging opportunities in industry to create meaningful long-term jobs.

- THE HON KEN WYATT AM MP⁹

Corporate Australia's support includes Raising the Bar, a joint initiative founded in 2019 by the Business Council of Australia (BCA) and Indigenous organisation Supply Nation. Under this initiative, major corporate actors, including BP, Qantas and Commonwealth Bank, aim to spend over \$3 billion collectively on supply agreements with Indigenous-owned businesses by 2023.¹⁰

Business has a pivotal role in ending the economic exclusion that deprives some communities of the opportunities that only economic growth can provide.

- JENNIFER WESTACOTT AO, BCA CHIEF EXECUTIVE¹¹





'Burnie beans' painted with the Jawun logo.
Photo: Daniel Linnet



Indigenous-led enterprise is a gateway to empowerment

Many of the Indigenous enterprise owners who contributed to this report state clearly that commercial revenue is a motivation but not the only focus.¹² A hybrid business model prioritises societal, cultural and environmental wellbeing alongside economic success.^{13,14,15} As a result, a robust and sustainable Indigenous-led economy promises multiple benefits, while also strengthening the capacity of Indigenous organisations, leaders and communities to realise community aspirations and drive their own development agendas.¹⁶

As important as it is to run a viable business, it's equally important to create social change as well.

- ROBERT WATSON, KAPCO CHAIRMAN

Indigenous-led enterprise is an important avenue for employment, with Indigenous-owned businesses 100 times more likely than non-Indigenous businesses to hire Indigenous Australians.¹⁷ These businesses create wealth and build pathways of prosperity for Indigenous peoples, while supporting national efforts to close the gap in employment between Indigenous and non-Indigenous Australians.¹⁸

Empowerment is about giving people a role and purpose in life – for most people that's a job. It's about financial management and getting reward for effort, so when you're working, you're getting the fruits of your labour.

- IAN TRUST AO, WUNAN EXECUTIVE CHAIRMAN

Benefits are not felt only by Australia's First Peoples. The Indigenous business sector, including self-employed individuals, social enterprises and trusts, contributed between \$2.2 and \$6.6 billion to Australia's economy in 2016 alone.¹⁹ It has been reported that Australia's non-Indigenous business sector can learn from the value systems that underpin Indigenous business practice. Engagements built on cultural principles of trust and reciprocity generate a range of commercial and non-commercial benefits.²⁰

Over the years we've heard secondees and executives describe the reciprocal benefits of exposure to Indigenous businesses. They see leadership that prioritises long-term, trust-based relationships over quicker, more transactional ones. They see organisational values keenly held by strong community accountability. And they bring this learning back to benefit their own companies.

- KARYN BAYLIS, JAWUN MANAGING DIRECTOR AND CEO

Indigenous-led enterprise sends a message of strength

For their participants, the symbolism of Indigenous-led enterprises is powerful. Business success stories contribute to the strengths-based narrative many consider a critical foundation of empowerment.



Photo: Frederic Courbet

They are an important antidote to the so-called ‘deficit lens’ applied to narratives of Indigenous development focused on disadvantage, dysfunction, and the gap between indicators of socioeconomic wellbeing for Indigenous and non-Indigenous groups.²¹

This report emphasises the direct voices of those behind Indigenous businesses, as well as those employed by them. Clearly evident is the great pride all involved feel when it comes to the enterprises’ success, which many see as sending a message about Indigenous Australia in general. For some this is also a form of redressing past misrepresentation and discrimination.

We’re part of creating a lens. The more people see Indigenous businesses succeed, the more the lens shifts. When we were young, we were told we couldn’t do things ourselves, we needed someone else to do it for us. We’re changing that.

- SHANE PHILLIPS, TRIBAL WARRIOR CEO

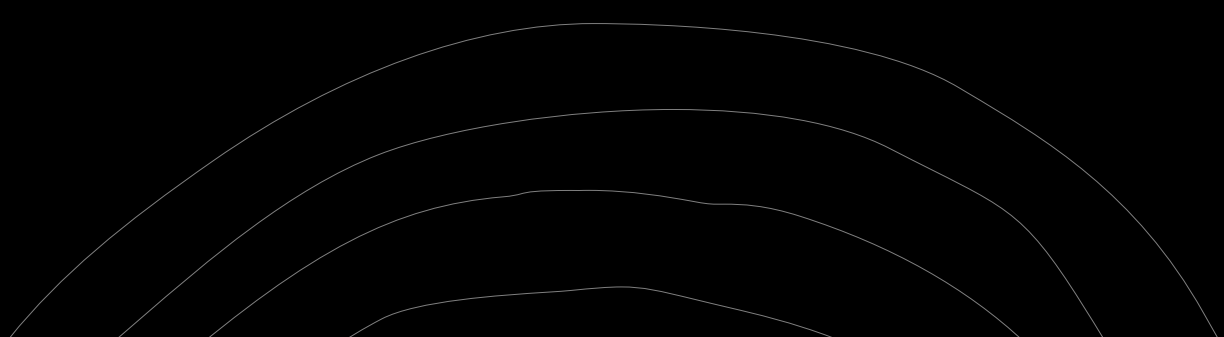
Jawun provides targeted and effective support to Indigenous businesses

Despite the advantages and momentum of Indigenous-led enterprises, they remain disadvantaged within the Australian business sector. Aboriginal and Torres Strait Islander people make up just 0.5% of Australian business owners.²² The 2016 census found just over 6% of the Indigenous workforce were business owners, while

the equivalent non-Indigenous statistic sat at over 12%.²³ Indigenous-led business ventures regularly lack access to sufficient capital, financial literacy and business expertise (including in an increasingly digital economy).²⁴ They may lack access to the advice, services and networks required for success and sustainability, or have less access to start-up finance and social, human and financial capital.^{25,26,27}

Jawun’s partnership model leverages skills, expertise and opportunities from an extensive network of corporate, government and philanthropic partners, to support Indigenous organisations’ priorities. It increases the capacity of Indigenous-led enterprises in a number of ways: articulating business propositions or identifying opportunities for support; providing financial literacy training and business mentorship; granting access to networks and strategic partnerships; and strengthening governance structures.²⁸ Where opportunities for enterprise support exist, such as through the Indigenous Procurement Policy or Raising the Bar, Jawun resources support organisations to identify and access them, including through necessary qualifications.

In total, around 1,100 secondments have been dedicated to supporting Indigenous enterprise since Jawun was established in 2001 as a broker between corporate, government and Indigenous Australia. This represents around one in three Jawun secondments, and around 7,000 weeks of skilled support by employees of some of Australia’s largest companies as well as government departments. Over 100 of Jawun’s Indigenous partners have utilised this support in 11 regions across the country and in contexts spanning urban, regional and remote. This report spotlights 10 stand-out examples of enterprises that have leveraged this support to conduct profoundly influential work around the nation.



Case studies





Ngarrindjeri workers harvest pipis in the Coorong.
Photo: Goolwa PipiCo



1 Kuti Co

A traditional staple driving transformation
in the Ngarrindjeri Nation



Background

The Ngarrindjeri Nation has been harvesting and consuming kuti (pipis) for over 20,000 years along the beaches of the Coorong in the Lower River Murray region.

In 2016, Ngopamuldi Aboriginal Corporation formalised a partnership with Goolwa PipiCo, Australia's largest pipi producer, by purchasing quota and shares in the company.



2016
Ngopamuldi
Aboriginal
Corporation
partners with
Goolwa PipiCo

In 2019, Kuti Co was formed as a joint venture between Ngopamuldi Aboriginal Corporation and Ngarrindjeri Aboriginal Corporation, leading to \$5 million in funding from the Indigenous Land and Sea Corporation (ILSC) over 4 years. Kuti Co purchased a fishing licence, 1% of the Lakes and Coorong pipi quota, and shares in Goolwa PipiCo. The investment in a Sea Country enterprise opportunity was a first for ILSC.



\$5 million
investment from the
Indigenous Land
and Sea Corporation

After an extended period of training with Ngarrindjeri people working in Goolwa PipiCo's crews, a full Ngarrindjeri crew began commercial harvesting operations in 2021. Rather than machine harvesting, the crew uses a more sustainable raking method to harvest kuti buried in the sand. Kuti Co aims to provide economic stability and culturally meaningful employment opportunities for the Ngarrindjeri Nation on Yarlular-Ruwe (Sea Country).

Jawun partnership and support

Jawun has partnered with the Ngarrindjeri Nation since 2015. To date, 30 secondees have assisted Ngopamuldi Aboriginal Corporation to support the development of enterprise opportunities, including Kuti Co.



30
secondees

Secondees from Jawun's partners, including Westpac, Woodside and the South Australian Government, helped in the initial funding proposal to the ILSC, partnership development, stakeholder engagement, risk analysis, workplace health and safety, branding, and coordinating the official launch of Kuti Co.

Jawun's Executive Visits have brought 71 government and corporate executives to the Lower River Murray region, including visits to Kuti Co.



71
executive visitors

Kuti Co Executive Officer, Kevin Kropinyeri, participated in Jawun's 2017 Emerging Leaders program.

Growth and development

In partnership with Goolwa PipiCo, Kuti Co has been part of the transformation of a traditional staple, once exclusively sold as bait to mainstream Australia, into a sought-after premium seafood.

As the enterprise and the standing of its product have progressed, and with the development of several notable relationships, the product is now supplied to high-end restaurants and nationwide distributors such as Costco.

Kuti Co seeks to develop its product offerings in conjunction with Goolwa PipiCo, working with revered Australian chefs to develop recipes that integrate the bush foods of the Ngarrindjeri Nation.

Kuti Co has provided an avenue for Ngarrindjeri to reinvigorate cultural practices and knowledge regarding the harvesting, consumption and trade of kuti. The enterprise also supports Ngopamuldi's cultural affirmation programs, which aim to strengthen the cultural identity of Ngarrindjeri youth.

In December 2019, with the support of Goolwa PipiCo, the Kuti Shack was launched, a beachside café set in the dunes of Goolwa Beach where kuti is the star ingredient. Kuti Shack provides training, development and employment opportunities for Ngarrindjeri and promotes Ngarrindjeri culture.

Outcomes and aspirations

Today, Kuti Co owns 155.82 pipi quota units within the Lakes and Coorong fishery, equivalent to 155 tonnes of kuti annually. Using commercial returns, Kuti Co intends to increase its quota to 25% of the industry total.

155
tonnes of
kuti annually



Kuti Co has become a major shareholder in Goolwa PipiCo. Kuti Co currently has approximately a 20% share and aspires to grow this share as its quota increases.

20%
share in
Goolwa PipiCo

Ngopamuldi currently employs 6 Ngarrindjeri staff, including a 5-strong harvesting team alongside Executive Officer Kevin Kropinyeri. As Kuti Co continues to grow its operations, the enterprise is forecast to create 20 meaningful employment and development opportunities for Ngarrindjeri.

As annual turnover increases, Kuti Co plans to reinvest this revenue into community development. Ngopamuldi hopes the commercial success of Kuti Co can advance additional enterprise opportunities that support Ngarrindjeri economic independence, including a recently forged labour-hire partnership with Fulton Hogan, John Holland and UGL Ltd.

COVID-19: Adaptation, innovation and resilience

Kuti Co fared well during COVID-19, with the allowance of harvest quota being rolled over. With the support of Jawun's virtual secondees, Kuti Co used the lockdown period to strengthen its strategic direction and marketing approach and continued to explore new product development and expansion opportunities.

Kuti Shack pivoted its business model due to COVID-19 restrictions, selling takeaway meals and cook-at-home kits containing fresh kuti.

**Sale of
takeaway
meal kits**





Derek Walker, Elder and Kuti Co CEO

Some time ago, Goolwa PipiCo approached Ngarrindjeri about being involved in the pipi industry. At the time, the industry was transitioning to seeing kuti – or pipis – as a food source and not just bait. As Ngarrindjeri, we've always seen kuti as food.

We bought in straight up. We saw jobs on our Yarlular-Rue (Sea Country), and something that fits who we are as Ngarrindjeri, who've been eating kuti for at least 20,000 years.

After our initial 1% investment, and with ILSC support, quota was acquired and, as a requirement of the funding, Kuti Co was formed with a board made up of a seafood industry expert and common law holders. Around the time Ngarrindjeri entered the industry, the pipi harvesting and processing business started to show great promise. Well over a year into the ILSC funding, and based on prior work in the community, we've been able to pick up a total of 15.5% of the industry quota. We can now harvest 155 tonnes in a full year.

If you give someone a job, you'll change their life in our community. It not only affects them; it affects their family and extended family. Our focus has always been on training, development and jobs, because we see that as the stuff that changes the pride of our mob.

We operate differently. Our profit isn't in our bank account, it's in our people. The issue is giving our people the skills to go on and improve their lives. The emphasis is on not forgetting where we've come from, making the most of the here and now, and developing opportunity for the future.

We want our mob to know who they are. We see dominant cultures drowning out Ngarrindjeri voice and we're keen that our workers understand what's important culturally, because that's the stuff they carry into the future. The most significant thing for our workers is pride in who they are, in their culture, and it transfers into effort in the workplace. It's exciting when people grab hold of that.

It's important to us that promotion of Ngarrindjeri is at the forefront of our involvement in the pipi industry. Driving through Goolwa, you see a sign that says Kuti Shack. That's Ngarrindjeri for pipi, we have cultural identity attached to that. There's also a photo with our pipi crew harvesting and Ngarrindjeri art around it. For people to see that is important, it changes what people think about Ngarrindjeri.

This shows we can be in business with anyone, we have the smarts to be at the table. Our partnership with Goolwa PipiCo gave us an opportunity to be involved in a sound, sustainable fishing business. They saw the mutual benefit, how it changed the game for us both. Goolwa went from being a producer of bait to a producer of a premium food source, and we got an opportunity to change the thinking that Aboriginal people just get grant money and government funding to live a particular lifestyle. It's more than a business for us.

We're a major shareholder in Goolwa PipiCo, around 20%, and our target is to reinvest returns to get a greater share. At a Goolwa PipiCo meeting recently I said, '51% ownership is our target'. I said it half-jokingly and there was some nervous laughter. But the point is, we want to take a significant lead in this industry. We're dreaming big.

Photo: Sara Coen



Kevin Kropinyeri, proud Ngarrindjeri man and Kuti Co Executive Officer

Jawun brings in secondee expertise we haven't got in our organisation. I can say hand on heart that every secondee provided us with something that enabled us to grow.

Through Jawun we've gained access to corporates, public servants, and other Aboriginal organisations that are doing well. Without that support, we wouldn't be in the growth phase we're in now.

This job means a lot to me and many others. It means opportunities not just for me but for everybody I've been surrounded with. And it means something for leadership. The support of a lot of people has led to this, and it has been the vision of many before me who've paved the way.

We know who we are and where we come from. We speak our language and we have plans as a nation. So we put in place commercialisation, to create sustainability. We know it takes hard work and success doesn't come overnight but we're very prepared for that.

I want my children to be working alongside me, I want to show them what I've learnt. I want to teach them about people like Uncle Derek, to pass that knowledge and those stories down. We don't know where we're going until we know where we've come from.

Photo: Sally Knight



Photo: Goolwa PipiCo



PURPLE HOUSE

Pitjantjatjara woman Ngoi-Ngoi Donald is a dialysis patient at Purple House.

Photo: Rhett Wyman, reproduced with permission from Purple House

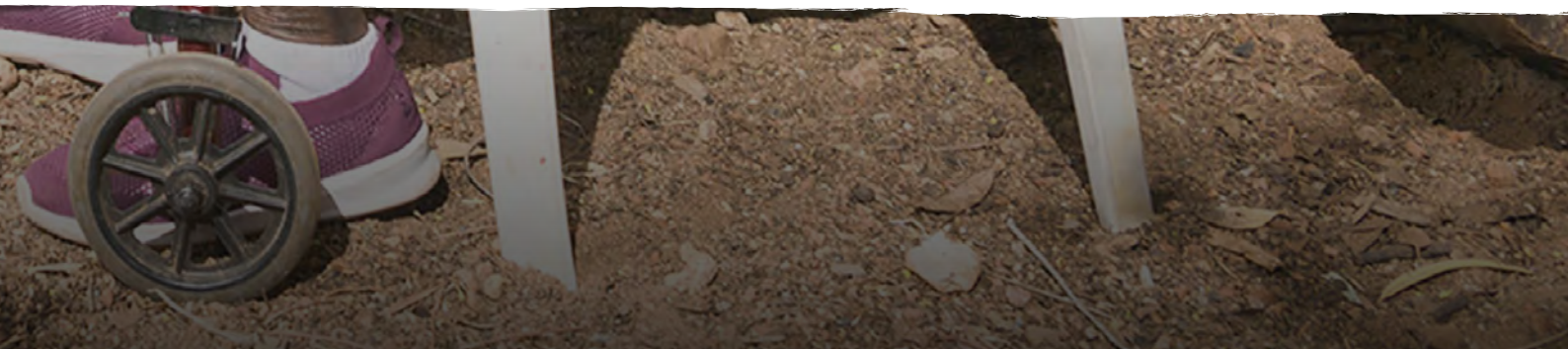




②

Purple House

Reconnecting dialysis patients with kin
and Country in Central Australia



Background

Before Purple House was established, the Pintupi Luritja peoples of the Western Desert were forced to travel to Alice Springs and Darwin to receive treatment for end-stage renal failure. Disconnected from Country and kin, patients suffered great loneliness and could not pass on the cultural knowledge to younger generations. So the community decided to do something about it.

In 2000, Papunya Tula artists developed large collaborative paintings. Alongside other works, the paintings auctioned for over \$1 million at the Art Gallery of New South Wales.

\$1 million
in art sales



The money was used in 2003 to jumpstart the Western Desert Nganampa Walytja Palyantjaku Tjutaku Aboriginal Corporation, now known as Purple House.

Purple House was established as a remote dialysis service built on a unique cultural model of care. It launched its first clinic in Kintore in 2004.

Jawun partnership and support

Jawun partnered with Purple House in 2015, as the enterprise continued to expand its footprint across Central Australia and beyond.

Now, 29 secondees from Jawun's partners, including KPMG, Westpac and Commonwealth Bank, have assisted Purple House in strategic planning, recruitment strategy, risk management, marketing, social enterprise development, Medicare modelling, cultural safety auditing and event planning.



29
secondees

Jawun's Executive Visits have brought 75 government and corporate executives to Central Australia, including visits to Purple House.

75
executive visitors



Growth and development

Purple House has grown to operate 58 dialysis chairs across 18 remote clinics throughout the Northern Territory, Western Australia, and most recently South Australia with the addition of a clinic in Pukatja (Ernabella) in 2018.

In 2011, Purple House added a mobile dialysis truck to its suite of services. The 'Purple Truck' allows patients to receive dialysis while returning to Country to visit family and attend funerals, festivals and other cultural business. A second Purple Truck is launching in 2021.

2011
first
Purple Truck
launched



2021
second
Purple Truck
to be added



The Purple House headquarters in Alice Springs acts as a hub for wraparound support services, providing weekly GP clinics, aged care and NDIS services, health education programs and the Return to Country program, which assists patients to return home for short non-dialysis trips.

Purple House also has a highly regarded Patient Preceptor program, which began in its Darwin unit. This program sees community members with lived experience of dialysis and transplant mentor those starting their journey.

In 2018, the Australian Government approved remote dialysis as a Medicare Benefits Schedule item number. Purple House now gets \$600 of Medicare funding for each remote dialysis treatment.

\$600
Medicare
funding for
each remote
dialysis treatment



Purple House has diversified its activities with the creation of Bush Balms, a social enterprise producing traditional bush medicine made from wild-harvested native plants from Central Australia.

Bush Balms provides employment and training opportunities for patients and their family members and provides bush medicine at no cost to patients.

Outcomes and aspirations

Purple House's patient numbers have almost tripled since 2014. Purple House now treats 400 patients, 217 of whom receive remote dialysis. In financial year 2020, Purple House had a projected turnover of \$12.9 million.

400 patients



217 receive
remote
dialysis

Purple House currently employs close to 200 staff. It has a targeted recruitment strategy and now employs almost 30% Indigenous staff.



30%
Indigenous
staff

According to the Australian Government, the dialysis patient mortality rate in Central Australia is a quarter of what it was in 1999, and less than half the rate for the rest of Australia.

COVID-19: Adaptation, innovation and resilience

Purple House moved swiftly with the onset of COVID-19, supporting patients and their families to return to remote communities and developing a comprehensive COVID response plan early on.

Purple House delivered many of its services over the lockdown period, with an increased focus on outreach and modifications to ensure patients and staff were kept safe.

Unfortunately, COVID-19 restrictions took the Purple Truck off the road for most of 2020.



Sarah Brown AM, Purple House CEO

In the 1990s, Western Desert communities started to see high rates of chronic renal disease. They were told they had end-stage renal failure and would need dialysis every second day for the rest of their lives to stay alive. The only place dialysis was available was Alice Springs, 8 hours' drive for people in Kintore and 12 hours' drive for people in Kiwirrkurra. These were Pintupi people, they'd never had to live in a city before. Suddenly they were being told that they'd have to pack up their lives and come to Alice Springs.

The people who went wanted to go home to visit their Country and their family, but they were stuck in town. A lot of people passed away in town. They were lonely, they wanted to be on Country but couldn't be.

The reason there was no dialysis in remote communities wasn't because of the cost of the machines, but because of other costs of being remote, and because it had never been done before. So local artists, Papunya Tula artists, got together to create big works for a fundraising auction in Sydney. They raised over a million dollars. And it wasn't government money, so no one could tell them how to spend it. This was their chance to come up with a model owned and run by Aboriginal peoples. They had cultural priorities and an emphasis on Tjukururru Wangkantjaku, doing things the right way.

It wasn't easy. We had the sickest dialysis patients in Australia and needed somewhere in Alice Springs to get them stable before receiving dialysis out bush.

So we rented a house in Alice and stuck a dialysis machine in the back bedroom. We had Northern Territory government funding for 2 nurses' wages and a part-time social support worker who was running around in her own car helping people get to appointments, go shopping, get to church, visit people in hospital and cook kangaroo tails – all that social stuff. And there was me, working 20 hours a week. We were pretty lean!

But we found even with the whiff of going home, people had hope for the first time. The attitude became, 'I'm a poor old dialysis patient living on someone else's Country, but it's okay because I'm going home soon.'

We built up social support and primary health services for patients in town. It was like the Pintupi Clubhouse in Alice Springs! Suddenly people from these remote communities had somewhere they felt was their place, where they could do washing. In the beginning I'd ask people their favourite food, but I soon stopped because I was buying rabbit for rabbit stew, pressing ox tongues, and getting kangaroo tails for the fire.

People said, 'If we had bush medicines, we'd feel better about being in town.' So, we got olive oil and beeswax and families sent in raw medicine. We delivered it to patients around Alice Springs who were homesick. We wanted to help the ladies making it to pass on the knowledge as well as make an income while in town, so we got a Jawun secondee from CBA to do the business plan for Bush Balms. We got traineeships from the Commonwealth and support from Caritas to pay people to pick and make bush medicines.

Photo: Emma Murray



Bobby West Tjupurrula, Senior Pintupi leader, Director of Purple House, and dialysis patient

In 2018, we got remote dialysis listed as a Medicare item number for the first time, which made it much more viable for others to provide it. I knew Purple House couldn't do all the remote dialysis across Australia, and I couldn't be running around the country teaching remote communities to do it. We want to support other Aboriginal health services to take it on themselves.

So we invited everyone interested to come to Alice Springs to sit down with us for a couple of days and hear the story of Purple House. We hired the convention centre and had 2 rounds of Jawun secondees who specialised in communications and events management. People came from every state and territory, and one of the secondees took leave and came back to help for the event.

We're also looking at pathways into the health workforce for Aboriginal people – there are few Aboriginal health workers in dialysis in the country, and none in the Territory. It's a challenge because in our core communities very few people have finished Year 10. So we're creating ways for people to come and learn, supporting and mentoring them to go on to employment.

The Tjukaruru Wangkantjaku approach is very important when people have so little agency and control over their lives. When they come up with their own solution to a problem, then work towards it and see it happen, see their family members doing so much better than before ... well, that has ripple effects across the whole community.

I helped with the original fundraising because my mother was in renal, and my younger brother too. Everyone came together to sit down and paint.

We've made it better for people in other communities who want to see their Country and their family. We all have culture and the lore, and feel better on traditional Country, our own place. What's good is we're doing this the traditional way, the Aboriginal way.

From little things, big things grow, and we've come a long way. We built this Purple House, and now it's growing and growing. It's like when you burn spinifex – it grows and spreads.

I'm proud to help my people, my family and my friends. And we want to keep going, to go forward.

Photo: Purple House



wunan®
Choose your future





3

Wunan

Championing health and wellbeing for all
in the East Kimberley



Background

Established in 1997, the Wunan Foundation (Wunan) is an Indigenous-owned and -led development organisation that aims to drive long-term socioeconomic change, break welfare dependency, and reinstate self-responsibility among Indigenous peoples in the East Kimberley.

Wunan's strategic priorities of health, education, housing, employment and leadership are supported by over 15 programs and services across these priority areas.



15+
programs
and services

Wunan drives its reform agenda through a self-sustaining economic model. Wunan has created a portfolio of business enterprises, which in turn generate employment and training opportunities for Indigenous peoples in the region. These enterprises include iBase, Social Compass, East Kimberley Job Pathways, Wunan House bed and breakfast and the Lakeside Resort.

In 2013, Wunan realised a long-held ambition to venture into community health service provision. Adding to its portfolio of enterprises, Wunan acquired the small private practice Kununurra Medical. The acquisition was significant in allowing Wunan to fulfil its holistic approach to community reform and wellbeing.

Jawun partnership and support

The partnership between Jawun and Wunan was formed in 2010, with Wunan becoming Jawun's founding partner in the East Kimberley.

Jawun's partners have supported Wunan with 160 secondees in a number of areas, including social enterprise development. Four secondees from Jawun's partners, including NAB and Macquarie Group, have supported the development and growth of the Wunan Health & Well-Being Centre (Wunan Health) specifically, aiding in the enterprise's strategic planning, recruitment strategy, business plan and financial modelling.



160
secondees

Jawun's Executive Visits have brought 182 government and corporate executives to the East Kimberley, all of whom have visited Wunan.



182
executive visitors

Senior Medical Officer at Wunan Health Dr Stephanie Trust is an active member of Jawun's Stories of Female Leadership network.

Growth and development

With the suspension of GP services at Kununurra Hospital, Kununurra Medical became the only private GP practice in the East Kimberley.

By 2016, Kununurra Medical had more than doubled its active patient base, with Indigenous patient numbers tripling in this three-year timeframe.

To meet increased demand, Kununurra Medical recruited 3 additional doctors, bringing the total number of doctors to 5. Under the guidance of Dr Stephanie Trust, Kununurra Medical shifted the region's perception of health care, moving from a bulk-billing to a fee-for-service model.

With the financial support of Lotterywest, Wunan opened the new, purpose-built Wunan Health centre in Kununurra in September 2020.

The expanded facility has enhanced Wunan's ability to provide a range of quality primary healthcare options to residents in the region, with more treatment rooms and decreased wait times.

Wunan Health has developed its suite of services, which now includes GP services, remote outreach, mental health care, and pre- and post-delivery pregnancy care and vaccinations, as well as pre-employment and visa medicals.

Outcomes and aspirations

In assisting individuals to overcome health barriers that limit success, Wunan Health is a key enabler of Indigenous-led community reform and progress in the East Kimberley.

Wunan Health now has 12 employees, 3 of whom are Indigenous.



25%
Indigenous staff

So far 2,913 appointments have been booked at Wunan Health since the new facility opened in September 2020. Wunan Health has 6,281 active patients, 11% of whom are Indigenous.



2,913
appointments booked since 2020

Wunan Health continues to invest 100% of its profits back into Wunan, in support of the foundation's broader Indigenous-led reform agenda. Wunan Health aspires to advance its influence and involvement in local health strategy, policy and research development.



100%
of profits invested back into Wunan

Wunan's enterprise portfolio, together with property income, generates over \$8 million to be invested across its programs. This figure constitutes 55% of Wunan's total funding.

Wunan's current total asset base is \$40 million. The foundation aims to grow this base to \$100 million over the next 15 years.

Wunan aspires to develop its operations beyond the East Kimberley and support other Indigenous groups in driving their social reform agendas.

COVID-19: Adaptation, innovation and resilience

Like many GP services across Australia, Wunan Health was significantly affected by COVID-19. The health centre was hindered both in its efforts to recruit new doctors and in generating financial viability due to fewer in-person consultations taking place.

Wunan Health adapted its focus, using its expertise in providing clinical advice and support across Wunan's range of enterprises and programs. In doing so, Wunan Health ensured the safety and wellbeing of all those involved under the foundation's umbrella of services.



Ian Trust AO, Gija Elder and Wunan Executive Chairman

Wunan generates wealth using a for-profit model, but we use a social responsibility model for dispersing the wealth by way of programs for our people. We got a \$2 million advance from the former Aboriginal and Torres Strait Islander Commission to purchase Wunan’s first investments, and that was the only money received from government. After that we generated wealth through good investments. Our strength and success have been based on good governance, a clear vision for the future, quality staff and a board that knows how to build wealth. Over the years, I’ve found that those are the key attributes that really help organisations to go ahead.

We’ve always had a clear vision about generating our own money. The best way to describe it is we have created an ‘economic horse’ to pull the ‘social development cart’.

Wunan now owns quite a few business units and investments. We have 13-14 residential properties, mainly rented out to staff, that are part of our asset base. iBase is an accounting firm that does bookkeeping for other organisations and for Wunan itself. Wunan House is a bed and breakfast that we’ve owned for many years, currently being used to provide extra accommodation for NDIS clients as part of our social support programs. Social Compass is a social research company based in Melbourne that does research on a contract or fee-for-service basis for private companies and government. And now we have the Wunan Health & Well-Being Centre, a brand-new facility in Kununurra.

Looking at the history of Aboriginal people in the Kimberleys, during colonial times, we weren’t slaves, but we also weren’t citizens. That had pretty dire consequences in regard to health. Towns had a white hospital and a native hospital, and if you didn’t have your citizenship rights you went to the native hospital. It’s a pretty damning story of the way people used to think back then. There’s a tragic tale of a mother that turns up at the white hospital in Wyndham with a child with breathing problems. Because they didn’t have their citizenship rights, the doctor wouldn’t see the mother at the white hospital and said that she had to go back out to Three Mile, about 3 or 4 miles away. She had no car to take her sick child. The child died on the hospital doorstep.

The funny thing about that era is that we had no citizenship rights, but we had responsibility. What we’ve got at the moment, I describe it as a social crisis. At least 60% of the Aboriginal population of the East Kimberley are dependent on welfare. This crisis also costs industry in lost business potential and tourism. One of the major issues for Wunan is, how do we break that cycle? Keeping on doing what we’ve always done just doesn’t get the results. We’ve got to have a go at something new and see how we can achieve something different.

The journey to empowerment really starts at the end of our comfort zone. Doing things that give people a sense of strength going forward. The issues facing us aren’t actually huge, it’s achievable. It’s about financial empowerment, it’s about having good health, and it’s about having good relationships.

Photo: Frederic Courbet



Dr Stephanie Trust, Gija Elder and Wunan Health Senior Medical Officer

I grew up in school hearing about apartheid and separate hospitals in South Africa, but there was no conversation about the fact that we had that here in Australia. That gave me a real sense of injustice and I wanted to make a difference, which is why I took the career path that I did and became a doctor.

Eight years ago, Wunan acquired the one-doctor private practice in town, then called Kununurra Medical. I was asked if I would come back from Broome to support and grow the business. We started off small, and slowly built our patient base.

This is about flipping the old, racialised model totally on its head. An Aboriginal organisation runs the private practice and owns the private practice, but the private practice is for everybody and you will get treated equally. It doesn't matter who you are when you walk through the door.

When we started, there was some major angst within the community. In a town struggling for quality care, there were hangover attitudes from the era my parents had to deal with. I was taken aback by the fact there were senior people in the town who were obviously anxious that an Aboriginal organisation had bought the private practice and was running it.

We've had some really good Jawun secondees help us along the way. We've recently been looking at financial remodelling, putting everything we've learnt from Jawun's support into a business model.

The hospital in town was providing a bulk-billing service, a free service. But with high-quality health care, sometimes you're going to have to pay for your service, which is what the rest of Australia does if you travel outside of Kununurra. So it was about changing the mindset of the community around health care.

We're implementing a model that's very different from other health services across Australia, using what I have learnt in the Aboriginal health sector. I've always felt that in primary health care, the holistic model Aboriginal health services use is actually a model useful for anyone – because it's really about humans, which is what we all are.

This approach is really important to us. We're on boards that influence local health strategies and local health policies, something your run-of-the-mill Melbourne GP practice probably doesn't do, and we're involved in research as well. From that point of view, the end game for Wunan Health isn't just financial.



YERIN

Eleanor Duncan
Aboriginal Health Centre

Ryan Field performs at the Yerin Eleanor
Duncan Aboriginal Health Centre.

Photo: Yerin Eleanor Duncan Aboriginal Health Services



adhaba
WELLBEING SERVICES



- 4** Yerin Eleanor Duncan
Aboriginal Health Services
An enterprising approach to community
health on the Central Coast



Background

In 1995, the Central Coast Aboriginal Health Action group secured grants and donations from local organisations and individuals to establish a health service for Aboriginal and Torres Strait Islander peoples on the Central Coast.

Yerin Eleanor Duncan Aboriginal Health Services (Yerin Eleanor Duncan) was named after local Aboriginal woman Eleanor Duncan, one of the first registered Aboriginal nurses in New South Wales.

Yerin Eleanor Duncan sought to continue Eleanor's legacy, providing holistic and culturally appropriate health services based on the diverse and shifting needs of the community.

Jawun partnership and support

Jawun partnered with Yerin Eleanor Duncan in 2012 and has since provided 24 secondees. Many of these secondees have supported the current CEO, Belinda Field, who has driven strategic direction, transition and growth since 2015.



Secondees from Jawun's corporate and government partners, including the Australian Government, NSW Government and Westpac, have provided support in strategic planning with a focus on service diversification, organisational change management, program evaluation, governance, analysis of social return on investment, staff development, and the establishment of the NDIS business.

Jawun's Executive Visits have brought 135 government and corporate executives to the Central Coast, including visits to Yerin Eleanor Duncan.



Belinda Field participated in Jawun's 2015 Emerging Leaders program and is an active member of Jawun's Stories of Female Leadership (SoFL) network. In 2017, Belinda participated in the inaugural Malparara Female Leadership program.

Growth and development

Under the leadership of Belinda Field, Yerin Eleanor Duncan has made the transition from an incorporation into a company. Once a bulk-billing GP service, Yerin Eleanor Duncan now operates an enterprise-minded business model, based on a fee-for-service approach. This portfolio of services has grown to include:

- 

Gulgul Yira (Strong Teeth)
Opened in 2018, the service represents the Central Coast's first Aboriginal dental clinic. In 2018-19, the dental clinic performed 14,870 treatments.
- 

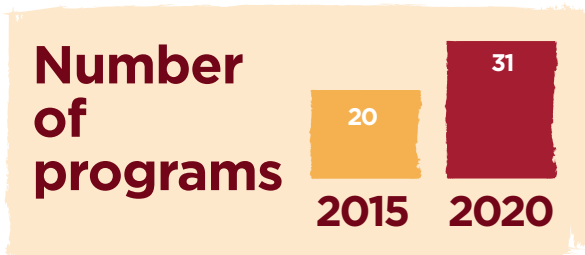
Mura Bara (Making Pathways)
Established in 2018, the service offers culturally competent Indigenous disability support under the NDIS. In 2018-19, 32 Indigenous people in the community used this service.
- 

Ngaliya (We, You & I)
Provides short-, medium- and long-term care for Indigenous youth who are unable to live with their families.
- 

Yadhaba (Getting Better)
Empowers clients to improve their holistic wellbeing with a focus on mental health.
- 

Dhangan Gudjagan (Mother & Baby)
Provides pre- and post-pregnancy care and services, including domestic violence support.

Since 2015, Yerin Eleanor Duncan has expanded its total program offering from 20 to 31. In addressing a breadth of community needs, these programs form a holistic model of care.



In addition to the original Eleanor Duncan Aboriginal Health Clinic in Wyong, Yerin Eleanor Duncan runs an Outreach Clinic at Nunyara Aboriginal Health Unit at Gosford Hospital on an as-needed basis.

Yerin Eleanor Duncan is one of six Indigenous-run organisations that make up the Barang Regional Alliance, which works to generate pathways of empowerment for the region's Indigenous peoples, in line with the Empowered Communities (national) and Local Decision Making (regional) initiatives.

Outcomes and aspirations

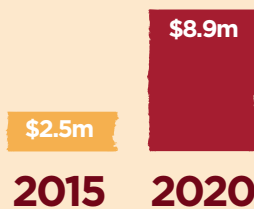
Yerin Eleanor Duncan currently has 85 employees. Since 2014, Yerin Eleanor Duncan's Indigenous workforce has grown from 15 to 54 employees, representing 70% of Yerin Eleanor Duncan's total staff. This rapid increase in Indigenous employment has been driven by the diversification of Yerin Eleanor Duncan's services and programs, and the establishment of a health promotions team.



70%
Indigenous staff

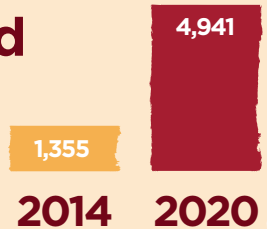
The success of Yerin Eleanor Duncan's refreshed business model is reflected in the enterprise's annual turnover, which has increased from \$2.5 million in 2015, to \$8.9 million in 2020.

Annual turnover



Yerin Eleanor Duncan's total registered clinical patients increased from 1,355 in 2014 to 4,941 in 2020. In 2020, Yerin Eleanor Duncan provided 9,687 instances of clinical care, and over 10,000 episodes of service to program patients.

Registered patients



Fee-for-service packages constitute a growing percentage of Yerin Eleanor Duncan's revenue. This has allowed the enterprise to decrease reliance on government funding and continue to adapt to local needs using community-controlled resources.

Yerin Eleanor Duncan continues to pitch its health services to governments and large service providers. It aspires to shift to an outcome-based funding model, emphasising the social return on investment generated by its services.

Yerin Eleanor Duncan's 3-year strategic plan focuses on consolidation. The move into the recently purchased, purpose-built facility is intended to provide an innovative, culturally responsive environment for the local Indigenous community.

COVID-19: Adaptation, innovation and resilience

Yerin Eleanor Duncan made the precautionary decision to close its doors before state-wide lockdown was enforced. A specialist COVID-19 team, including nurses, doctors and CEO Belinda Field was assembled. The team focused on disseminating up-to-date information to the community and designed plans and 'mock-runs' in response to the risk of community infection.

Yerin Eleanor Duncan doctors consulted the Central Coast Local Health District and local community about the vaccine roll-out. Understanding community concerns arising from lack of information, Yerin Eleanor Duncan shifted its attention to distributing educational material to encourage community members to get vaccinated.



Belinda Field, Wiradjuri and Kureinii community leader and Yerin Eleanor Duncan Aboriginal Health Services CEO

I was raised here on Darkinjung Country and I've nurtured my children here. Back in 1996, when the Aboriginal activists in this community lobbied and lobbied and finally got funding to open up a half-day clinic in a little arcade across in Wyong, I was pregnant with my twins. So when we launched Yerin Eleanor Duncan's dental clinic in 2020 I thought, 'Far out, here's my son, 24 years later, playing the didgeridoo for the launch of our new clinic!'

Twenty years ago, people chucked money at Aboriginal organisations to keep them quiet, to appease them. Now the federal government is so stringent with allocation of funding, which has been wound back and realigned. Investment in the Aboriginal health sector has declined.

The more funding is stretched, the more innovative and creative Yerin Eleanor Duncan is, and the more it thrives. We're a health organisation, but we're diversifying and becoming ever more responsive to the social and emotional needs of our community.

We're acquiring NDIS funding and running fee-for-service programs to generate revenue. Five years ago, that was never even thought of. It's come from watching things at state and federal level, from watching others, and from my personal attitude, which is that nothing's ever off limits! I'm not happy with the status quo, or with blankets and trinkets, that's who I am.

Culturally safe service provision is the essence of Yerin Eleanor Duncan. Something that extends right across the organisation is understanding what's called 'trauma-informed practice from a lived experience'. There's not one Aboriginal person here that hasn't experienced trauma either directly or vicariously. They know what it's like to be judged, marginalised, hurting, angry. To not have access or be put on a waitlist, to be overlooked and not served. So, when Aunty or Uncle comes in, angry because they've got chronic diseases and chronic pain, our staff are able to defuse that very quickly because they understand and they're not judging. The difference here is someone will say, 'Do you want a cup of tea Unc?' I don't think you'll get that anywhere else but in an Aboriginal community-controlled health care centre.

We bring the community along in our approach. Our new dental clinic, for example, is familiar and friendly. Aboriginal staff greet you and accompany you, there's no anxiety or concern. We've taken on community ideas, for example having televisions installed – people call that 'Netflix and drill!' The dental clinic used to be run for 2 hours every Wednesday at Wyong Hospital, and no one attended. In its first year, our clinic saw 953 patients, which is huge, and it's still ramping up.

Seventy per cent of our staff are Indigenous, including senior practitioners who are raising the bar, having a voice and changing the narrative. Many of them never thought they'd be doing that. Our new ventures will require Yerin Eleanor Duncan's employee numbers to grow, which will support future employment and training opportunities for Indigenous peoples.

There's a real sense of direction at Yerin Eleanor Duncan at the moment. We've moved from being an incorporation to being a company limited by guarantee. And vertical integration is the future, which means diversifying and setting up subsidiary services whose overheads feed back into the



Jessica Wheeler, proud Yuin woman and Yerin Eleanor Duncan Aboriginal Health Centre Practice Manager

organisation – in allied health, child care, even repairs and maintenance. It also means outsourcing to other agencies and pitching services to larger providers who want to offer a culturally accessible solution to Aboriginal patients.

We set goals at Yerin Eleanor Duncan and are creating a 5-year strategic plan. We'd like to expand across the Central Coast but need to be resourced adequately for that. We're looking at creating an integrated 'one stop shop' for mob, then leveraging that to position ourselves in other parts of the region.

There is a wave of people in my age group who have learnt from the trailblazers before us. It's about having the guts, holding the line, and setting standards. Five years ago, that wasn't my vocabulary. But participating in the Jawun Emerging Leaders program and having exposure to people from the corporate sector who use a whole new language, well, that was very serendipitous.

This role for me is more than just pride – it's my being, it's who I am. You tell me how many CEOs get phone calls at 2:00 in the morning because someone has had a racist experience at the hospital, or kids can't be discharged from hospital because mum doesn't have a car seat, so they're ringing me to drop one off. It's different. I can't really describe it. It's so much more than a job.

Photo: Yerin Eleanor Duncan Aboriginal Health Services

I'm a proud Yuin woman from the south coast, but I was born and raised on Darkinjung land and am well connected here. I've been using this service myself since I was a child.

When I started at Yerin Eleanor Duncan, there were 20 staff. We've now grown to 80 staff and have programs from birth to end of life. It's been brilliant to watch the expansion for the community.

Our community is made up of mobs from different countries and we know all those countries have their own history and trauma. We've been around for 25 years, so the community trusts us and knows we'll help. We're their first port of call.

We have a community focus at Yerin Eleanor Duncan. Our staff are all here for the right reason, and that's community.

Our programs make us unique, and so do our staff. Yerin Eleanor Duncan supports Aboriginal staff to achieve their aspirations, and Belinda is a leader who brings everyone with her, she is an inspiration. I came in as a receptionist with the goal of making it to my current position. You get encouragement and learning opportunities to reach your goals. I have grown a lot professionally and personally, I feel like I have found myself here at Yerin Eleanor Duncan.

Photo: Yerin Eleanor Duncan Aboriginal Health Services



Passengers board Tribal Warrior vessel *Mari Nawi* on Sydney Harbour.



5

Tribal Warrior

Revitalising Aboriginal trade on Sydney Harbour



Background

Tribal Warrior Aboriginal Corporation (Tribal Warrior) was established by Elders in Sydney's Redfern community.

Tribal Warrior not only sought to revitalise Indigenous culture, but also aimed to drive self-sufficiency, social stability, and training and employment opportunities for disadvantaged youth in the community.

Jawun partnership and support

Jawun partnered with Tribal Warrior in 2010, when the enterprise was on the brink of dissolving financially. Since the partnership began, Jawun has provided 51 secondees to support Tribal Warrior to strengthen its systems and diversify its revenue streams.



51
secondees

Secondees from organisations including QBE Insurance, Qantas and KPMG have assisted in financial systems assessments, developed funding strategies, conducted staffing reviews, developed policies and procedures, supported marketing and brand development, and evolved Tribal Warrior's tourism and mentoring ventures.

Jawun's Executive Visits have brought 192 government and corporate executives to Inner Sydney, many of whom have visited Tribal Warrior. Through this as well as secondments, a number of major corporate organisations have become long-term strategic partners.

192 
executive visitors

In 2011, Tribal Warrior mentor Roy Smith participated in Jawun's Emerging Leaders program. Both Eunice Grimes and Amara Barnes participated in the 2019 program and are active members of the Stories of Female Leadership network.

CEO Shane Phillips participated in Jawun Executive Visits to the East Kimberley in 2012 and North East Arnhem Land in 2015, forging meaningful connections with Indigenous, corporate and government leaders, and learning from the successes of other Indigenous organisations.

Growth and development

Tribal Warrior runs cultural cruises and private charter services on Sydney Harbour, where passengers are educated about the area's Aboriginal history and experience authentic cultural performances. Tribal Warrior also conducts cultural ceremonies and performances at public and corporate events.

Revenue created from Tribal Warrior's tourism services is used to fund 4 social programs.

4
social
programs



Tribal Warrior represents the only Indigenous maritime training company in Australia. With training provided aboard 2 vessels, Indigenous people can attain their Master Class V maritime qualification, alongside other maritime certificates. These qualifications lead to employment opportunities in the industry.

**The only Indigenous
maritime
training
company in
Australia** 



Boxing and mentoring program

Clean Slate Without Prejudice (CSWP), a boxing and mentoring program, was designed in partnership with Redfern Police. The program aims to minimise Indigenous youth incarceration by introducing structure and routine, while breaking down social boundaries through sparring sessions involving Indigenous youth and local police.



Never Going Back program

Clean Slate Without Prejudice inspired the Never Going Back program, which provides Indigenous prisoners near the end of their sentence with support, job training and housing opportunities.

Youth mentoring program



Both programs are underpinned by Tribal Warrior's strong mentoring program, which pairs Indigenous mentors with local youth. Cultural activities including spear and canoe making are organised as part of the Mentoring Program and are designed to safeguard and revitalise cultural connection amongst youth.

Outcomes and aspirations

Tribal Warrior's commercial revenue has grown from just under \$150,000 in 2010, to \$1.7 million in 2020.

Tribal Warrior's commercial offerings now generate 50% of the organisation's annual revenue. The

enterprise aspires to further increase its independence from government funding by progressing its tourism offerings.

Tribal Warrior currently employees 28 staff, 25 of whom are Indigenous and 10 of whom work as mentors. In 2020, Tribal Warrior mentored 60 young people.



89% Indigenous staff

An average of 50 people per year receive maritime training qualifications through Tribal Warrior.

Clean Slate Without Prejudice regularly attracts up to 100 participants, 3 times a week. It has been credited for a 73% drop in juvenile robberies and a 53% drop in assaults on police within the Redfern area. A case study conducted by KPMG and the Australian Bureau of Statistics estimated that CSWP has saved \$7.9 million in incarceration and other related costs.

In 2020, Tribal Warrior launched a new, immersive, Aboriginal-led cultural tour to Me-Mel (Goat Island) in Sydney Harbour.

Through its community-based programs and presence within Sydney's tourism industry, Tribal Warrior generates respect and two-way understanding between non-Indigenous and Indigenous peoples.

Tribal Warrior is seeking to expand into the labour hire and construction space, to provide greater training and employment opportunities for Redfern's Indigenous community.

COVID-19: Adaptation, innovation and resilience

COVID-19 forced the suspension of all Tribal Warrior's Harbour cruises and the CSWP boxing program.

The program has now resumed, while the impact on income caused by the ongoing pause in all cruises has been partially alleviated by JobKeeper payments.

During the pandemic Tribal Warrior, in collaboration with Wyanga Aged Care, facilitated food and care packages to support vulnerable Aboriginal residents in Redfern.



Shane Phillips, Redfern community leader with Bunjalung, Wonnarua, and Bidjigal connections, and Tribal Warrior CEO

Originally, we just had the maritime training business, until a lightbulb moment when the Captain Cook cruise boat went past the Tribal Warrior boat in Sydney Harbour. We were flying an Aboriginal flag, with a bunch of Aboriginal blokes doing some work, and some kids on the cruise yelled, ‘Quick, look at the Aborigines!’ We cracked up laughing, and then we thought, ‘Wow, why aren’t we telling the stories of this harbour? That’s something we could be doing’. It began from there.

It took a while for people to accept us on the harbour, to see us as a maritime training and cultural tourism business and not a political organisation. People said, ‘Why would a bunch of blackfellas get a boat and go out on the water in Sydney Harbour?’ And we said, ‘Our people were on this harbour on boats for thousands of years, so why not?’

The idea was always that we would create businesses so our people could get work and help their families. We were trying to change people’s lives. We knew people who were caught up in the street, dealing, getting themselves into all sorts of crazy stuff – and we had to get them to shift the way they were thinking. We’re talking about people either being the problem or the solution. We were showing that you could make a good go of things and a fair earning through work. We saw people who used to be hustlers in the street become part of our programs and change the direction of their children. They had to be really honest about things. They had to unshackle themselves from who they were.

Before I got involved with Tribal Warrior, I worked in child protection. I saw how our people were entangled in welfare, and how everything took a deficit-based approach.

We wanted something focused on our empowerment, on the responsibility being ours again, and on fixing things ourselves. Tribal Warrior has a lens of strength. It’s a really strong narrative. It’s not about getting funding. From the time Tribal Warrior started, it’s about us standing on our own two feet, and we want that to be felt in 100% of the community.

Take Clean Slate Without Prejudice. The best part was that we didn’t have government funding from the beginning. We decided to keep the responsibility and do it our way. KPMG and the Bureau of Statistics did a case study, looking at data from before, during and after the program, and worked out Clean Slate was saving the state \$7.9 million in incarceration and other costs.

When we started, we weren’t systematic or smart in how we marketed our products. Jawun came along and we learnt to systematise things, changed the way we operated. We wouldn’t have made it without Jawun and its secondees. Or if we had made it, it would have taken us another 10 years.



Vernon Chilly, Tribal Warrior deckhand

Having a partnership with corporates got us in doors we couldn't otherwise get in. That made a massive difference. We became friends with those people, looked after our friends, and our network just grew.

In 10 years, we want to be tendering for jobs that Tier 1 companies are tendering for now, with the kids growing up in Redfern today. We want our tourism product to be an icon of Sydney Harbour. We're going to throw all our investment into it. It's a ride, we'll make mistakes, but you have to work for success.

Ultimately all our work is based on culture. As young ones we missed out on connection to language, knowledge about the environment, ceremonies. But the kids here are growing up with it now. It's about rebuilding - we had to go and research it, talk to experts, go around the country. Change across 3 generations is what we aim for. We won't be here, but who knows where things could go.

I was like many of the young men around here, in and out of trouble my whole life. I lost my mother when I was about 4, didn't go to good schools, and was in and out of jail as an adult right up until I came to Tribal Warrior. I had nothing, not even an ID or a bank account, and I did a lot of harm in the community. Tribal Warrior gave me an avenue to grow. It's a family environment and it has changed my life.

The cultural side is so important. Through Tribal, kids today have learnt so much language! They'll probably be fluent in a couple of years, and their kids will be too.

Our cruises give people a different perspective. When customers get off the boat, they understand that like any other organisation out on the water, Aboriginal or not, we are professional.

Yes, we have cultural performers and educators, but we've also got deck hands and engineers who are Aboriginal as well. You're seeing Aboriginal people in different roles, with real skills and responsibilities.

Photo: Belinda Pratten



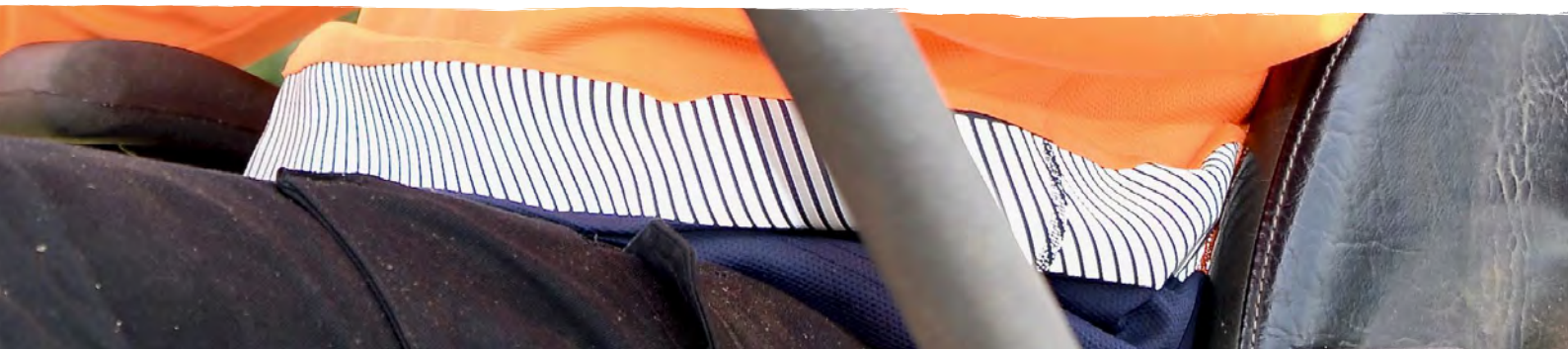
Bama Services employee Joshtel Charlie on the job in Cape York.





6 Bama Services

Constructing a skilled, healthy workforce to seize opportunities in Cape York



Background

Bama Services (formerly Djarragun Enterprises) was established in 2010 under the Cape York Partnership as a small construction and landscaping business. It is one of 11 entities under the Cape York Partnership umbrella, working together to improve outcomes for Indigenous people in the region.

Bama was established to provide sustainable employment opportunities for young Indigenous school leavers.

Jawun partnership and support

Jawun partnered with Bama in 2012 during a period of significant growth, as Bama sought to expand its services, strengthen its Indigenous workforce, and acquire more contracts across its key divisions.

Twenty secondees from Jawun's partners, including Qantas, Macquarie Capital and Downer EDI Ltd, have assisted Bama with business strategy development, policies and procedures, work health and safety, contract and program management, data analysis, marketing and staff support services.



20
secondees

Jawun's Executive Visits have brought over 300 government and corporate executives to Cape York, many of whom have visited Bama.

300 
executive visitors

Since 2016, Bama has progressively achieved pre-qualification status with several Tier 1 contractors and Top 100 companies, including Lendlease and Rio Tinto.

Growth and development

Bama has evolved into a commercial social enterprise that has successfully delivered a multitude of civil, landscaping and building construction projects across Far North Queensland.

Bama has developed operating divisions that include landscaping, facilities and assets maintenance, building construction, civil construction and engineering, and environmental services.

Since its establishment in 2010, Bama has employed over 305 Indigenous employees.

305
Indigenous
employees
since 2010



Bama has increased its commercial success and market competitiveness by developing a network of repeat clientele across local, state and federal governments, and the corporate and non-profit sectors. Jawun's Executive Visits have added value to Bama while support from secondees has helped Bama achieve its business goals and objectives.

In 2017, with the support of Jawun's partner Downer, Bama was awarded 2 major contracts worth a combined total of over \$10 million. The contracts saw Bama employees completing road and associated civil infrastructure upgrades on the Peninsula Development Road in Cape York.

Bama's support and wellbeing program provides holistic support to Indigenous employees, whose personal circumstances often prove challenging. The program provides comprehensive assistance and mentorship in areas such as nutrition, mental health, legal issues, financial management and family relationships.

Bama also offers a Career Development, Education and Training program. Many of Bama's employees are enrolled in formal training courses and are offered the opportunity to complete Certificate III apprenticeships and Certificate IV qualifications.

Outcomes and aspirations

Bama's annual turnover has grown from \$1.8 million in 2014 to \$20 million in 2020. Bama hopes to grow the business sustainably over the next 10 years while generating sufficient annual revenue to achieve its objectives.



At present, Bama is delivering several major contracts, including a \$1.8 million landscaping project and an \$18 million civil project with Downer. Bama is considering establishing offices in complementary locations to meet its customers' needs and its growth aspirations.

As of January 2021, Bama employed 57 staff, 70% of whom were Indigenous. Bama aims to create 50 or more job opportunities for Indigenous people over the next 3 years and strives to grow its industry-leading overall percentage of Indigenous employees.



Bama's focus on support and wellbeing and training has created a highly skilled, motivated and healthy workforce, who are empowered to achieve their personal and professional goals. The average duration of employment among Bama's employees is now 2.5 years.



Bama won Small Employer of the Year at the 2020 Queensland Training Awards. Its Support and Wellbeing program has also won multiple awards and is recognised as industry leading.



Bama is now supporting an ecosystem of Indigenous businesses, engaging Indigenous owner operators as subcontractors and enabling the growth of smaller Indigenous-led enterprises.

COVID-19: Adaptation, innovation and resilience

Bama's services were deemed essential during COVID-19 and business demand grew significantly during the lockdown period, although operations shifted in accordance with COVID-19 protocols. Offices and shed spaces were reconfigured, and job crew numbers were limited to adhere to social distancing protocols. Clock-in, clock-out stations were moved to an outdoor area and vehicles were sanitised thoroughly at the end of each shift.

Bama has adapted the support and wellbeing delivery model to include COVID-19 regulations. Bama's program has aided employees to better understand safety with regards to COVID-19.



Jono Coker, Bama Services Landscape Project Manager

I started with Bama in 2010, when it was first opening its doors. We were about 10 guys doing landscape maintenance. We didn't have any jobs back then, but slowly worked up our clientele from scratch. We grew a bit, started promoting, and before we knew it had 5 or 6 crews doing landscape maintenance. Three or four years later, when we started getting bigger landscaping jobs, I stepped up to a senior supervisor role, looking after my crew and 2 other crews. After that I was promoted to Garden Maintenance Manager, and a few years later I side-stepped to Landscape Project Manager.

Bama has always supported me and promoted me; I'm guessing because of my work ethic. In turn, Bama also promoted other young Indigenous guys into supervisory roles based on their leadership and dedication.

It's what makes Bama different to other places – its strong focus on Indigenous employment and outcomes.

What makes Bama unique is bringing guys who are unemployable to an employable standard for another company. To think back when they first started, they had no confidence, no self-esteem, I don't even know how they made it to work each day. By the time they leave, you're having full conversations with these guys. They're thinking for themselves and you don't know what you're going to do without them. A lot of that change happens because of Bama's support and wellbeing program – it gets us all together in one room as a big team and a big family, breaks that fence line up a bit.

While my role at Bama is sometimes very challenging, it is also very rewarding. I really like seeing the development of the staff members that come in and also the success Bama has experienced. It is very rewarding seeing the new staff members come in and develop and grow and feel that I have helped them in some way.

Indigenous businesses are important because they help employ Indigenous people and develop them and help them find meaningful fulfilment in their lives.

Photo: Bama Services



Tyrone Corp (left) and Peter Remano onsite with Bama Services.



Jason Grady, Bama Services Project Coordinator

When I arrived in 2016, Bama Services was just one entity. It grew to a point where we had to subdivide it into Bama Civil, Bama Projects and Bama Facilities Maintenance, and went from turning over \$6-7 million a year to over \$20 million a year.

Bama's support and wellbeing program was established to help our guys with challenges. A lot come from not great educational backgrounds and not fantastic home lives, with all sorts of issues. The program gives them someone to sit down and talk with, it guides them on financial issues, housing issues, legal issues, mental and physical health, a relationship that's not going well, even cooking. We've had lecturers from James Cook University to talk nutrition, and people from Queensland Health to talk about sexual health. One of our SWP managers recently went to court with one of our guys, to help get him through that. It's there to help with needs that our employees seem to face more frequently than the general business community.

I've worked in places where on their first slip up, employees would be pushed out the door. Bama is not like that, we're an incubator. And if one of our employees is poached by another company, that's not a failure, it's a success. Yes, we have to start the process again with someone else, but someone has turned their life around and become employable because of Bama.

Rio Tinto recognised and awarded us for our support and wellbeing program. Companies like John Holland and Downer are talking to us about how they can implement some of our initiatives, not only for Indigenous employees but for all employees. Our little system from Bama seems to be outperforming even the big boys and it's something we're quite proud of.

You can see the impact of Jawun when you're working on certain things - for one thing, secondees' names pop up on documentation! They worked on our early business set-up, our financial planning and budgeting. They've had a significant impact on where we are now.

We've stepped into the civil space with Downer EDI and Downer Works. We were pitching as high as we could be given our income and size, but with their balance sheet we've formed a joint venture, which takes us from being able to perform roadworks of up to \$5 million to potentially \$150 million packages. The previous two joint projects were valued at \$10 million, the current one is \$18 million, and we're tendering another for the coming year which will be approximately \$14 million. We couldn't have even tendered for those jobs without their support, let alone delivered them.

A key client at the moment is Rio Tinto Australia, we're talking about doing betterment works on the roads up in Weipa. Goodstart Early Learning is also a significant partner, we do its garden maintenance and building facilities maintenance and are looking at opportunities at its centres in Townsville, where we might also have some work landscaping the next stage of the ring road. That would be our next step, if we get that support from one of the big players to make that move.

Over the next 10 years more growth will happen, but we need to be smart. The rapid growth with Downer has been great, but businesses that grow too quickly can fall over. It has to be sustainable.

Photo: Bama Services



Shaun and Buddy Malay (second and third from left) with fellow jackaroos at the KAPCO cattle station, West Kimberley.

Photo: Daniel Linnet



7 KRED/KAPCO

Major pastoral enterprise joining 3 nations
in the Kimberley



Background

In 2010, the Ambooriny Burru Charitable Foundation (ABCF) was established to execute the aspirations of Traditional Owners in the West Kimberley.

KRED Enterprises Pty Ltd (KRED) was formed under the ABCF as a charitable venture, responsible for driving sustainable economic opportunities for Indigenous people in the region.

KRED has developed a portfolio of innovative businesses. These include Arma Legal, a law firm specialising in Native Title, and Environmental Heritage Social Impact Services (EHSIS), which delivers cultural heritage surveys and monitoring as well as cultural awareness training.

The jewel in KRED's enterprise crown is the Kimberley Agricultural and Pastoral Company (KAPCO), which has set out to re-establish the historical role of Indigenous peoples as the backbone of Australia's pastoral industry.

Jawun partnership and support

Jawun partnered with KRED in 2012 and has since provided 27 secondees to support KRED's strategic and business planning, governance, administration, staff training, policy research and enterprise development.



Ten Jawun secondees, from corporations including NAB, Suncorp and KPMG, provided support between the initial conception of the KAPCO idea in 2012 and the enterprise's formal establishment in 2015. Secondees provided business expertise, assisting CEO Wayne Bergmann in developing a business proposal and strategic plan.

Jawun's Executive Visits have brought over 116 government and corporate executives to the West Kimberley, many of whom have visited KAPCO's stations.



Growth and development

KAPCO initially managed 3 Indigenous-owned pastoral stations under a single structure, including Mt Anderson, Bohemia Downs and Frazier Downs.

In 2019, KAPCO acquired Myroodah Station, a property valued at \$15 million next to the Fitzroy River. The acquisition saw KAPCO's acreage and herd double in size.

KAPCO's properties total over 700,000 acres, which run approximately 24,000 head of cattle.



Myroodah provides an infrastructure base for the management of all 4 properties, allowing KAPCO to expand the productivity and profitability of its pastoral land in the hopes of attracting significant investments.

All 4 properties are actively managed for weeds, feral animals and fires, increasing KAPCO's capacity to provide training, contracting and long-term employment opportunities for Indigenous peoples in the region.

Outcomes and aspirations

Now the largest Indigenous-owned and -operated pastoral business in the Kimberley, KAPCO's turnover has increased from \$3.5 million in 2016 to over \$6.5 million in 2020.



By 2025, KAPCO forecasts managing a herd of 50,000 cattle. In the same timeframe, KAPCO's current value of \$35 million is forecast to rise to \$50 million.

The company currently employs 30–50 staff. Operating at full capacity, KAPCO anticipates generating 60 trainee positions and 80 seasonal employment opportunities annually by 2025. Its anticipated commercial growth will generate greater employment, training, mentoring and contracting opportunities for Indigenous peoples.

KAPCO hopes to leverage its existing properties in order to diversify its revenue streams. It is currently exploring opportunities to pursue micro agriculture and bush food production.

Exploring opportunities in micro agriculture and bush food production



With the continued support of Jawun, KAPCO is exploring the possibility of capitalising on the region's proximity to the Asian market. To date, secondees have provided advice on the application of public policy, trade agreements and overseas investment rules.

KAPCO also aspires to kickstart the Marlamanu Project, which will divert at-risk youth away from the justice system by providing them with the opportunity to live and work on one of KAPCO's stations. A Jawun secondee has recently drafted a funding application and conducted an analysis of regulatory requirements for the project.

COVID-19: Adaptation, innovation and resilience

KAPCO drew on strong relationships within the industry to continue to sell cattle during the pandemic, allowing it to achieve its annual financial targets.

KAPCO implemented safety mechanisms in accordance with COVID-19 regulations. New entrants to KAPCO stations worked in isolation and were provided meals in separate quarters to other staff.



Robert Watson, Nyikina Traditional Owner and Chairman of KAPCO

KAPCO is made up of 3 nations, which in pre-colonial times used to trade and interact, with people travelling vast distances to meet and do business. We've taken an old relationship practice and put it in a contemporary form.

Single pastoral stations, as an economic base, are very fragile. To run a pastoral operation of the magnitude required, we had to put our assets together into one business and brand. With our herds combined, we could meet demand in a more coordinated way, fulfil our pastoral lease obligations, and look at short-, medium- and long-term plans for getting these properties back to a viable standard. Land in the Kimberley was really heavily stocked with sheep and cattle over the last hundred years. Our country is very fragile, the way that we run cattle has to be best practice.

KAPCO has been operating for just over 4 years, and we've gone from a turnover of about \$3.5 million in 2016 to over \$6.5 million in 2020.

KAPCO used the expertise provided by Jawun to get our idea to a position where it met key criteria and rested on a strong business case. We've got 2 loans, one from the Commonwealth and one from the Indigenous Business Association, and they are rigorous in going through the books and testing the business. Answering all the questions and meeting all the criteria was made possible by Jawun secondees. We may not have been where we are if it wasn't for the support of Jawun.

We have a lot of young people that believe in KAPCO, believe in working for a business created and owned by Indigenous people. They understand KAPCO wants to become a viable entity, but also to provide opportunities for training and pathways to work in the pastoral sector.

The pastoral station experience is a great foundation for building responsibility, common sense, innovation and perseverance. There are a lot of times where you

have to make do with what you have. You have to make good decisions, demonstrate good communication and work as a team. It's a really good avenue through which young people can grow. Some go from that to other forms of work in town.

As well as job opportunities on the stations, we're trying to develop the capacity of Indigenous contracting businesses to do mustering contracts and build station infrastructure. With real contracts and real dollars, they can make a real difference to their families and themselves, and move into other opportunities. That's the whole idea of KAPCO, creating opportunities for Indigenous people to take on.

Through economic growth, we can make a difference to the social issues that exist – many of which stem from the fact that Indigenous people in the Kimberley have been living the last 4 or 5 decades in a low socioeconomic bracket, with a lack of housing and job opportunities.

We don't have a magic wand, but what we can do is provide a sense of pride and hope. KAPCO empowers our younger folk to have a high level of commitment and drive. It's a positive example of how people can be involved in something bigger than themselves, contributing not only to them personally but also to the people around them.

Going forward, we're looking at how KAPCO can supply our own communities with affordable beef, since most of the beef we raise on our properties goes to export. We're looking at micro-agricultural opportunities like producing fodder, and at diversifying into tourism ventures on our properties. There's a unique opportunity presented by Indigenous culture and connection to Country, and just the beauty of our Country. We'd like to facilitate visits by schools and other training groups, and to be a part of the development of younger people in any way we can.

To me KAPCO is an example of how Indigenous nations can operate a business that is strategic and demonstrates a high degree of professionalism in the way it's managed and grown.



Wayne Bergmann, KRED Enterprises CEO

The KAPCO model is 100% Aboriginal-owned. You're an owner of the business, you own the land. You then have a manager that works for you, so you have 100% control. We have a 100% Indigenous board. Being Indigenous-owned, on our own Country, brings great benefits. You don't feel uncomfortable going on your station, getting back on your traditional land. You feel a sense of pride, to know that you're part of a well-run business.

I don't think you can measure the pride and the self-confidence, knowing that as a Traditional Owner you're reinforcing those connections to your land.

You feel a lot safer knowing that any development on the land is going to be done with our input. Another benefit is, we've changed the model of cattle grazing and the land's actually gotten healthier. There's more grass and the cattle are healthier. The model is, as we get bigger, our herd will get smaller because our cattle will be heavier and our breeding rates will be higher, which means we don't need as many cows.

KAPCO was never just about running the enterprise. KAPCO started off with 3 Aboriginal pastoral stations. At that time, the former Indigenous Land Corporation (ILC - now the Indigenous Land and Sea Corporation) would not transfer our land back, which they had held for 20 years, unless we could demonstrate we had capacity. So KAPCO was also formed to demonstrate that we had capacity. One of the direct benefits was that, because of KAPCO, the ILC was able to agree to hand the station back after 20 years. That was a good thing.

We've still got a long way to go, but this year KAPCO should sell \$6-7 million worth of cattle, so that's 6,000-7,000 head. Next year that should go up to 10,000. I'm very proud of the business because people are chasing us to buy cattle. It's really revolutionised things. Non-Indigenous people are complaining they're not getting enough contracts from us.

We've gone from the initial days of having one employee to, in peak season, having 50 staff. It gives a massive opportunity to have a lot of Aboriginal people employed. It's a good stepping-stone. It's highlighted to me that there's not enough Indigenous people at the senior level in the pastoral industry. The challenge is to grow people into the more senior roles.

One benefit that Jawun is starting to look at for us is the value-add industry. Okay, we've got all this beef - can we create a higher-value product? Beef jerky, pet foods, paddock-to-plate. I think that might create another industry and make the business more profitable.

Working with the Jawun secondees has brought professional development for me personally, having high-calibre, high-performing people around me to challenge my thinking and say, 'why don't you do it this way?' Jawun gave me the capacity to work on projects that I believed in but were beyond the usual scope of my role. I think that enabled KRED to help deliver some good projects. We benefited by having worked closely with some exceptional people.

Photo: Daniel Linnet



Classroom at Hope Vale State School, Cape York.
Photo: Frederic Courbet



8

Student Education Trust

Galvanising financial foundations for children's futures in Cape York



Background

In 2008, the communities of Mossman Gorge, Aurukun, Coen and Hope Vale signed up to the Cape York Welfare Reform initiative, which, as part of the overarching Cape York Agenda, sought to end welfare passivity in the region's remote Indigenous communities.

As part of this reform initiative, the Cape York Partnership (CYP) established purpose-built opportunity centres, or 'O-Hubs', in each community. O-Hubs provide a suite of services aimed at empowering Indigenous individuals and families to build self-reliance and responsibility for their futures.

Among these services is the Student Education Trust (SET), a money management service that supports parents, caregivers and kin to plan for their child's educational journey. The trust aims to remove the financial stress associated with educational expenses and increase parental engagement with schools by giving them a financial stake in their children's education.

Donors contribute money to SET accounts on a fortnightly basis, which is in turn used to purchase school essentials, fund extracurricular activities and cover other education-related costs that students require to succeed.

Jawun partnership and support

Jawun has supported the aspirations of Indigenous peoples in Cape York since 2001, longer than in any other region.

Since the partnership began, Jawun has provided 266 secondees to the CYP head office. Over 50 secondees have supported the conceptualisation, pilot and rollout phases of SET across Cape York.



50
secondees

Jawun's Executive Visits have brought government and corporate executives to Cape York, including visits to O-Hubs throughout the region. In addition, Cape York has hosted numerous Indigenous leaders, including Jawun's Emerging Leaders cohorts and representatives from Empowered Communities regions, and representatives of interstate government agencies to learn and take inspiration from their bold social development initiatives.

Former Hope Vale O-Hub manager Audrey Deemal participated in Jawun's Emerging Leaders program in 2017. Audrey is now the General Manager of Cape Operations for CYP, overseeing all 4 O-Hubs.

Growth and development

In 2009, 358 SET accounts had been established across the 4 communities hosting O-Hubs. Donors contributed a total of \$362,085 across these accounts.

\$362,085



**contributed
by donors
in the
first year**

In 2019, SET began providing remote outreach services to the Cape York communities of Cooktown, Lockhart River and Wujal Wujal, bringing the total number of participating communities to 7.

SET fairs are held regularly across the 4 Cape York O-Hubs. The fairs sell a range of educational items and school supplies that are usually unavailable or unaffordable in these communities, which SET donors can purchase using funds in their accounts.


SET has expanded in focus from helping provide the basics of primary and secondary education to supporting account beneficiaries to transition into further education and meaningful employment.

Like other CYP services, SET has focused on providing employment and training opportunities for Indigenous peoples across Cape York as part of the administration and delivery of the service. SET staff are regularly upskilled and are provided avenues for pursuing careers in financial counselling and business administration.

Outcomes and aspirations

Over \$3.7 million has been invested in educational funds across the 1,236 SET accounts opened to date. Nearly \$2.6 million has been spent on educational items since SET was conceived. More than \$240,000 was donated to SET accounts between January and December 2020 by 611 active donors.

\$3.7 million contributed by donors to date



Now, 20 CYP employees are directly involved with administering and delivering the SET service, 14 (70%) of whom are Indigenous.

70% Indigenous staff



SET encourages parents and carers to engage in their children's education and consider their children's long-term future, including further education and employment opportunities. In addition, investing in SET accounts is an in-road for donors to build their budgeting skills and financial literacy, linking in with other O-Hub initiatives such as MPower, a money management support service.

SET encourages parents and carers to engage in their children's education




Recipients demonstrate greater participation in education, and have the tools required to attain better educational and employment outcomes.

Half of all donors now contribute funds to 2 or more SET accounts, demonstrating that the benefits of SET motivate donors to create accounts for multiple family members.

Approximately 50% of those aged 0-25 in the 7 Cape York communities involved now benefit from SET, while 26% of those aged 15 years and older have contributed to a SET account. Parents or step-parents account for 71% of all donors, while 14% are grandparents or great-grandparents.

50% of those aged 0-25 in 7 Cape York communities now benefit from SET



COVID-19: Adaptation, innovation and resilience

The SET fair model was enhanced in 2020 to allow for over-the-phone credit card purchases. With schools closed, SET supported children to continue their education via distance learning by organising to purchase or borrow laptops for families.

Phone calls and videoconferencing were used to have targeted conversations with families. O-Hub processed \$178,000 of educational purchases in 2020 and has seen an overall increase in contributions to accounts during the pandemic period.

The lockdown period was also used to run training sessions focused on upskilling employees and enhancing the delivery of SET.



Rosemary Marshall, SET Project Coordinator

SET is a money management product set up to help low-income families with education and school costs. Our O-Hubs [which facilitate SET and other community guidance or support services] work with families to make sure they are regularly contributing to SET.

SET helps families cover the cost of things like uniforms, shoes, schoolbags, stationery, lunch boxes etc. It also means children are more able to do activities like after-school swimming or dance, through which they socialise and gain new skills.

We often hear that people now don't have to stress about money. With SET they don't have to worry how they will cover educational costs when a child starts school, or unexpected costs like an excursion or camp. They know they have the money when these things come up. It also means parents are more engaged with their children's education, making sure they are ready and have everything they need to go to school.

SET has been around for well over a decade. We're now seeing kids who were in primary school or early child care when their parents first opened accounts heading off to boarding school or university.

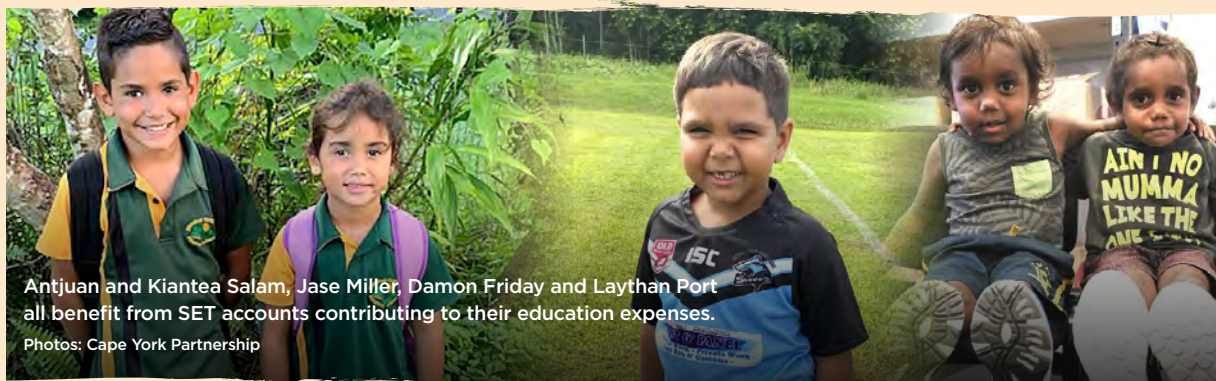
The support continues. Every day at our O-Hubs we have conversations with families about their child's future educational needs and goals. Starting those conversations early helps families be financially prepared for the long term, and means students are more likely to achieve their goals.

SET is growing and affecting different generations now. We have a number of families where students that had SET from the early days now have their own children, and with their grandparents' and parents' encouragement they are opening trust accounts for their babies. There's a mother in one of our communities who opened a SET account for her son 8 years ago, and she now has 6 accounts.

We're expanding within the Cape, but my hope is that SET will become available across Australia in future.

Through Jawun we work with secondees with very specific skills that our staff don't have. Secondees get an opportunity to get involved with an Indigenous organisation and see what's actually happening on the ground, not on the news or on social media but in reality. It gives people a real perspective. The exchange of skills, the sharing of knowledge on both sides, you can't put a price on that.

Photo: Cape York Partnership



Antjuan and Kiantea Salam, Jase Miller, Damon Friday and Laythan Port all benefit from SET accounts contributing to their education expenses.

Photos: Cape York Partnership



Alicia Nas, MPower/SET Team Leader

At first, people who signed up with SET thought it would just pay for the basics of education and get people through school years. But over time people have used it to support further education and employment. There has been a focus on 'where to next?' for students: how do they want to further their education or career and is there anything that SET can do to help with their goals around further study or employment?

SET can spark a career mindset and business thinking. SET account owners talk about their career opportunities and business aspirations, including careers or study in business administration and financial counselling.

SET empowers parents and families as much as the children. You now see parents standing proud at graduations and sporting events, knowing they have contributed to their child's education or extracurricular activities.

Photo: Cape York Partnership



Lutonya Creek, Coen mother and SET donor

I'm a single mum to 3 primary school kids. As a strong single mum, you always have to work twice as hard and it's little things that help keep you on the front foot. SET has really helped me better my children's education as I can make sure they have the education I didn't.

With SET I don't have to worry about school uniforms, shoes, socks, hats and other school needs. I am always involved in my children's education by regularly going to the school. For me it's all about family, you do anything you can to put family first and cherish the time with your children.

I want my children to have the best – in education and in life – because I didn't have that myself.

Photo: Cape York Partnership



LA PEROUSE





9

La Perouse Local
Aboriginal Land Council

Creating intergenerational wealth through enterprise



Background

The La Perouse Aboriginal community represents the longest-standing and only discrete Indigenous community in Sydney. The La Perouse Local Aboriginal Land Council (LALC) was established as an autonomous governing body to represent the aspirations of the community.

Under the Empowered Communities initiative, the La Perouse LALC seeks to drive the community's First Priority Agreements for improving community health, culture, education, infrastructure, housing and wealth.

The council currently maintains a high-value portfolio of property and land assets and provides a range of social services. More recently, it has begun to explore new enterprise opportunities that will drive economic independence and community development through the increased provision of employment and training opportunities.

Jawun partnership and support

Jawun established a partnership with the La Perouse Aboriginal community in 2012 and has since sent over 120 secondees to support the goals of the community.

Jawun's partners, including Westpac, KPMG and Norton Rose Fulbright, have provided 74 secondees to assist the La Perouse LALC to strengthen its finance, human resources, IT and administration systems, aided in community engagement, program and enterprise development, and provided project management and legal supports.

Jawun's Executive Visits have brought 192 government and corporate executives to Inner Sydney, including visits to the La Perouse LALC.



192
executive visitors

CEO Chris Ingrey participated in Jawun's 2013 Emerging Leaders program and the Indigenous Corporate Leadership program in 2017. As part of the program, Chris undertook a 'reverse secondment' within the Industry and International Affairs team at Qantas.

Board Member Carrine Liddell also participated in the 2013 Emerging Leaders program and remains an active member of Jawun's Stories of Female Leadership network.

Growth and development

Established in early 2019 with financial backing from the Australian Government, the Gamay Rangers program was the first urban addition to the government's Indigenous Rangers program.



74
corporate partner secondees



1st
urban Indigenous Rangers program

The Gamay Rangers are made up of local Aboriginal people who pair with scientists and government agencies in patrolling the waters of Botany Bay (Gamay Country). The Gamay Rangers undertake cultural heritage protection and conservation, marine mammal protection and threatened species management, as well as driving cultural and environmental awareness among businesses and private vessels operating in the bay.

The Gamay Rangers drive cultural and environmental awareness



The program offers young people the opportunity to undertake nationally accredited training in land conservation management and marine operations. Similarly, employees are provided the opportunity to strengthen their cultural knowledge and connection with Country.

The establishment of the La Perouse LALC consulting arm has provided an additional stream of commercial revenue. Government and other external agencies wanting to consult with the community must now engage with La Perouse LALC, which provides an at-cost service.

Outcomes and aspirations

The Gamay Rangers program is producing highly skilled, passionate and qualified rangers who grant the La Perouse Aboriginal community a greater say in the management of Botany Bay. The council is expanding the Gamay Rangers program to include local women, employing its first female junior ranger in 2021.

2021 Gamay Rangers employs its first female junior ranger



The La Perouse LALC is exploring commercial opportunities stemming from the program, including environmental clean-up, tourism and transportation on the bay.

The Gamay Rangers program is seeking to solidify its relationship with the University of New South Wales, which regularly conducts research in the bay and so provides the rangers with avenues for further study, training and employment.

The La Perouse LALC is mobilising to tender for the Botany Bay to Sydney ferry transportation contract, with the service set to be reintroduced in 2023. The contract would offer significant Indigenous employment, training and economic development opportunities for the community.

Mobilising to tender for the Botany Bay to Sydney ferry transportation contract



The council is looking to establish the team for the consulting arm post-pandemic, designed to undertake community engagement activities for corporate and government organisations.

COVID-19: Adaptation, innovation and resilience

La Perouse LALC expanded its land and asset portfolio and social support programs in 2020. It experienced significant growth, including recruitment of drug and alcohol support officers, mental health support officers, youth support officers, casual staff for the cultural and heritage program and additional rangers.



Chris Ingrey, La Perouse community leader of Dhungutti and Dharawal descent, La Perouse Local Aboriginal Land Council CEO, and Director of Inner Sydney Empowered Communities

Historically, we focused on increasing service delivery to our people in order to reduce crises. Now it's about driving economic development. It's a two-pronged approach: we want to support home ownership and at the same time create employment opportunities. There is no point creating homes for people to live in community if there is no employment.

Our Gamay Rangers initiative focuses on environmental protection but there is a big emphasis on training. We're looking at future opportunities for our workers in environmental clean-up, transportation and tourism, and there are some opportunities in the local economy around Botany Bay.

The government is in the early stages of developing the La Perouse ferry wharf, so the ferry service from Botany Bay to Sydney can be reintroduced. We're mobilising ourselves to be in a position to be awarded a contract to run that ferry service when that comes out in 2023.

We were ready to pick up contracts with a major infrastructure project in the area before COVID-19 hit. Not being able to get everyone together in a room to design a project, and with some people not having access to Zoom, especially elderly people, really impacted our ability to make income. We'll pick back up when the demand returns.

We can't afford to pay consultants, but Jawun supports us with secondments 4 times a year. That corporate and government secondee support is valuable. I often say that without it we wouldn't have been prepared for the opportunities that have come our way.

One opportunity Jawun has helped with is a consulting arm. In the past, government and other agencies would engage with us to access our

knowledge and networks for free, but Jawun put together the background for us to charge for that consultation work. We're in a position where if government or a consulting firm want to consult with our community, we can facilitate a formal consultation.

Through Empowered Communities, we're trying to influence the federal government to understand that if they invest heavily in our community over the next 5 years, with our reform agenda, then over the next 10–15 years our reliance on government funding will decrease heavily. We're trying to get the federal government to see the investment.

At the same time, the Local Aboriginal Land Council is looking at land development so that we have disposable income available. That way, if our mob wants something, we can invest in it rather than relying on government.

The Emerging Leaders program exposed me to the economic development journeys of other communities and allowed me to bring ideas back to La Perouse.

Our goal is to create a safe and thriving community where young people are qualified for employment in the local area, and where our families can start creating intergenerational wealth for their children.

Our community is still within our cultural area, but because we're based in Sydney, social housing rent is just as much as private rent and the opportunity for home ownership is little to none. For people to live in their area and close to family is nearly impossible. The end goal, in 100 years' time I suppose, is to have our mob still culturally strong, connected to people and to this place, and not experiencing financial stress.

Photo: Daniel Linnet



Ash Walker, Dharawal/Dhurga man belonging to the La Perouse Aboriginal community and Strategic Adviser for La Perouse Local Aboriginal Land Council

In the early years of the colony, the La Perouse Aboriginal community was known for engaging in the local economy through their skills in crafting artefacts and fishing. However, due to protectionism, our old people were prevented from continuing this unique form of economic participation and forced into the welfare system. Fast forward 140 years, our community is the only discrete Aboriginal community in the Sydney Basin and is still seeking to rejoin the economy. One of the main ways we have made progress on this journey is through our partnership with Jawun, which has delivered a range of benefits.

Facilitating the injection of corporate support into our community has allowed us to reduce reliance on government direction. It has also helped us develop our strategic focus and assisted in creating new ways of doing things which support our unique needs.

The Jawun secondees have also been an invaluable source of support. In addition to providing expertise and guidance, the secondees have also been crucial in progressing key priorities that are often under-resourced due to the demands placed on our community organisations to deliver high-quality services to our people. Many of our secondees continue to work with us after the secondment ends and become champions for our causes in their respective organisations.

Jawun's influence has also allowed the La Perouse Aboriginal community to build strong and meaningful relationships directly with many leading corporate partners. The support of these partners has assisted in laying the groundwork for us to re-engage in the local economy. As a result of these impacts, the La Perouse Aboriginal community is well placed to begin rebuilding the economic base lost during protectionism. Some key initiatives of our economic engagement include the Gamay Rangers program, our land activation strategy, and the Botany Bay Ferry Service.

We are confident that, with the support of Jawun, we will continue to progress these opportunities and seek out many more in the near future.



Robert Cooley, Senior Ranger, Gamay Rangers

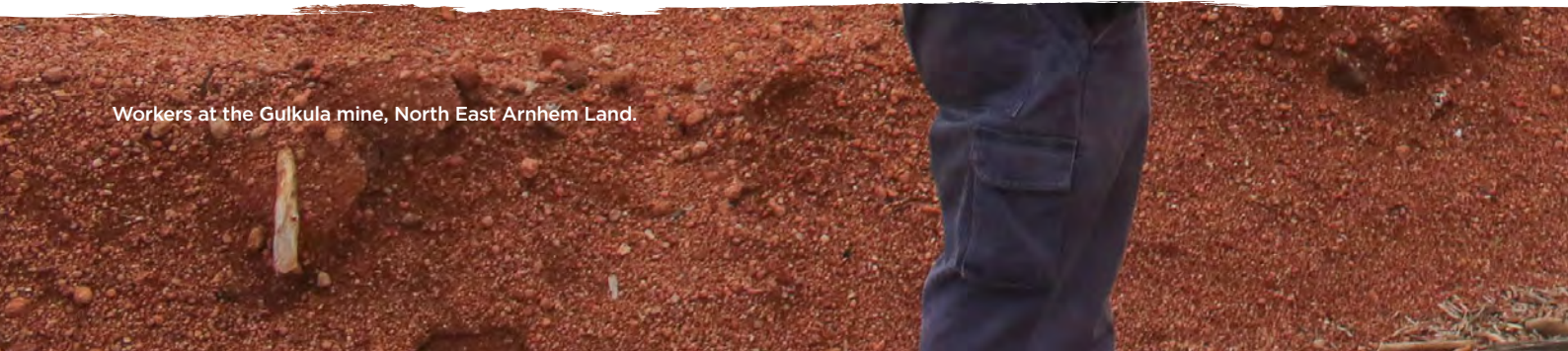
This bay provided for my family year-round ... I've always found the ocean as a refuge from some of those hard times in life.

This role gives me the opportunity to work on Country for the community and I find that although that carries a great responsibility, it's a great honour.

Photo: La Perouse LALC



Workers at the Gulkula mine, North East Arnhem Land.





10 Gulkula Mining Company

Arnhem Land home to Australia's first
Indigenous-owned and -operated mine



Background

Gulkula Mining Company Pty Ltd (Gulkula) is part of a suite of commercial enterprises formed by Gumatj Corporation Ltd (Gumatj).

Gulkula was conceived in 2011 by the Traditional Owners of the Dhupuma Plateau. Gulkula is Australia's first Indigenous-owned and -operated bauxite mining company.

Australia's first Indigenous-owned and -operated mine



Gulkula was established to empower Yolngu peoples of North East Arnhem Land to achieve economic independence, through the provision of culturally meaningful employment opportunities.

In 2013, Rio Tinto signed a memorandum of understanding with Gumatj ceding its rights to the mine. In 2017, it signed a long-term sales contract with Gulkula, whereby bauxite is sold directly to Rio Tinto, which then distributes the product to domestic and international buyers.

Jawun partnership and support

Jawun partnered with Gulkula in 2013 when the project was in its initial stages of development, supporting Gulkula to operationalise the mine over the following 4 years.

Jawun's partners, including Wesfarmers and Commonwealth Bank, have provided 12 secondees, whose support included exploring the project's feasibility and operational scenarios, human resources planning, emergency response planning, financial infrastructure development, communications and marketing.



12 secondees

Jawun's Executive Visits have brought 76 government and corporate executives to North East Arnhem Land, including visits to the Gulkula mine.

76 executive visitors



Growth and development

Gulkula has used its fleet of modern mining equipment and diverse employee skill sets in expanding its capabilities to include civil works and labour hire.

As part of this expansion, Gulkula owns and operates a concrete-batching plant on site, delivering concrete to customers within a 30 km distance of Nhulunbuy.

In 2018, Gulkula secured the contract for transporting the bauxite to Rio Tinto's facilities, representing a stride forward for Gulkula in consolidating its operations. This was a prominent focus in Gulkula's 5-year strategic plan.

2018 Gulkula secures the contract for transporting bauxite to Rio Tinto



Gulkula is committed to sustainable mining practice, and hosts an onsite nursery where employees process, propagate and store Indigenous seeds hand-picked from the surrounding country. Gulkula's Indigenous employees have developed leading capacities in post-mining land rehabilitation, where Country is restored to its original state under the guidance of Traditional Owners.

Gulkula provides holistic support services for its Yolngu employees from remote community contexts. These include free transportation to and from the mine, free on-site accommodation, subsidised on-site meals, free pre-employment medicals and delivery of various cultural opportunities.

Yolngu employees also receive intensive development and training opportunities focused on self-management, teamwork, health and on-the-job skills.



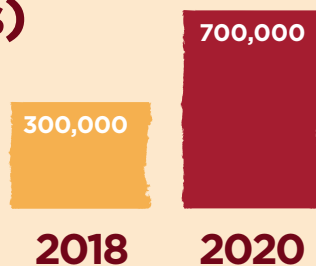
Employees receive intensive development and training opportunities

Outcomes and aspirations

Gulkula now employs 30 staff, 17 of whom are Indigenous.

Since 2018, Gulkula's bauxite production has increased from 300,000 metric tonnes of bauxite in its first year of operation to 700,000 metric tonnes in 2020. The mine has produced a total of 1.25 million metric tonnes of bauxite.

Bauxite production (tonnes)



The Gulkula mine generated \$10.7 million in revenue during the 2020 financial year.

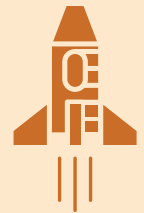
\$10.7 million revenue during FY20



Gulkula hopes to ramp bauxite production up to 1 million metric tonnes per year, aspiring to continue mining operations for a further 30 years after the Rio Tinto sales contract ends.

In 2019, NASA signed a contract with the space centre Equatorial Launch Australia to launch and recover spacecraft on a 60-hectare parcel of country adjacent to the mine, which the centre subleased from Gumatj.

NASA plans to develop launch site on Gumatj land



The centre represents an unprecedented opportunity for external investment and economic development in North East Arnhem Land and will create significant employment opportunities for Indigenous peoples in a new, high-tech sector.

Already the project is estimated to create 25 local jobs in construction, site care, safety and tourism.

COVID-19: Adaptation, innovation and resilience

The Gulkula mine responded swiftly to COVID-19, closing its gates to the outside world, ceasing all 'fly-in-fly-out' work and choosing to operate within small groups of permanent employees.

Gulkula ensured that its operations not only aligned with government-enforced COVID-19 protocols, but also the rules outlined by the local communities.

While bauxite production decreased, Gulkula shifted its focus to in-house safety training and upskilling its employees.



Klaus Helms, Gumatj Corporation CEO

In the initial phases of Gulkula, we not only had to figure out how we could negotiate bauxite mining, we had to convince our board members that it was possible and get their assurance that they weren't going to back out.

But the most difficult step was convincing government we could do it – getting licences and getting doors open when those doors were shut. You imagine an Indigenous corporation saying to government, 'We want to open a bauxite mine'. There was no concept of it. In fact, it wasn't until we shipped our first bauxite shipment out through Rio Tinto that they put their heads up and said, 'Okay, it's working'.

Yolngu understanding of mining shows 2 things: it shows mining companies throughout Australia that they can work more with Indigenous peoples; and it shows Indigenous peoples that they can have ownership rather than just being an employee.

Yolngu people see the mine and say, 'We did this ourselves'. 'This' includes understanding mining, understanding negotiation, and understanding that Yolngu people have the ability to self-govern and self-manage. There's great pride in that ownership.

What we're doing at Gulkula, there's no reason why that couldn't happen across Australia. Every new mine that opens has to get acquisitions from land trusts and land councils – why shouldn't they partner with an Indigenous company? All you're saying is, 'We will buy this mineral off you. You will do the

mining and we will support you, but we'll do it at a cost-plus'. Commercially it makes sense and it's beneficial for companies because they're working with Traditional Owners. They're not saying, 'You're an employee', they're saying 'You're a partner'.

Partnership means more to Indigenous peoples than being an employee.

In terms of post-mining land rehabilitation, who better than Indigenous people to guide this – it's their land! Most mining companies come in with rehabilitation plans and the government signs it off, but the Traditional Owners don't sign it off. Gulkula works with the Traditional Owners and says, 'What would you like back there? Would you like more native fruit trees? Would you like a pastoral area? Would you like more forestry?' That ensures huge benefit for Indigenous peoples post-mining.

The problem with the NASA deal is that, because of the pandemic, we can't get them here at the moment. But we've cleared and surveyed the site, completed drawings which NASA have agreed to, and everything is set to build. Right now, it's got a ready button. As soon as we get the approval that NASA can come to Australia and agree on the budgets, I'll push the button and we'll start building. We have the Northern Territory government's support. They want to do it. The dream is alive.

I don't think half of what we've done could have been achieved without Jawun's support. Jawun is the strength and the brains trust of some of the stuff we do. We won't use all of it, but it's there for us to tap into. Secondees don't just come here to go cruising around Arnhem Land, they come to work. It really does help fledgling companies like Gulkula. The reward for secondees is they can go away saying they helped achieve this.

We want to continue operations as a mining company post-Rio Tinto, so that we can continue to broaden the horizon for Yolngu. We want to develop and diversify this future, so that there's not just one opportunity but multiple opportunities. Anybody trained on the mine site can also work on roads, and not just on mineral extraction but on any sort of extraction.

Gulkula helps people with continuity of work, and with pride in what they do. Yolngu people can go on to work multiple jobs, they have choice. They don't have to go knocking on doors asking, 'Will you employ me?' They can knock on doors saying 'Here's my credentials', and you'll find they'll be snapped up pretty quick.



Conclusion

Enterprise impact and growth

This Learnings and Insights report shares stories of enterprise success among Jawun's Indigenous partner organisations. From urban Sydney to the remote cattle stations of the Kimberley, the case studies showcase the innovation and dynamism within Australia's burgeoning Indigenous-led enterprise sector.

The 10 enterprises profiled demonstrate that Indigenous-led business provides meaningful employment opportunities for First Peoples and supports the delivery of culturally appropriate services within Indigenous communities. They also show that in driving economic independence and combating welfare dependency, involvement in Indigenous-led enterprise creates pathways for the personal and professional development of

individuals. Given that Indigenous-led enterprises' quest for commercial success is often matched by a drive for broader progress in community and society, this can include strengthening cultural connection, environment, community and tradition.

Jawun's partnership model facilitates corporate and government support for Indigenous initiatives. Indigenous partners describe accessing business and organisational expertise not available internally and forging connections otherwise out of reach. Through this process, ideas come to fruition at the same time as capacities and systems are strengthened to implement them. Leaders describe gaining vital confidence through the strategic advice of secondees or visiting executives, development programs such as Emerging Leaders, and exposure to a network of other Indigenous success stories.



West Kimberley Executive Visit, 2019.
Photo: Daniel Linnet

The result is growth, for individuals and enterprises, at a pace faster than would have otherwise been possible. This is reflected not only in employment, contract and revenue figures, but in the stories of organisations equipping and certifying themselves to grasp available opportunities and translate these into successful enterprises delivering wins for communities.

Innovation and adaptability

Barriers persist for Indigenous enterprises, from the structural barriers that impede access to capital and opportunities to the unprecedented barriers presented by the COVID-19 pandemic. Jawun's partners characteristically meet these with resilience, innovation and a determination to sustain growth. Their use of secondees is planned and strategic, with briefs prepared for these pro bono resources to help them demystify policies and protocols, prepare proposals or bids, and find ways to tap into networks and opportunities. In many instances, secondees find themselves supporting an organisation to create its own opportunity. This report's case studies show how, across a diversity of sectors from health care

to mining, Jawun's partners are innovating on an ambitious scale to make change possible.

In 2020, when COVID-19 prohibited travel, Jawun pivoted to a virtual model where secondees provided support remotely. Indigenous partners switched to working digitally with almost 200 skilled employees of corporate and government Australia, proving again their adaptability and resourcefulness. They stayed open during the pandemic, taking services and businesses online where possible, making workplaces safe and coordinating safety messages for the wider community. Many changed their model permanently, bringing in forms of e-commerce, e-health or e-learning and drawing on secondee expertise to ensure success.

Inspiring a better nation

At a national level, the case studies in this report remind us how vital the connections are between Indigenous-led enterprise and broader change movements, including Empowered Communities and the more recent Voice proposals at local, regional and national levels. Successful Indigenous-led enterprises affirm the priority placed on economic



development by every region participating in this ambitious reform agenda. They demonstrate the freedom granted by financial independence to lead social development and lift up communities across generations, while creating powerful and influential examples of Indigenous business leaders. The achievements of Indigenous-led enterprises illustrate why Indigenous communities and leaders consider economic empowerment central to all forms of empowerment.

Jawun has played a key role in Empowered Communities, providing tactical and logistical support for its establishment and facilitating around 400 six-week secondments to support its implementation in 10 regions. Of the secondees and strategic assistance provided, a significant proportion has been directed to economic participation, including regional economic development strategies, employment and partnership strategies, and efforts to secure major commercial opportunities for a community or region. A well-planned sequence of skilled, strategic and often senior-level Empowered Communities secondees can play an important role in bringing to life this ambitious long-term vision, one step at a time.

In addition, this report reveals an aspect of the Jawun model with great power and potential, initially recognised only as a 'consequential impact': the opportunity for meaningful connections and two-way knowledge sharing between Indigenous and non-Indigenous Australia. As the history of our nation calls more and more for mutual understanding and reconciliation, the opportunity provided by Jawun for connection is ever more valuable. It is now a deliberate outcome of Jawun's capacity-building model, and one which aims to inspire a better Australia. As one Cape York partner reflects, on the value of Jawun's model of mutual learning and connection-building, 'You can't put a price on that'.

Fostering success through collaboration

Looking forward, Indigenous leaders seek to build on the success of the Australian Government's Indigenous Procurement Policy, refining its approach to maximise the benefits and ensure they translate directly into positive change at community level. These leaders seek to leverage opportunities for contracts or collaborations with corporate Australia, including through Raising the Bar and joint ventures such as that achieved by Bama Services in Cape York. Through land councils and



Empowered Communities, many also focus on reform of land tenure as a foundation for communities' economic empowerment.

Collaboration is frequently cited as key to success within both Indigenous and non-Indigenous organisations. A so-called 'ecosystem approach' is projected through the formation of a flourishing Indigenous business network that supports the exchange of learning, expertise and opportunities. As Chris Ingrey says, this has a cultural as well as economic logic: 'Indigenous people want to do business with other Indigenous people because their values are the same'.

Successful collaboration promises to deliver a shift in scale when it comes to the opportunities available to Indigenous-led enterprises. As small and medium-sized businesses combine their efforts or, as with KAPCO's cattle stations, pool their resources, they become part of burgeoning Indigenous-led industries that are far more likely to generate economic opportunities for Indigenous communities than a collection of small, disconnected initiatives. These Indigenous-led industries then give rise to greater employment opportunities – as one partner describes it, the ecosystem or industry approach is capable of delivering 'careers, not just jobs'.

Jawun's ongoing support to a national network of Indigenous-led enterprises

Jawun's capacity-building model is guided by the priorities of its Indigenous partners. The model has evolved over 2 decades in response to these and has expanded to operate with over 70 partners in 11 regions.

Today, as Indigenous-led enterprise grows in size, scope and ambition, Jawun remains committed to providing the right kind of support in response to evolving partner needs. In 2019, Jawun engaged in a co-design process to define a more flexible form of support for a maturing national network of Indigenous partners. Launched in early 2021, Milbiwi (named for the Guugu Yimithirr word meaning 'talking together') forms part of the My Jawun digital platform, hosting a network of Indigenous, corporate and government agencies. Milbiwi members convene to post or respond to project briefs in a more agile way than the traditional secondment model permits, allowing continued capacity-building support and connection between members to share opportunities and knowledge. Though still in its infancy, already a number of members have connected via Milbiwi to define and execute projects. A new chapter in collaboration has begun for Indigenous-led enterprise and ultimately, Indigenous-led empowerment.

**Now is our time. The time is right for
Aboriginal peoples to be involved,
to grow economically and most importantly,
to share the riches of this country.**

DEREK WALKER, ELDER AND KUTI CO CEO

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List of acronyms

ABCF	Ambooriny Burru Charitable Foundation
BCA	Business Council of Australia
CBA	Commonwealth Bank of Australia
CEO	chief executive officer
CSWP	Clean Slate Without Prejudice
CYP	Cape York Partnership
EHSIS	Environmental Heritage Social Impact Services
ILSC	Indigenous Land and Sea Corporation
KAPCO	Kimberley Agricultural and Pastoral Company
LALC	Local Aboriginal Land Council
NAB	National Australia Bank
NASA	National Aeronautics and Space Administration
NDIS	National Disability Insurance Scheme
SET	Student Education Trust
SoFL	Stories of Female Leadership
SWP	support and wellbeing program

Indigenous partners



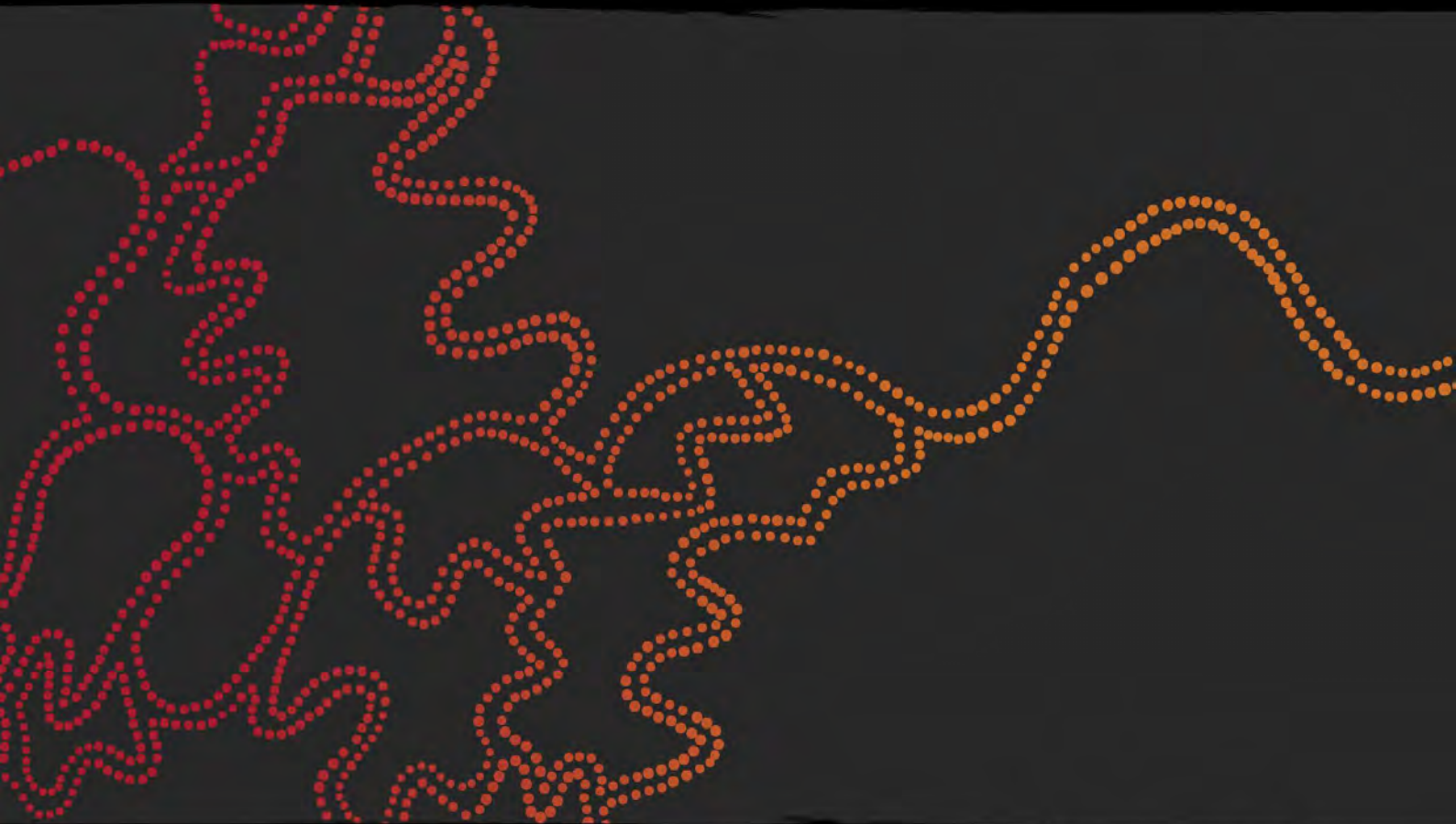
Corporate partners





Government partners





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