

Budyari Ngalaya

first peoples' business partnerships



Budyari Ngalaya

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Budyari Ngalaya is an initiative of the NSW Government and the NSW Reconciliation Council. It is supported by the State Chamber of Commerce (NSW).

Cover artwork: Looking Through... III by H.J.Wedge

Harry J Wedge, of the Wiradjuri nation, was born on Erambie Mission, Cowra in NSW. He trained at TAFE Eora Centre, Redfern in 1989. In 1990 he became a member of Boomalli Aboriginal Artists Cooperative and has since gained international recognition as a successful contemporary urban Aboriginal artist.



Message from the Premier and the NSW Reconciliation Council

Welcome to Budyari Ngalaya: First Peoples' Business Partnerships.

This is an initiative of the NSW Government and the NSW Reconciliation Council aimed at promoting alliances between Australian business and Aboriginal people.

Over the last decade, the Reconciliation process has brought Australians together in many ways and at many levels. The challenge is to harness this spirit to build a stronger economic base for Aboriginal people and communities.

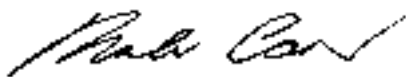
The private sector is critical to delivering this base, and this is reflected in the steady growth of Aboriginal small businesses. There are many success stories – both independent business ventures and partnerships with corporations – that demonstrate what can be achieved with the right kind of support.

The NSW Government and the NSW Reconciliation Council are committed to fostering partnerships between Aboriginal communities and enterprises and the wider business community. We can help bring partners together, advise on opportunities and potential pitfalls, and ensure government assistance programs offer appropriate support.

Developing partnerships will be good for your business. They build community support and trust and enhance your company's reputation. They can give you a commercial edge in both core and niche markets.

The following pages contain stories about companies and communities taking leadership in building partnerships for mutual benefit.

We look forward to the development of many productive and rewarding business relationships between the Aboriginal community and the world of business.



The Hon Bob Carr MP
Premier of New South Wales



Joanne Selfe and Rick Farley
Co-chairs, NSW Reconciliation Council

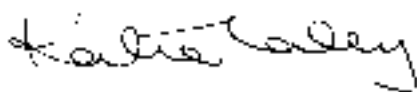
Message of support from State Chamber of Commerce (NSW)

On behalf of the State Chamber of Commerce (NSW) I am proud to be a supporter of Budyari Ngalaya: First Peoples' Business Partnerships. This initiative is a unique opportunity for the New South Wales business community to explore the benefits that strategic community partnerships can deliver to both the Aboriginal community and to the business bottom line.

The State Chamber has recently committed itself to developing the business case for greater corporate social responsibility amongst New South Wales businesses through our Common Good Program. Through this Program the State Chamber seeks to assist businesses to build long-term competitive advantage by pursuing socially and environmentally responsible business practices. We have identified a growing body of evidence that suggests that socially responsible business practices can have a positive impact on the long-term competitiveness of New South Wales businesses.

The State Chamber has sought to keep businesses informed about a range of flexible initiatives that can deliver bottom-line benefits from socially responsible performance. The First Peoples' Business Partnerships is an excellent example of such an initiative.

I encourage members of the New South Wales business community to consider how building a long-term business relationship with the Aboriginal community can enhance their competitiveness.



Katie Lahey
Chief Executive Officer
State Chamber of Commerce (NSW)

Partnerships: some options

In this brochure, we look at three main ways in which business can work with Aboriginal communities and enterprises.

1 Investing in the growth of Aboriginal communities and enterprises

Providing professional, technical, and financial assistance to Aboriginal communities and enterprises

2 Sharing existing opportunities

Employment and training for Aboriginal people

Contracts to Aboriginal firms

3 Creating new commercial opportunities

Establishing joint ventures and client relationships that have significant commercial potential for both partners.

The following pages set out some practical ideas and working examples of partnerships. They show how the development needs of Aboriginal communities can be aligned with the strategic focus and core competencies of a wide range of companies, from large international corporations to smaller locally-focused firms.

Most of the approaches presented are already being applied in practice, but they are by no means exhaustive. Each situation can be expected to generate its own unique approach.

Australian businesses are increasingly seeking a broader social role. This reflects an awareness that social responsibility is clearly aligned with the long-term commercial interest of their companies.

Westpac Banking Corporation, for example, has articulated its rationale as follows:

At Westpac our community involvement is driven by the belief that:

1 We have a responsibility as a major corporation to be involved in local communities where our staff and customers live and work and to give back to the communities that have made Westpac a strong and prosperous company;

2 Community involvement is a three way win – it is good for staff, customers and the bank;

3 Community involvement helps differentiate Westpac from our competitors; and

4 Community involvement is good for brand health and reputation and therefore good for our business.

Westpac's support for Indigenous people includes scholarships with the Australian Indigenous Leadership Foundation, support for the NASCA Hunting the Australian Tiger golf program and secondments with ATSIC and the Indigenous Enterprise Partnership.



Investing in the growth of Aboriginal communities and enterprises

Many business people are recognising the benefits of supporting Aboriginal organisations and enterprises that are aligned with the interests of their company. You can join them.

This can enhance the reputation of your company and in many cases allow you to grow your business with a previously untapped market.

In their early stages Aboriginal enterprises and community organisations can benefit from professional and technical assistance to meet a wide range of needs.

For example, your company's expertise and assistance could be provided for:

- Business Planning
- Mentoring of managers and directors
- Marketing and market expansion
 - > marketing training courses, facilities and materials
 - > developing new or better marketing strategies
 - > product line extension and/or new product design and development
 - > brand strategy development
 - > competitor benchmarking
- Management services
 - > training in accounting, insurance, human resources, information technology
 - > TQM, ISO, and Business Excellence training
 - > developing management systems
 - > rectifying management, system, and skill gaps
 - > quality management case studies using your company's processes and systems
 - > best use of Information Technology
- Improving productivity
 - > business process re-engineering
 - > short-term problem solving project staff to improve a specific productivity issue, such as equipment, work organisation, or business process
- Legal, intellectual property, and incorporation advice and services.



Women at work from the Euraba Paper Company. At left Adrienne Duncan 'vatting' and below Gloria Woodbridge with co-worker Margie Duncan.

The Euraba Paper Company was founded in 1999 by Goomeroi women from Toomelah and Boggabilla Aboriginal communities in north western NSW. It is the only Aboriginal community to produce handmade, archival paper from local 100% cotton off-cuts.

For many of these women, it has been their first experience of full time employment. Their immediate challenge is to become commercially viable, in order to realise their vision of long term local training and employment.

Global Internet networking company **Cisco Systems** has formed a partnership with the Euraba Paper Company, based on a mutual belief

that education and the Internet are keys to unlocking life choices and opportunities.

Cisco will help the Euraba Paper Company connect to the Internet and develop a website that will give information about their products and make e-commerce possible. Cisco will also assist with finding new markets through their networks, hosting functions and developing marketing materials.





Investing in the growth of Aboriginal communities and enterprises

Assistance can be provided to build capacity and cohesion in Aboriginal communities through support to:

- establish and resource community organisations
- establish and resource projects within a community (eg. pre-school, later education, health, family support services)
- establish leadership and skill development programs
- provide scholarships, training and experiential learning placements in their organisations
- adopt, install and manage IT and telecommunications products and services
- resource elders and youth programs
- resource Reconciliation projects
- sponsor youth projects aimed at developing entrepreneurial skills and understanding of business

“Business needs to focus on the capacity of Indigenous Australians to add real value to their organisations. Business can make a real contribution to improving their bottom line, while at the same time reducing the economic disadvantage that is the lot of too many Indigenous Australians.”

Sandra Yates, Chairman, Saatchi and Saatchi



The Australian Indigenous Leadership Centre (AILC) was established in December 1999 to foster, enhance and promote the development of leadership ability, skills and the professional development of Indigenous people.

This initiative was in response to a research project which identified a critical need to provide opportunities for Indigenous leaders to develop the knowledge, skills and networks necessary to lead their communities and organisations into the 21st century.

Citigroup has joined forces with the AILC, investing up to \$A1 million over the next three years, to offer certificate and diploma level leadership development programs to 125 Indigenous men and women nationally.

Citigroup and the AILC view this as a real partnership with enduring benefits and are committed to sharing their talents and experience to make this initiative a success.

Rob Thomas, Chief Executive Officer Salomon Smith Barney, part of Citigroup, said "Our involvement with the Indigenous Leadership Centre is a meaningful partnership which allows Citigroup the opportunity to use our resources to assist in an area of outstanding community need. Importantly the project will be co-ordinated and led by Indigenous people for Indigenous people. The project will also meet the aims of the Indigenous community to reduce dependence on public sector funding, improve economic sustainability for communities, and promote Indigenous language and culture".

"We are proud of our involvement with the Australian Indigenous Leadership Centre and would encourage other corporate organisations to become involved in this innovative Indigenous Leadership Program" Mr Thomas said.



Australian Indigenous Leadership Centre Board members and Citigroup Executive Management

L-R, Back Row: Russ Taylor (AILC), Tanya Hosch (AILC), Ron Bunker (Citibank Consumer Bank), Linda Burney (DAA), Chor Yong Tan (Citigroup Private Bank)
Front Row: Shayne Elliott (Citibank Corporate Bank), Rob Thomas (Salomon Smith Barney), Mick Dodson (AILC), Joe Ross (AILC)

2

Sharing existing opportunities

Many Aboriginal people and businesses are succeeding commercially.

The progress of these and newer businesses can be accelerated by ensuring that sub-contracting and employment opportunities in established companies are actively promoted to Aboriginal enterprises and communities.

This is particularly valuable in regional areas where a high proportion of customers are likely to be Aboriginal and employment and business opportunities are limited.

Sharing of opportunities can be achieved by:

- Strategic support for Aboriginal enterprises
 - > as suppliers of goods or services for your company
 - > as distributors of your products
 - > negotiating franchise agreements with Aboriginal enterprises
 - > ensuring Aboriginal enterprises have the opportunity to tender for services to your firm
- Employment initiatives
 - > select and recruit Aboriginal professional staff
 - > formal programs to train and hire Aboriginal employees
 - > preference for sub-contractors who employ Aboriginal staff, especially in areas with a high concentration of Aboriginal people
 - > establish an Aboriginal Employment and Training Officer position in the company
- Cooperation with education and training institutions and government agencies
 - > establishing a database of Aboriginal undergraduates and graduates in professional and technical fields as a basis for recruitment
- Providing Aboriginal communities with services that are standard for the general population
 - > e.g. electronic banking



The Durahrwa Group

The Durahrwa Group is a fully Aboriginal owned and operated venture in Grafton on the north coast of NSW. It manages community services, operates local Aboriginal business ventures, and provides funding for community development. The Group consists of three entities:

1 Durahrwa Training and Development Aboriginal Corporation

– a not for profit community organisation concerned with the cultural, spiritual and economic well being of the local Aboriginal people. Projects administered by DTDAC include:

- Many Rivers Aboriginal Legal Service
- Many Rivers Family Violence Unit
- Northern NSW Aboriginal Tenancy Advice and Advocacy Service
- a small Community Development Employment Program.

2 Durahrwa Commercial

Enterprises Pty Ltd – the commercial arm of the Durahrwa Group, which operates:

- Northern Rivers Tea
- Durahrwa Shed Designs (a ceramic manufacturing business focusing on hand painted pieces by local Aboriginal artists)
- Durahrwa Wood Products
- Durahrwa Information Technology Services (software design, web page design and hosting).

3 Durahrwa Foundation – a charitable trust that receives dividends from the activities of Durahrwa Commercial Enterprises Pty Ltd for use in any way that the trust deed allows. The Durahrwa Foundation will, amongst other activities:

- provide funds for economic development;
- fund social and cultural activities;
- provide vocational and educational support and scholarships; and
- undertake philanthropic projects.



Sharing existing opportunities

Professional employment

Aboriginal people are increasingly moving into professional fields with graduates in law, engineering, medicine and other areas.

Deacons is an international law firm that is committed to increasing the number of Indigenous lawyers and staff employed within the firm's Australian operations.

In 2000, Deacons became the first legal firm in Australia to sign the Corporate Leaders Statement and enter into a Memorandum of Understanding with the Commonwealth. As part of this commitment, Deacons launched an Indigenous Legal Cadetship Program. The firm has also approached a number of people outside the firm to act as mentors for its legal cadets.

Under the Cadetship, students are paid a weekly salary whilst at University and work at Deacons during semester breaks. Upon successful completion of their degree it is anticipated that students will take up a position with the firm.

Vince Sharma, Deacons' coordination partner who set up the program said, "The Indigenous Legal Cadetship is a practical demonstration of our firm's commitment to the recruitment of quality Indigenous lawyers.

"Deacons works with Indigenous organisations in a number of areas, and has a strong native title and environmental law practice. Deacons also recognises the benefits of cultural diversity and is continuing to maintain its position as a leader in this field."

Global engineering firm **Arup** actively encourages Indigenous recruits. Arup works closely with Aboriginal communities to improve infrastructure and housing. The company has won a number of contracts under the Department of Aboriginal Affairs' \$200 million Aboriginal Communities Development Program.

Arup employs Indigenous engineers on infrastructure development projects and actively encourages young Indigenous people to pursue a career in engineering. Arup sponsor a scholarship program for university students and an Indigenous Engineers Summer School for senior high school students who show promise in maths and science.



Cydonia Wurst attended the Indigenous Australians Engineering Summer School in 2000.

The **ACTU Lend Lease Foundation**

has developed an innovative approach to partnerships, using its leading position in Australian industry to bring business, government and Aboriginal organisations together.

Acting on behalf of Aboriginal communities, the ACTU Lend Lease Foundation accesses resources from State and Commonwealth agencies to train Aboriginal people for careers in the construction industry.

The apprentices complete their trade qualifications through competency based on-site learning, building houses for their communities.

Several Aboriginal building companies have been formed through this scheme, and around 250 Aboriginal apprentices have been trained, with minimal financial outlay by the ACTU Lend Lease Foundation.

“Partnership between business and Indigenous Australians is not only a moral imperative, it makes good business sense – a real win/win opportunity. That’s why we’re supporting a project for Aboriginal people to join the IT industry.”

**Neville J Roach AO, Chairman, Fujitsu Australia Ltd
Chairman, Council for Multicultural Australia**

A further initiative of the Foundation has been supporting the **National Aboriginal Sports Corporation Australia (NASCA)**. The Foundation has developed an innovative approach to corporate fundraising, for example with the establishment of a high level Board of Patrons for NASCA.

NASCA now has an extensive program of community activities and has also successfully placed more than 100 Aboriginal sports people in traineeships.

An outstanding example of the work of NASCA has been the progression of Scott Gardiner from a trainee position to a fully fledged touring golf professional. Last year he finished 12th on the PGA money list in Australia.



Lesley King (left) and Norrie Williams completed bricklaying apprenticeships whilst building homes for their community in Maclean, in northern NSW.

3

Creating new commercial opportunities

Joint ventures with Aboriginal businesses

There are now a number of Aboriginal organisations and enterprises in New South Wales that have substantial size and commercial experience.

These Aboriginal organisations are seeking joint venture partners to develop projects. Indigenous Business Australia is a Commonwealth Government statutory authority set up to enhance Indigenous economic self-sufficiency. It can provide substantial loan and equity finance for joint ventures.

This could involve:

- Equity investment by Aboriginal groups, including access to Indigenous Business Australia capital
- Equity contribution for start-ups or expansion
- Property development with Aboriginal Land Councils in NSW
- Co-tendering with Aboriginal enterprises.

The Port Botany Transfer Station Pty Ltd is a joint venture between **Collex Waste Management Pty Ltd** and **CDC Nominees (South East Sydney) Pty Limited**, a wholly owned subsidiary of Indigenous Business Australia (formerly the Aboriginal and Torres Strait Islander Commercial Development Corporation).

The transfer station is a new facility licensed to handle non-putrescible waste, servicing the CBD, eastern and southern areas of Sydney.

The joint venture has an affirmative action policy on Aboriginal employment and training at the facility and it also supports local community organisations.

Indigenous Business Australia is currently negotiating with local Indigenous community groups to participate in this joint venture by acquiring part of the IBA's equity in this venture.



Western White Linen is a commercial laundry facility located at Blayney NSW. It provides linen stock and laundering services to restaurants, hotels and nursing homes from Dubbo to Orange and the Blue Mountains.

Western White Linen was established in 1995. The equity partners are **Shreelane Pty Ltd** (50%), **WWLS Participation Trust** (30% representing Indigenous Business Australia) and **Warra Pty Ltd** (20% representing Boree Aboriginal Corporation).

An example of the work undertaken by the joint venture is a major contract to supply, launder and service the industrial garments of the Friskies factory at Blayney. The contract required the joint venture to provide the uniforms and lockers for Friskies' employees as well as provide ongoing laundering services.



“Our people don’t want charity. We want to make it in the world of business, and many of us already are. We are succeeding in many fields – in sport, academia and the professions – but our economic independence is essential.”

John Moriarty, Chairman, Balarinji

Creating new commercial opportunities

Providing Client Relationship Services to Large Aboriginal Organisations

Substantial Aboriginal organisations are looking for strategic partnerships to provide them with essential commercial services.

These services include:

- Financial Services
 - > Banking
 - > Superannuation
 - > Business financing
 - > Property and personal insurance
 - > Export marketing advice
 - > Trade financing
 - > Accounting
- Business improvement services
 - > Extracting greater return on assets
 - > Business rehabilitation
 - > Distribution and logistics
- Operational Accountability and Transparency
 - > Auditing
- Risk management
- Investment
 - > Property development
 - > Utilisation of substantial capital and income.

An exciting Canadian initiative shows what opportunities there are for Australian financial institutions.

The **Bank of Montreal** appointed a Vice President of Aboriginal Banking in October 1992. Since then, the value of its commercial loan business with Aboriginal communities has grown from \$10 million to over \$1 billion, with the bank holding a further \$1 billion in trust for First Nations communities. The bank has, over the same period, increased from 121 to 600 the number of its Indigenous employees, opened 16 Aboriginal Banking centres, and established an alliance with Canada Post that has resulted in first time access to banking services for 20 remote communities.

The Bank of Montreal has also concluded innovative On Reserve Housing Loan Program agreements with 12 First Nations communities, enabling member families to borrow funds for the construction, renovation and purchase of owner-occupied housing.

This bank is not a lone player. Other major Canadian banks are actively chasing the Indigenous dollar. They are also designing and delivering financial education and training courses for First Nations communities and funding scholarships for Indigenous students. The banks believe these investments are essential in order to build long-term trust and credibility.

(Source: Neil Westbury, 2001).

There are many other opportunities yet to be explored through new partnerships.



The New South Wales Reconciliation Council

The NSW Reconciliation Council is a voluntary organisation that brings together over 50 local reconciliation groups spread throughout New South Wales. Its objectives are:

- To promote a process of reconciliation between Australia's First Peoples and the wider Australian community
- To promote by leadership, education and discussion a deeper understanding by all Australians of the shared history of our nation, including the cultures, dispossession and inequitable position of Australia's First Peoples
- To undertake initiatives to promote reconciliation and achieve social justice for Australia's First Peoples.

The Council is working with the NSW Government to promote business partnerships that will improve the economic base of the State's Aboriginal communities.

The Council works in collaboration with Reconciliation Australia.

For more information about the NSW Reconciliation Council, please call (02) 9290 8719 or fax: (02) 9262 2690 or email: sue.lindsay@daa.nsw.gov.au

Reconciliation Australia

Reconciliation Australia is the independent, non-profit body established by the Council for Aboriginal Reconciliation to provide an ongoing national focus for reconciliation after the Council ended its work in December 2000.

Reconciliation Australia's mission is to deliver tangible outcomes for reconciliation by forging innovative partnerships to:

- Achieve social and economic equity for Indigenous Australians
- Strengthen the people's movement for reconciliation
- Acknowledge the past and build a framework for a shared future.

Reconciliation Australia recognises that partnerships between private sector organisations and Aboriginal and Torres Strait Islander enterprises are crucial in ensuring real and lasting improvements in the economic situation of Indigenous Australians.

Budyari Ngalaya

The NSW Government is ready to work with companies and Aboriginal peoples to form alliances. Specific measures have been put in place to encourage and strengthen business partnerships. Please call the Department of Aboriginal Affairs for information and assistance.

Key agencies – including the Department of State and Regional Development, the Department of Aboriginal Affairs, the Department of Education and Training, the Premier's Department and the Cabinet Office – have combined to support this initiative.

For more information, please contact:

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