“How private enterprise, Indigenous communities and mainstream organisations can work together to bridge the cultural divide”

Rod Williams
Gnibi College of Indigenous Australian Peoples

18th FEBRUARY 20120
REGIONAL HISTORY

- Cedar Cutters came to Northern NSW in **1836**
- Regional Conflicts; **1839** Myall Creek Massacre; **1840** Blacks attack squatter at Kangaroo Flat (1 white 1 black killed); **1841** Peter Pagan killed, then massacre at Slaughtermans Gully; **1841** massacre of 300 Aborigines at Orara River near Grafton by squatter and border police;
- Estimated Aboriginal Population **1830** (2600); **1856** (1900) & **1880** (1200).

(Medcalf, R 1989)
TOOLBILLIBAM

- Late 1830's Toolbillibam relocates family to hills away from the plains where Aborigines are being killed;
- 1840 Edward & Fred Ogilvie first visit and sighted Yulgilbar, then registered a land claim as Squatters
- 1841 Edward & Fred Ogilvie arrive at Yulgilbar with 12,000 sheep.
- 1842 Edward & Fred Ogilvie first meeting with Toolbillibam in Bulldog scrub, published in Sydney Morning Herald 4th June 1842, article by Ogilvie;
MY GENERATION (ERA)

1967 Referendum - having the immediate effect of including Aboriginal Australians in determinations of population, and also empowered the Federal Parliament to legislate specifically for this racial group.

1973 White Australia Policy was officially dismantled;

Terra nullius is a Latin expression meaning "nobody's land", and is a principle sometimes used in international law to describe territory that may be acquired by a state's occupation of it. (MABO, 1992)

Australia has never signed a Treaty with the Aboriginal and Torres Strait Islander people.

Where Do We Fit?
CULTURAL INTERFACE

“The Cultural Interface” the intersection of the Western and Indigenous domains.

This notion of the Cultural Interface as a place of constant tension and negotiation of different interests and systems of Knowledge means that both must be reflected on and interrogated.

Indigenous Knowledge – Western Science

FINDING THE “CORPORATE AND CULTURAL FIT”

WESTERN

CORPORATE FIT CORPORATE POLICIES

HOLISTIC

INDIVIDUALISM

CULTURAL FIT COMMUNITY ASPIRATIONS

COLLECTIVITY

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All hybrid organisations generate both social and economic value and are organised by degree of activity as it relates to:

1) motive, 2) accountability, and 3) use of income.

Diagram
3. Adapted from Etchart, Nicole and Lee Davis, Profits for Nonprofits, NESsT, 1999.

AUSTRALIAN SOCIAL ENTERPRISE
(SOCIAL TRADERS DEFINITION)

Social enterprises are organisations that:

a) are led by an economic, social, cultural, or environmental mission consistent with a public or community benefit

b) trade to fulfil their mission

c) derive a substantial portion of their income from trade, and

d) reinvest the majority of their profit/surplus in the fulfilment of their mission.

FUTURE CHALLENGE FOR INDIGENOUS AUSTRALIANS

“LAND RICH AND DIRT POOR”
The Indigenous Estate is estimated at 35% to 40% of the Australian land mass. Estimated 20% owned with 40% influence, (Altman, J & Markham, F 2013).

The Indigenous Estate includes Land and the networks of Commercial or not-for-profit organisations established by or the benefit of Aboriginal and Torres Strait Islander people. All “Tangible and Intangible Assets”.

Why doesn’t this extensive asset base give our people a sustainable return. We are considered “Asset Rich and Dirt Poor”? 

INDIGENOUS ESTATE
INDIGENOUS ESTATE

- INDIGENOUS ESTATE estimated ownership at 20% of the Australian land mass held under exclusive possession of native title or land rights and estimated to grow to 31% with the number of registered native title claims in progress. (Altman, J & Markham, F 2013).

- TANGIBLE & INTANGIBLE ASSETS

- REVENUE & ASSET BASE (top 500 ORIC Corporations)
  - Combined Income $1.92 Billion
  - Combined Assets $2.405 Billion

## Estimating the contribution of the Indigenous business sector to Australia’s economy

Figure 1 shows our estimate of the economic contribution of the three Indigenous business categories (self-employed individuals, enterprises and trusts). Together, these Indigenous businesses added between $2.2 billion and $6.6 billion to the Australian economy in 2016. This represents 0.1 per cent to 0.4 per cent of the nation’s gross domestic product (GDP).

**Figure 1: PwC estimate of the economic contribution of Indigenous businesses (real 2016 terms)**

In 2016, Indigenous businesses contributed approximately

$2.2 to $6.6 billion to Australia’s GDP

equating to 0.1% to 0.4% of total GDP

<table>
<thead>
<tr>
<th>Self-employed individuals</th>
<th>Enterprises</th>
<th>Trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td>An estimated 7,200 self-employed Indigenous individuals contributed</td>
<td>An estimated 1,000 – 4,300 Indigenous enterprises with employees contributed $1.5 – $5.9 b</td>
<td>An estimated 400 Indigenous trusts set up to benefit the community contributed $406 m</td>
</tr>
</tbody>
</table>

Overcoming Indigenous Disadvantage: Key Indicators 2016 — trends in national outcomes

COAG targets and headline indicators

<table>
<thead>
<tr>
<th>COAG Targets</th>
<th>Headline Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔ 4.1 Life expectancy</td>
<td>✔ 4.8 Post-secondary education — participation and attainment</td>
</tr>
<tr>
<td>✔ 4.2 Young child mortality</td>
<td>✔ 4.9 Disability and chronic disease</td>
</tr>
<tr>
<td>✔ 4.3 Early childhood education</td>
<td>✔ 4.10 Household and individual income</td>
</tr>
<tr>
<td>✔ 4.4 Reading, writing and numeracy</td>
<td>✔ 4.11 Substantiated child abuse and neglect</td>
</tr>
<tr>
<td>✔ 4.5 Year 1 to 10 attendance</td>
<td>✔ 4.12 Family and community violence</td>
</tr>
<tr>
<td>✔ 4.6 Year 12 attainment</td>
<td>✔ 4.13 Imprisonment and juvenile detention</td>
</tr>
<tr>
<td>✔ 4.7 Employment</td>
<td></td>
</tr>
</tbody>
</table>

Strategic areas for action

<table>
<thead>
<tr>
<th>Governance, leadership and culture</th>
<th>Early child development</th>
<th>Education and training</th>
<th>Healthy lives</th>
<th>Economic participation</th>
<th>Home environment</th>
<th>Safe and supportive communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Valuing Indigenous Australians and their cultures</td>
<td>✔ 6.1 Antenatal care</td>
<td>✔ 7.1 Teacher quality</td>
<td>✔ 8.1 Access to primary health care</td>
<td>✔ 9.1 Employment by full time/ part time status, sector and occupation</td>
<td>✔ 10.1 Overcrowding in housing</td>
<td>✔ 11.1 Alcohol consumption and harm</td>
</tr>
<tr>
<td>4.2 Participation in decision making</td>
<td>✔ 6.2 Health behaviours during pregnancy</td>
<td>✔ 7.2 School engagement</td>
<td>✔ 8.2 Potentially preventable hospitalisations</td>
<td>✔ 9.2 Indigenous owned or controlled land and business</td>
<td>✔ 10.2 Rates of disease associated with poor environmental health</td>
<td>✔ 11.2 Drug and other substance use and harm</td>
</tr>
<tr>
<td>4.3 Engagement with services</td>
<td>✔ 6.3 Teenage birth rate</td>
<td>✔ 7.3 Transition from school to work</td>
<td>✔ 8.3 Potentially avoidable deaths</td>
<td>✔ 9.3 Home ownership</td>
<td>✔ 10.3 Access to clean water and functional sewerage and electricity services</td>
<td>✔ 11.3 Juvenile diversions</td>
</tr>
<tr>
<td>5.4 Case studies in governance*</td>
<td>✔ 6.4 Birthweight</td>
<td>✔ 7.4 Tobacco consumption and harm</td>
<td>✔ 8.4 Income support</td>
<td>✔ 9.4 Community functioning</td>
<td>✔ 10.4 Repeat offending</td>
<td>✔ 11.5 Community functioning</td>
</tr>
<tr>
<td>5.5 Indigenous language revitalisation and maintenance</td>
<td>✔ 6.5 Early childhood hospitalisations</td>
<td>✔ 7.5 Oral health</td>
<td>✔ 8.5</td>
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<tr>
<td>5.6 Indigenous cultural studies</td>
<td>✔ 6.6 Injury and preventable disease</td>
<td>✔ 7.6 Mental health</td>
<td>✔ 8.6</td>
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<tr>
<td>5.7 Participation in community activities</td>
<td>✔ 6.7 Ear health</td>
<td>✔ 7.7</td>
<td>✔ 8.7</td>
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<tr>
<td>5.8 Access to traditional lands and waters</td>
<td>✔ 6.8 Basic skills for life and learning</td>
<td>✔ 7.8</td>
<td>✔ 8.8</td>
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Number beside indicator refers to section numbers in main report. Code for each indicator determined using criteria on previous page. Timeframes for trend assessment differ across indicators.

The main measure has shown progress
- No significant change
X The main measure has shown regress
△ Data Gap
? Results are unclear
*Not applicable (case studies only)

“How private enterprise, Indigenous communities and mainstream organisations can work together to bridge the cultural divide”
FUTURE CHALLENGES

1. Key Indicators – Overcoming Indigenous Disadvantage

- Governance, Leadership & Culture
- Early Childhood
- Education & Training
- Healthy Lives
- Economic Participation
- Home Environment
- Safe and Supportive Families
FUTURE CHALLENGES

2. “The Cultural Interface” the intersection of the Western and Indigenous domains.

3. Indigenous Estate

4. Social Enterprise?
Community Owned Business

Member Owned Land & Assets

- Traditional Owners
- Family
- Family
- Family
- Strong Minded Individuals

- Social Enterprise
- Access to Finance
- Community Benefit
- Profits $$$
- Tangible & Intangible Assets
- Social Impact

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GONGAN CROSS CULTURAL SUSTAINABLE COMMUNITY AND BUSINESS DEVELOPMENT MODEL
In 1993 Rod Williams formed Gongan Consultancy Pty Ltd to research and develop the Gongan Cultural/Economic Framework Models.

Bridge communication gap between the Community, Business & Government.

Gongan questions: the philosophy of measuring business success purely on monetary $Profits$ - that monetary success at the expense of cultural, social and environmental aspirations?
Gongan Consultancy has developed three directional management planning models;

- **Gongan Cultural/ Economic Framework** (bottom up approach) finding the “cultural fit” for the client’s cultural, social, environmental and economic needs.

- **Gongan Corporate Planning Model** (top down approach) for finding the “corporate fit” to ensure that corporations can negotiate a balanced long term agreement.

- **Indigenous Business Network (IBN)** Wealth Creation Model a simple conceptual planning tool to build and distribute wealth across all levels of the community.
GONGAN MODEL
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Utilised to identify priorities, gaps and issues of concern for the individual, family and community groups.

OUTCOMES
- GOALS
- OBJECTIVES
- ACTIONS
- VISION STATEMENT

CULTURAL / ECONOMIC FRAMEWORK
- RESISTANCE TO CHANGE
- POLITICAL
- SUPPORT STRUCTURES
- ACCESS TO FINANCE
- CULTURAL & SPIRITUAL BASE

CORPORATE PLANNING MODEL
Utilised to develop a balanced agreement between the parties.

Balanced Agreements

INDIGENOUS BUSINESS NETWORK WEALTH CREATION MODEL
Developing wealth creation at three levels in the community.

Three Levels
- Community Wealth
- Corporate Wealth
- Individual / Family Wealth

PROTOCOLS & COMMUNICATION
PARTICIPATION
EQUITY / OWNERSHIP