2017 LEARNINGS AND INSIGHTS

A STORY OF SHARED VALUE

INDIGENOUS PARTNERS

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.

It's exciting to be a young Indigenous person right now, but scary at the same time. We hope we'll see a new dawn, if we can find the balance between the two worlds.

DIVINA D'ANNA
JAWUN EMERGING LEADER 2017 FROM THE WEST KIMBERLEY

Participants in the 2017 Jawun Emerging Leaders program outside Parliament House, Canberra, 12 September 2017. From left: Rick Phineasa, Fiona Djerrkura, Tina West, Tui Crumpen, Audrey Deemal, Divina D'Anna, Gary Field and Jaime Parriman. *Photo: Frederic Courbet*

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Since 2001, Jawun has forged partnerships between Indigenous Australia and the corporate, government and philanthropic sectors to strengthen Indigenous capacity and progress Indigenous-led initiatives in 10 regions across the country.

Believing capacity building to be the most sustainable pathway to empowerment, Jawun's core model involves seconding corporate and government employees to Indigenous organisations across Australia, and connecting senior executives with Indigenous leaders to create two-way networks and connections. Jawun also supports the major national reform initiative Empowered Communities, and invests in leadership initiatives for established and emerging Indigenous leaders.

This report illustrates the impact of those partnerships on Indigenous organisations, leaders and communities. Guided by insights and inputs of Indigenous partners themselves, it focuses on specific strands of Jawun's capacity-building model whereby:

- **Indigenous leaders** are empowered by capacity building and connections—including those leaders who are established and emerging, male and female, urban and remote
- **the capacity of Indigenous organisations** is strengthened through transferred skills, applied professional experience, and support for innovation
- **Indigenous-led enterprises** are accelerated via provision of direct business and strategic advice
- **Indigenous-led reform initiatives** are enabled through capacity building, to drive change at a level beyond any single organisation or community
- **collaboration** is supported within regions, across regions and across sectors, to turn ideas into action, expand the impact or scale of initiatives, and strengthen an Indigenous voice in public affairs and policy.

As a result of these combined investments, Indigenous people are better equipped to drive positive change in their own communities, and beyond them.

With a common language and momentum growing around Indigenous empowerment, many Indigenous leaders see the dawning of a new era for Indigenous Australia. A network of leaders is collaborating and organising in a way that can realise their visions for change, from the local to the national level. Interaction between Indigenous and mainstream Australia via the Jawun model is a microcosm of the change hoped for more broadly, involving a more empowered Indigenous voice and a greater sense of shared culture and nationhood for all Australians.

This report follows a previous Learnings and Insights report into the impacts and benefits of the Jawun program for corporate and government partners. That report, published in 2015, looked at Jawun's 'ripple effect' in terms of how changed understandings and attitudes paved the way for new relationships and opportunities—and in doing so made a practical contribution to reconciliation between Indigenous and non-Indigenous Australia.

Taken together, the two reports explore both sides of Jawun's 'shared value', a concept of contemporary business strategy whereby a company's success and social progress are interdependent.

At the time of this report's release, Jawun's alumni number well over **2,500** secondees, and around **650** corporate and government executives have participated in a Jawun Executive Visit. A total of **115** Indigenous organisations have received secondees, who together have provided over **600,000** hours of support. And **111** Indigenous leaders have been exposed to development or networking opportunities through Jawun, while many more are engaged through Empowered Communities in strengthening a common language and momentum around Indigenous empowerment.

Jawun shares this report as an overview of its impact on Indigenous partners across the nation, and as a reflection of the strength and diversity of Indigenous leaders and their aspirations for their communities.

Ngangkari tjukurpa by Pantjiti McKenzie, Josephine Mick, Ilawanti Ken, Naomi Kantjurinyi, Maringka Burton, NPY Women's Council.

Key insights

A number of key insights emerged during the preparation of this report, identifying how the Jawun model 'in action' creates value and impact for its Indigenous partners.

1. Indigenous people leading big and small change are the heart of an Indigenous-led development agenda. Given the complex, demanding nature of their roles, providing them opportunities to strengthen leadership skills, confidence and networks is a powerful means of support.

2. Indigenous communities across the country place a high priority on enabling the next generation of influencers to step into leadership roles. Backing this means providing opportunities for up-and-coming Indigenous leaders to learn and grow.

3. Connecting female leaders across regions and sectors creates a collective of women who support each other to achieve breakthrough social change. Facilitating expanded networks for Indigenous female leaders also creates pathways for the next generation of female leaders.

4. Indigenous organisations are the engines driving change in communities. They activate economic and social development, deliver culturally appropriate services, and create jobs for Indigenous people. Injection of professional skills, combined with new ways of doing things, help Indigenous organisations go further, faster.

5. The rise of Indigenous enterprise creates true opportunities for Indigenous Australians to participate in the 'real economy'. Creating value beyond economic profit alone, Indigenous enterprises often deliver a broader set of gains for community, culture and country. Accessing business skills and entrepreneurial thinking can be a vital enabler.

6 Reform initiatives driven by local Indigenous leadership, who are invested in the change, are more sustainable and have more traction within communities than those delivered 'top–down' by government. Deployment of professional secondees gives Indigenous leaders space to apply new thinking and practice innovation. This provision of 'accelerator and incubator' environments is critical for advancing or proofing new ideas to tackle complex, long-running problems.

7 Innovative, place-based solutions to major issues can be accelerated or scaled up through collaboration and sharing of ideas. This includes collaboration between Indigenous leaders and corporate Australia—an opportunity for co-designed solutions that can deliver real returns for communities. Facilitating connections for Indigenous leaders and communities is an exciting way to expand their ability to pursue opportunities for a better future.

8 Collaboration within and across communities builds Indigenous 'collective agency',[1] which strengthens Indigenous-led solutions to social issues and ensures a more cohesive, influential Indigenous voice in public affairs and policymaking.

9 Interaction between Indigenous and mainstream Australia via the Jawun model is a microcosm of the change hoped for more broadly, involving a more empowered Indigenous voice and a greater sense of shared culture and nationhood for all Australians.

About this report

As Jawun continues to grow and learn from its history and relationships and to expand its geographical footprint, it is committed to sharing what it learns about empowerment and capacity building with Indigenous, government, corporate and philanthropic stakeholders.

Since 2010, Jawun has produced regular reports that showcase key learnings and insights drawn from its experience. This is Jawun's seventh report in the series. Previous reports can be accessed on Jawun's website at www.jawun.org.au/category/reports.

This report is the second in a two-part series. In 2015, *A story of shared value: corporate and government partners* looked at Jawun's secondment partners and explored the value of the Jawun relationship at a number of levels (see a summary of the key insights on pages viii–ix of this report).

This second report, *A story of shared value: Indigenous partners*, explores how Jawun is supporting Indigenous organisations and leaders to drive positive change in their communities and beyond.

The first five sections explore different strands of Jawun's capacity-building model as a pathway to Indigenous empowerment.

Section 1 explores the ways in which **Indigenous leaders** are empowered by capacity building and connections—including those leaders who are established and emerging, male and female, urban and remote.

Section 2 discusses how **the capacity of Indigenous organisations** is strengthened through transferred skills, applied professional experience, and support for innovation. The section explores each of the seven elements from the '7-S' framework for organisational effectiveness.

Section 3 examines the ways in which **Indigenous-led enterprises** are accelerated via provision of direct business and strategic advice.

Section 4 explores the **Indigenous-led reform** initiatives that are enabled through capacity building, to drive change at a level beyond any single organisation or community.

Section 5 focuses on how **collaboration** is supported within regions, across regions, and across sectors, to turn ideas into action, expand the impact or scale of initiatives, and strengthen an Indigenous voice in public affairs and policy.

The final section (6) of this report explores what appears to be a groundswell of Indigenous empowerment, and the hopes of Indigenous leaders that this signifies the dawning of a new era for Indigenous Australia. In particular, this empowerment is reflected in the increased ability of a network of leaders to collaborate and organise in a way that realises their visions for community progress, from the local to the national level.

From an Indigenous partner perspective, this report demonstrates how the Jawun model—secondments, executive visits and leadership initiatives—creates value for Indigenous Australia by strengthening capacity, connections and collaboration. The report also explores how Jawun's creation of shared value not only makes a practical contribution to reconciliation between Indigenous and non-Indigenous Australia, but is a microcosm of broader change involving a more empowered Indigenous voice and a greater sense of shared culture and nationhood.

Information in this report was gathered from Indigenous and community leaders and representatives, mostly associated with Jawun partner organisations and regions. Their words are captured in the first person, through quotes and case studies, as much as possible.

The report also draws on the findings of an impact evaluation conducted by KPMG in 2015.[2] This involved surveys, data collection and close to 90 consultations with key stakeholders and external observers across four regions supported by Jawun. Overall, the evaluation found Jawun to be 'successful in strengthening the capacity of Indigenous organisations and leaders, and in leveraging the expertise of corporate and government partners to support Indigenous-led projects, including major programs of reform'.[3] Detailed findings explored specific aspects of the model and, where relevant, these have been used to complement the largely qualitative evidence and data laid out in this report.

Key terms

Jawun secondment: Temporary deployment of a skilled corporate or government professional to an Indigenous organisation, where they work on a specific project brief typically for six weeks but sometimes for three months or longer. Facilitated by Jawun over four rounds each year, in 10 Indigenous regions across Australia.

Jawun Executive Visit: Visit by a small group of senior representatives of corporate, government and philanthropic organisations to an Indigenous region, to meet Indigenous leaders driving reform or social change initiatives. Facilitated by Jawun annually in each of the 10 regions it supports.

Reform: Initiative or set of initiatives that tackles complex, long-running and interrelated social challenges, to transform dysfunction into development for individuals, families or communities.

Empowered Communities: Indigenous-designed and -led empowerment agenda established in 2013 to reshape the way Indigenous communities and governments support community-led priorities and decision-making around services and funding.

Summary of the 2015 Learnings and Insights report

'Shared value' is a concept increasingly relevant to contemporary business, used to define an approach to generating economic value that also produces value for society. In the context of the Jawun program, it describes how corporate and government partners strengthen employees' professional development and overall organisational culture, while also benefiting Indigenous organisations and communities through transfer of skills, capacity and opportunity.

The 'win–win' scenario of shared value has implications for a global context, where trust in businesses is increasingly eroded by perceptions that success comes largely at the expense of communities. Reconnecting company success with social progress through a shared value approach is optimistic and compelling. It promises new unity, and even a chance to 'reshape capitalism and its relationship to society'.[4]

In its 2015 Learnings and Insights report, *A story of shared value: corporate and government partner*s, Jawun used extensive interviews with its partners to understand how the program promotes shared value. The three key insights are presented below, complemented by survey findings from KPMG's 2015 impact evaluation of Jawun (figures 1 to 3).

Phyllis Ningamara welcomes Westpac CEO Brian Hartzer to country at Waringarri Arts Centre, East Kimberley, 2013. *Photo: Louise Law*

New ways of thinking and working

Secondees are immersed in new ways of thinking and working that challenge and change them. They develop or enhance 'soft' skills linked to greater intercultural and emotional intelligence. These include greater tolerance of ambiguity, greater flexibility, adaptability, self-awareness, resilience, self-confidence, influencing and negotiation, and more effective communication skills. This supports career growth and leadership effectiveness, especially when an organisation explicitly aligns the Jawun program with its people and talent development. It can also support motivation and engagement within the workplace.

FIGURE 1: RETURNED SECONDEES' SKILLS, AND BENEFITS TO CORPORATE AND GOVERNMENT PARTNERS—KPMG EVALUATION RESULTS

SOURCE: KPMG (2015), *IMPACT EVALUATION OF JAWUN*, EXECUTIVE SUMMARY, P. 11.

Greater understanding of Indigenous Australia

A partnership with Jawun leads to greater knowledge and understanding of Indigenous Australia among secondees. It also positively supports organisational culture and values. It is a unique opportunity for organisations to deliver on corporate responsibility goals; and it has informed partner Reconciliation Action Plans, organisational diversity plans, Indigenous employment schemes and volunteering programs.

FIGURE 2: CORPORATE AND GOVERNMENT PARTNERS' ENGAGEMENT WITH INDIGENOUS AUSTRALIA—KPMG EVALUATION RESULTS

INDEPENDENT EVALUATION FOUND THE FOLLOWING OF CORPORATE AND GOVERNMENT PARTNERS:

69% reported **greater knowledge, understanding and awareness** of Aboriginal and Torres Strait Islander people, culture and communities

41% reported that they had **changed the way they engage** with Indigenous leaders, organisations and communities

31% **increased their pro bono work** provided to Indigenous organisations because of their involvement with Jawun

SOURCE: KPMG (2015), *IMPACT EVALUATION OF JAWUN*, EXECUTIVE SUMMARY, P. 11.

Participants on a 2017 executive visit to West Kimberley demonstrate a 'Jawun star jump'.

Changed attitudes and behaviours

Individuals who have had a Jawun experience undergo a change in their attitudes and behaviours, and this influences their professional and personal circles too. A 'ripple effect' is created where more and more people's positive engagement with Indigenous Australia builds improved relationships and a stronger society.

FIGURE 3: RETURNED SECONDEES' ENGAGEMENT WITH INDIGENOUS AUSTRALIA—KPMG EVALUATION RESULTS

INDEPENDENT EVALUATION FOUND THE FOLLOWING OF RETURNED SECONDEES:

72% reported substantial **increase in knowledge, understanding and awareness** of Aboriginal and Torres Strait Islander people, culture and communities

47% have **led or become involved with other Indigenous development activities** within their workplace because of their Jawun experience

SOURCE: KPMG (2015), *IMPACT EVALUATION OF JAWUN*, EXECUTIVE SUMMARY, P. 11.

Jawun isn't one-way traffic. It doesn't just benefit Indigenous Australia—it benefits corporate Australia too.

—BRIAN HARTZER, CEO OF WESTPAC, WHICH SINCE 2001 HAS SECONDED AROUND 800 SKILLED EMPLOYEES

Jawun—a history

An expanding footprint—2001 to 2017

> **The national discussion is often something we can't control as Aboriginal and Torres Strait Islander people; there are just too many other people controlling it and holding the keys. The wonderful thing about the Jawun program is, it is something that we absolutely can control.**
>
> **—ANDREA MASON,** CEO, NPY WOMEN'S COUNCIL

Since 2001, Jawun (formerly Indigenous Enterprise Partnerships) has built a unique network of Indigenous, corporate, government and philanthropic partnerships. Over time and in a growing number of regions, Jawun has leveraged these partnerships for its mission to empower Indigenous communities to achieve their own development goals.

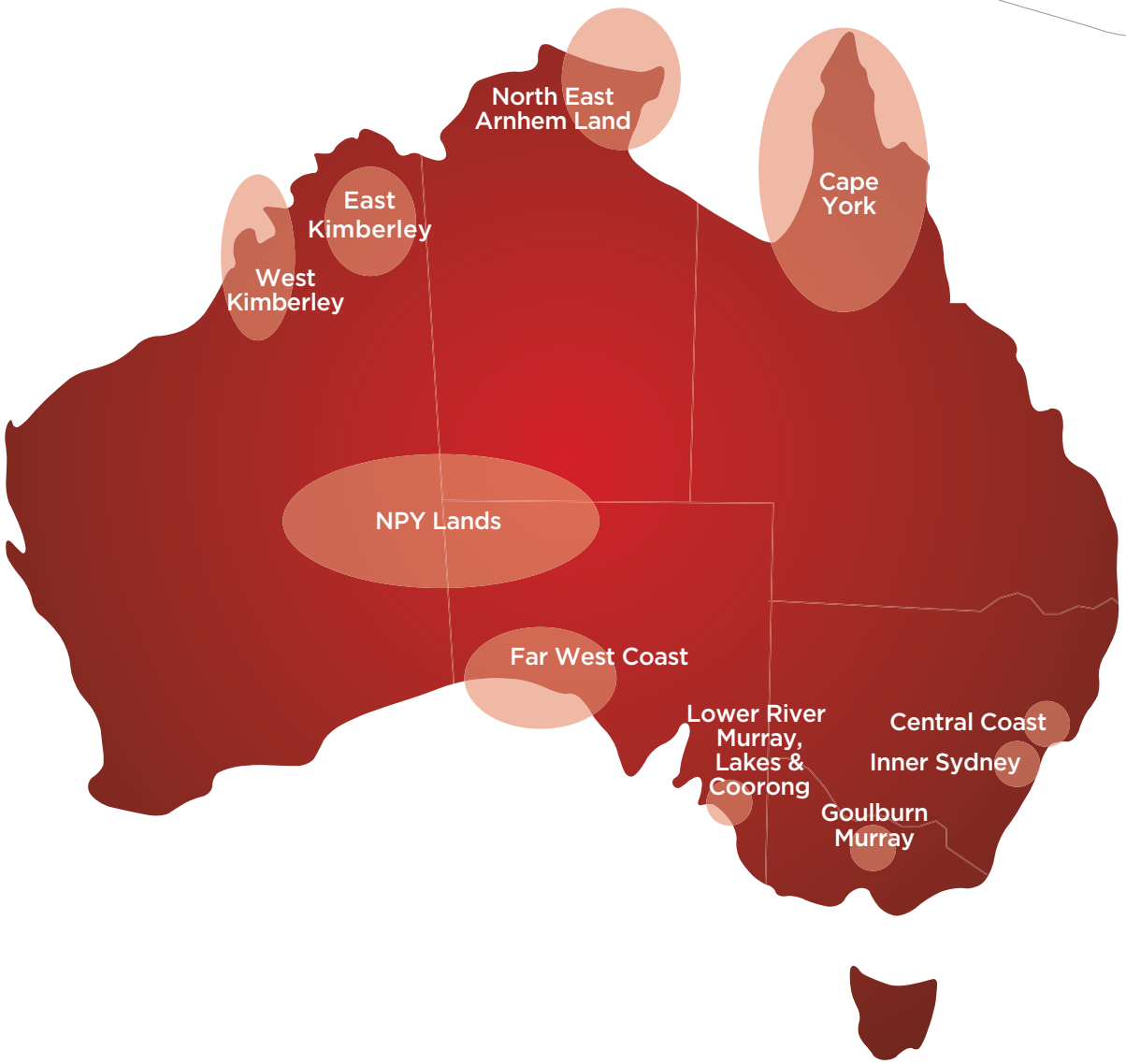
This purpose is rooted in a historical crisis and the call of an Indigenous leader for change. Noel Pearson, in his publication *Our right to take responsibility*[5] and in the subsequent Cape York Welfare Reform agenda, decried a status quo where passive welfare, social dysfunction and economic marginalisation were allowed to persist in Indigenous Australia rather than being tackled head on. Pearson called for a shift from assistance to empowerment, namely through support for *Indigenous-led* initiatives that promoted self-reliance, enterprise and economic independence. This philosophy was the foundation of Jawun, whose founder is Noel Pearson.

Seventeen years later, Jawun operates in 10 regions across Australia: Cape York, Goulburn Murray, East Kimberley, Inner Sydney, West Kimberley, Central Coast (New South Wales), North East Arnhem Land, Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Lands, Lower River Murray and Far West Coast (South Australia) (Figure 4). In each, the founding philosophy of Indigenous-led empowerment applies, owned and articulated by local leaders who give it local meaning. An Indigenous leader in Inner Sydney speaks of 'shifting from a deficit lens' to one that instead sees Indigenous people's strengths; while in the East Kimberley a leader calls for 'empowerment of those with a forever stake'.

This report shows how a united cause is growing in ownership and momentum, and what this means for Indigenous individuals, organisations and communities.

For a more detailed overview of the origins, expansion and evolution of Jawun, see the 2015 companion report, *A story of shared value: corporate and government partners*.[6]

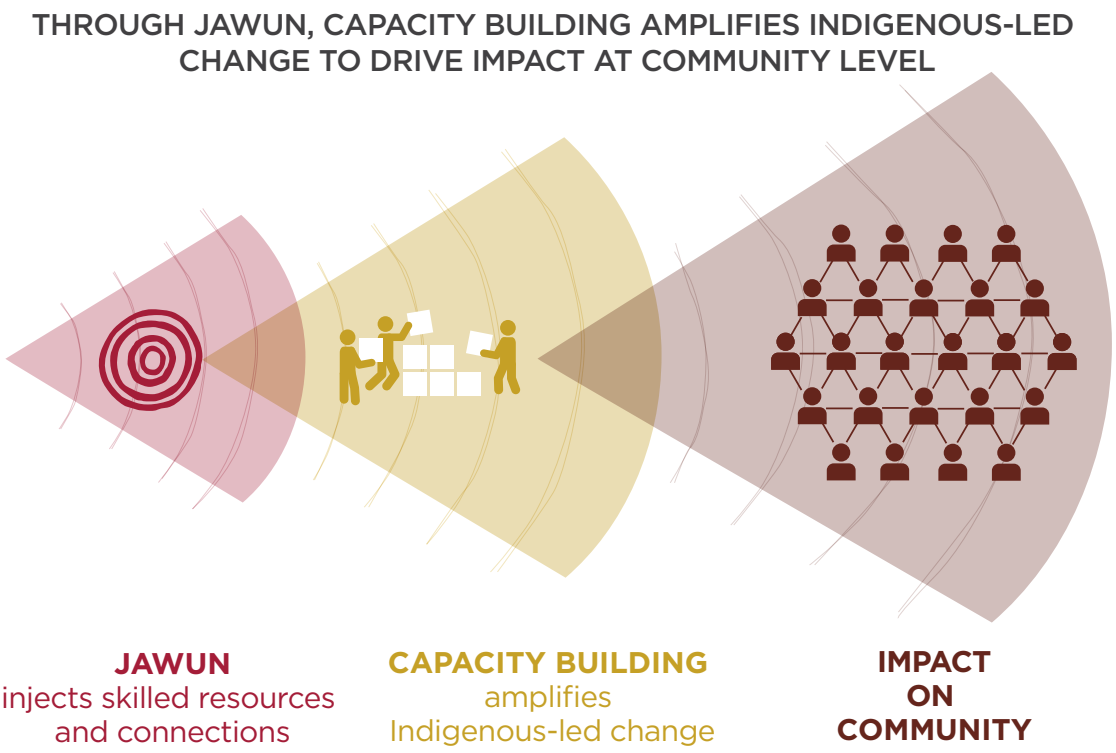
FIGURE 4: THE JAWUN FOOTPRINT



An empowerment model

Jawun's theory of change is to empower Indigenous communities to achieve their own development goals by increasing the capacity of Indigenous leaders and organisations, and by injecting skilled resources and connections to support Indigenous-led initiatives. Secondments bring skilled expertise to organisations, executive visits create networks between Indigenous leaders and senior corporate and government officials, and leadership investments fortify established and emerging Indigenous leaders. Together, the elements of this approach translate into lasting and measurable improvements in the lives of Indigenous people (Figure 5).

FIGURE 5: THE JAWUN EMPOWERMENT MODEL



Jawun has drawn on various theories of empowerment in defining its mission. It explored the concept of empowerment at the heart of modern development theory, based on evidence of successful development practice around the world. This is now vital in the political language of United Nations agencies, the World Bank, and major international development institutions,[7] forged in social protest movements and in a rejection of 'top–down' attempts to reduce poverty.[8]

Of particular relevance to Jawun's model is the concept of empowerment in relation to global Indigenous societies historically disempowered by economic and social marginalisation in colonial and settler societies. The Harvard Project on American Indian Economic Development studied hundreds of Indian reservations in the United States and concluded:

> When Native nations make their own decisions about what development approaches to take, they consistently out-perform external decision-makers—on matters as diverse as governmental form, natural resource management, economic development, health care and social service provision.[9]

Empowering communities to achieve their own development goals, by increasing the capacity and decision-making ability of leaders and organisations, is also at the heart of Empowered Communities, an Australia-wide Indigenous reform agenda enabled by Jawun and operating in the regions Jawun supports (see Section 4.4). As part of this agenda, Indigenous leaders assert that the practical implication of an empowerment agenda is that:

> all policies and programs must support efforts to build capability, self-reliance, aspiration and opportunity, and increased choice.[10]

For Jawun, development through empowerment is the core of its mission because this has consistently been articulated by its Indigenous partners across the country, as a mechanism for social transformation *on their terms*.

These are momentous times for Indigenous Australia, and more than ever Indigenous people are striving to regain control of their own destinies. Jawun's empowerment model seeks to provide that opportunity.

Capacity building—a pathway to Indigenous empowerment

Jawun's given us all of the power that comes from networks, people, insights, opportunities, resources and power. Jawun has been a great contributor to that alchemy.

NOEL PEARSON, JAWUN PATRON AND FOUNDER OF CAPE YORK PARTNERSHIPS

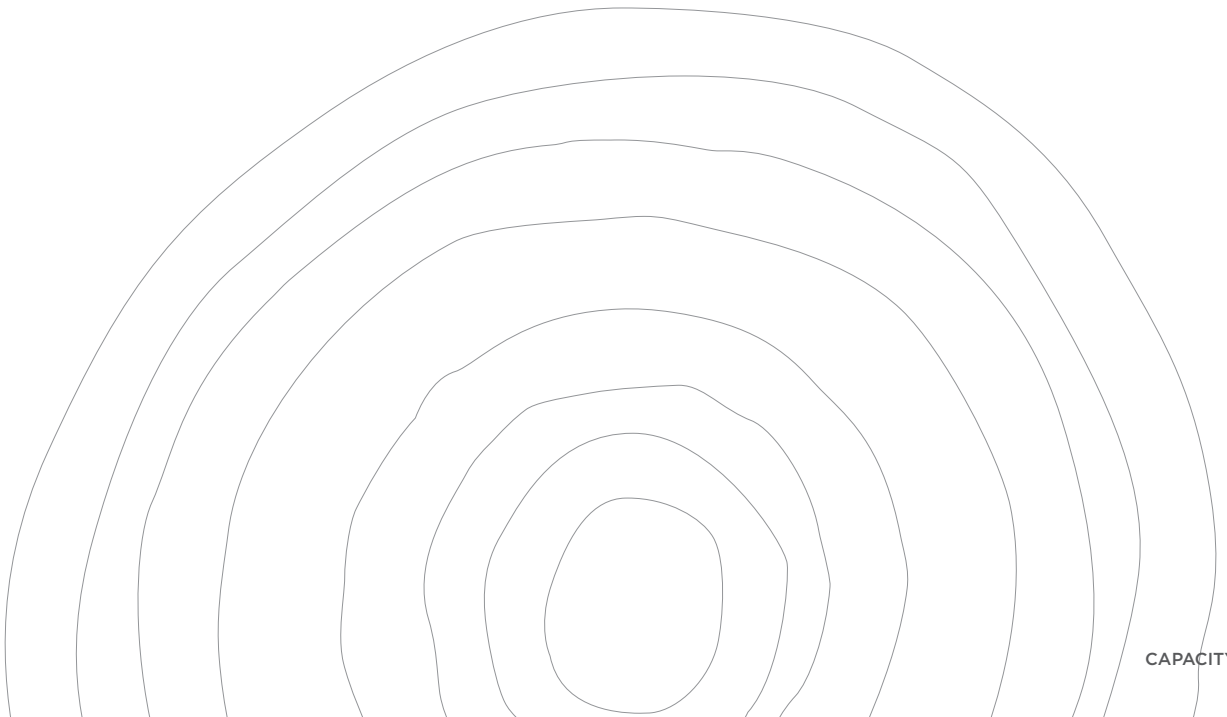
Jawun exists to build the capacity of Indigenous people 'to choose a life they have reason to value', believing this to be the most sustainable pathway to Indigenous empowerment.

In its model, Jawun takes a broad view of capacity building. While its core model strengthens the capacity of organisations, it also works to strengthen the capacity of individuals and groups of individuals.

Crucially, capacity-building investments are delivered in a way that enables self-determination—where local organisations and leaders are involved in all stages of community development. Jawun's core model is Indigenous-led and place-based.

The first five sections of this report detail Jawun's capacity-building investments and their impact on the following areas:

1. Empowering Indigenous leadership
2. Strengthening Indigenous organisations' capacity
3. Accelerating Indigenous-led enterprise
4. Enabling Indigenous-led reform initiatives
5. Supporting collaboration within regions, across regions, and across sectors



1. Empowering Indigenous leadership

> **Unless Indigenous leadership [at the family, local, regional and national levels] is ignited, Indigenous people will simply not be able to make themselves visible, heard and influential in the corridors of power in order to determine their own destinies.**
>
> —**EMPOWERED COMMUNITIES** DESIGN REPORT, 2015

Leaders are empowered with capacity building 'in place' and via the broader Jawun network

Indigenous-led development is a concept only possible through Indigenous leadership. Whether at the individual, family or community level, the transformation required for Indigenous development challenges or opportunities comes about through the presence and actions of leaders.

The success of the Jawun model in enabling Indigenous-led development agendas, and the rate of progress of those agendas themselves, is heavily dependent on the effectiveness of leaders.

By making strong local leadership a criterion for partnership, in addition to an invitation from the community, Jawun builds its presence in a region on the shoulders of strong leaders. The Jawun model uses capacity building and the provision of connections and opportunities to empower Indigenous leaders, recognising different levels as well as different forms of Indigenous leadership.[11]

First, there is the direct role played by secondees in supporting Indigenous leadership, both established and emerging.

Second, Jawun leverages its networks—spanning other Indigenous regions as well as corporate and government sectors—to enhance leaders' connections and collaboration opportunities. This is explored further in Section 5.

Third, Jawun leverages the support of corporate partners to provide accelerated growth opportunities for Indigenous leaders, including with bespoke development initiatives for Indigenous leaders—emerging and established, female and male, remote and urban. These include:

- **Emerging Leaders**—to support development of young or upcoming Indigenous leaders
- **Indigenous Corporate Leadership program**—reverse secondments to expose established community leaders to professional development opportunities
- **Stories of Female Leadership**—a female leadership forum to support female Indigenous leaders and their often unrecognised roles in driving change within their communities.

A total of 111 Indigenous leaders have been exposed to development or networking opportunities through Jawun. Case studies in this section illustrate the impact of Jawun's investment in leadership through these opportunities, focusing on the stories of individuals.

Foreground (from left): Shane Phillips (Tribal Warrior), Sean Gordon (Darkinjung), Noel Pearson (Cape York Partnership). Background (from left): Karyn Baylis (Jawun), Ross Love (BCG), Anthony Roediger (BCG), Sarah Franks (formerly of Westpac), Alison Urquhart (BCG), Alex Macoun (formerly of BCG), Simon Moore (BCG), Steve Hind (former BCG) and Tim Mooney (BCG). *Photo: Daniel Linnet*

1.1 Secondee support for leadership

> **I've seen young guys who are really the next generation of leaders work with secondees, and seen how their confidence grows and how they've expanded their own networks. In 10 years' time they'll be the next leaders, and at the moment they're growing because of their work with Jawun secondees. They're learning more, and they're thinking about opportunities that might come their way to expand their horizons.**
>
> —**NOEL PEARSON**, JAWUN PATRON AND FOUNDER OF CAPE YORK PARTNERSHIPS

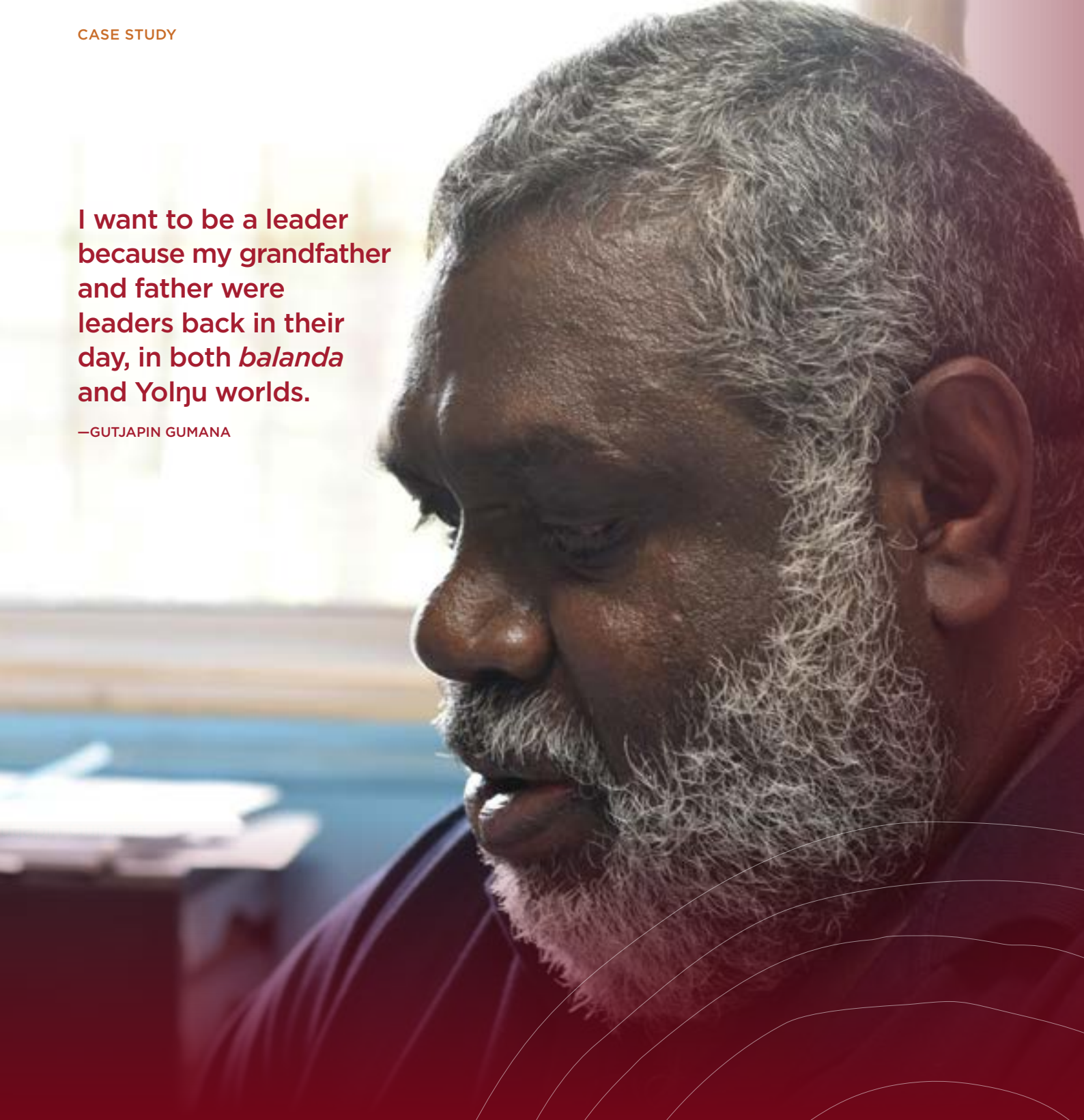
Working at Indigenous organisations for six weeks or more, Jawun secondees work individually and in sequence to support Indigenous leaders driving small and big change.

For emerging leaders stepping into new or challenging roles, this involves transferring specific technical skills as well as higher order professional skills around management or influence. It also includes enabling greater leadership confidence (see case study on page 6), and providing strategic connections that can be drawn on for support and partnership.

For established leaders, support includes helping leaders think strategically but boldly about how they can drive innovative, comprehensive change for the betterment of their communities.

Professional, experienced secondees provide strategic 'thought companionship'[12] to Indigenous leaders, acting as a sounding board and helping shape and implement ambitious initiatives or policy reforms (see case study on page 8). They also provide Indigenous leaders with space and collaboration opportunities to apply new thinking and practise innovation, in order to achieve community development goals.

KPMG, in its impact evaluation of Jawun, found that high-calibre secondees (and other corporate mentors who are part of the Jawun network) were 'influencing [Indigenous leaders'] approach to management, their strategic thinking and their communication style as well as the ability to positively influence the sector in which they operate'.[13]



I want to be a leader because my grandfather and father were leaders back in their day, in both *balanda* and Yolŋu worlds.

—GUTJAPIN GUMANA

Gutjapin Gumana—stepping into new leadership in two worlds

Gutjapin Gumana. *Photo: Courtney McKean*

Miwatj Employment and Participation (MEP) was set up in 2013 to support over 1,000 Indigenous (Yolŋu) and non-Indigenous (*balanda*) people across the vast homelands of Yirrkala, Gunyangara, Gapuwiyak and Nhulunbuy in North East Arnhem Land. MEP's employment work covers jobs, training and business support, while its participation work focuses on community development and economic participation for highly disadvantaged people with limited numeracy and literacy skills.

MEP struggled to find skilled people to work in challenging remote areas and experienced a high burn-out rate among its staff. As MEP took on more community-based activities, CEO Jeremy Kee prioritised skills transfer and people development. A key challenge was strengthening the professional capacity of regional coordinators—frontline managers who oversee training and community-based work-for-the-dole activities, manage teams of local staff, and report to government funding agencies.

In 2015, Gutjapin Gumana was promoted to regional coordinator, the first Yolŋu to take up a management role at MEP. Gutjapin was to manage 20 staff. Jeremy sought Jawun secondees with an explicit focus on skills transfer to regional coordinators, and Gutjapin in particular. Kate Reaper and Courtney McKean, Commonwealth Bank employees with backgrounds in customer service, training and development, were seconded to MEP.

Kate trained MEP staff in project management, communications and everyday professionalism, working with management to develop a staff procedures manual that became part of a formal induction package. Jeremy found it 'fostered a culture of togetherness', and 'allowed MEP to use our limited resources to maximum effect'.

Courtney focused on supporting Gutjapin. She learned about the challenges of the regional coordinator role and guided him on time management, asset management and effective administration. Together they established a weekly progress review system for Gutjapin's team. Key performance indicators around placement of dole participants in work activities were tracked with a 'traffic light' monitoring system. This motivated staff and by the time Courtney left, Gutjapin's team had reduced the non-placement rate from 45% to 28% and 'left the red'. Progress continued, with Gutjapin triumphant a month later, telling Courtney his team achieved an all-time low rate of 8%, well and truly 'in the green'! Gutjapin feels this support upgraded his professional skills and ability:

> **Courtney's support was around how I should be doing my work—it was very simple and understandable and such a great tool to achieve. I already had some of the skills but she upgraded them.**

There was one issue Courtney and Gutjapin tackled together: while Gutjapin is mandated by MEP to manage staff in Gapuwiyak homelands, he is not a community leader there, so lacks the cultural authority that is the basis of local governance. The ability to 'walk in both worlds'—respecting Yolŋu and *balanda* ways of acting and leading—is critically important to Gutjapin and many Yolŋu people. He has not always seen this appreciated by outsiders, but in Jawun and Courtney he was pleased to see understanding:

> **People need to be aware that Yolŋu culture is very strong here, and that we are working in two worlds. The rules we are given within our work have to line up with our culture and customs, otherwise there will be a lot of misunderstandings.**
>
> **People often say they care about our cultures but they don't, and they trample over us in ways that sometimes even Yolŋu don't realise.**
>
> **But Jawun is an organisation where people support other cultures, in all companies and organisations, so that employees can do their jobs better. I discovered that about Jawun when Courtney was here.**

Courtney worked with Gutjapin on ways of establishing clarity locally around his role with MEP, and building community trust in how he performed his job. Through this he has grown professionally, filling the boots of the regional coordinator role with ever-increasing competence and confidence.

The Yothu Yindi Foundation named Gutjapin one of its Yolŋu heroes of 2016, an honour reserved for respected community members and announced at the annual Garma Festival. The foundation cited his invaluable service to MEP and how, in taking on a challenging role, Gutjapin had 'stepped well outside his comfort zone—one of the hallmarks of leadership'.[14]

Gutjapin sees this as an extension of his family's legacy and their commitment to leadership in two worlds:

> **I want to be a leader because my grandfather and father were leaders back in their day, in both *balanda* and Yolŋu worlds.**

Paul Briggs and Simon Factor—skilled support for leadership

Yorta Yorta leader Paul Briggs OAM is CEO of the Kaiela Institute and is leading Empowered Communities in the Goulburn Murray region. In 2016, he needed a Jawun secondee to work with him directly on driving change. Simon Factor, senior consultant in Policy, Programs and Evaluation at KPMG, was deployed to develop a framework to address risk and monitor effective progress for Empowered Communities.

The Kaiela Institute has been supported since 2010 by 60 Jawun secondees. Simon's secondment came as Paul was working hard to build momentum behind Empowered Communities. Simon worked directly with him and brought skills invaluable to Paul at a time when he was in pivotal discussions with the Victorian Government:

> Simon was very skilled and very composed and confident, but very analytical. And I think corporate sector speak cuts to the chase pretty quickly. When you're in political and bureaucratic speak it gets a bit blunt. It's hard to pin it down. Simon was really good at pinning it down.

Paul wanted to gain Victorian Government support for a state-of-the-art Indigenous sporting, cultural and education precinct in Shepparton—the proposed Munarra Regional Centre of Excellence. Long a vision of Yorta Yorta leaders and the community, Paul envisages Munarra as 'a pivotal piece of infrastructure that will underpin the prosperity of Indigenous people'.

Simon was in Paul's office when a critical phone call with the Victorian Government took place:

> The conversation wasn't really going anywhere. They didn't know what they were doing and I wasn't able to tell them what to do. But Simon, who was just listening in—I hadn't even introduced him as being in the room—gave a bit of a cough and said, could he make an observation, and he quickly directed the agenda. He reassured the state government representative—he reflected back to them what they were trying to do, gave comfort to them about getting involved, and positioned the feasibility and the business case development.

The project had been stumbling and this was a turning point. Simon was able to 'translate political bureaucratic speak for us' and articulate clear steps for both sides. This was vital for securing commitment based on mutual understanding, but also—in the game of elephant and mouse[15]—for showing that the Indigenous side of the negotiating table knew what they were talking about:

> I reckon we would not have gotten Munarra as far as we have got it today without that critical observation of Simon's in that telephone conversation, and his translation, like a corporate view of how to approach it. I think it was good for state government to hear that we had those skills around us. Because it gave them confidence; and it actually said, you can't bluff us. That was really good.

Simon returned to Sydney and KPMG, but stayed in touch with Paul. He prepared a proposal that secured state funding for a scoping study for Munarra, essential for the project to progress but something the Kaiela Institute had not been able to achieve in nine years of consideration. The study brought the Kaiela Institute and community organisations together with the Victorian Department of Premier and Cabinet, the Greater Shepparton City Council and the University of Melbourne to discuss and plan Munarra collectively for the first time. As a result, Paul and Simon secured $200,000 in state funding to develop a formal business case for Munarra.

Paul continues to progress plans for Munarra, with a series of KPMG secondees who are supporting his work and vision.

Simon later sought Paul's advice when he decided to return to Indigenous-led development work in a senior policy developer role at Inner Sydney Empowered Communities. Paul supported him, knowing the move would be of enormous value to his peers in Sydney, and to Simon:

> The secondment was a sort of reawakening for Simon, seeing the value of what we were doing and the value of his role in it. I think maybe we tapped into his spirituality. There's a friendship now that's about understanding and respect.

Simon has been back to Goulburn Murray several times as a friend of Paul's and an Empowered Communities colleague. The two men talk about the reform agendas in both regions, comparing ideas and exchanging advice.

1.2 Emerging Leaders

When a family is strong, a community thriving, or an organisation sustainable and successful, it is because of good leaders. For Indigenous Australia to thrive and compete globally, it must focus on, support and grow leaders. The Jawun Emerging Leaders program does that. You get taken out of your comfort zone, your potential is stretched, and you set new standards for yourself. It grows leaders. It did that for me.

—**JAMES FA'AOSO,** JAWUN EMERGING LEADER 2013 FROM CAPE YORK

Why does the Emerging Leaders program exist?

Over time, Jawun has recognised the need to invest not only in established leaders but also in the next generation. This acknowledges the strong importance that Indigenous communities place on succession planning, looking beyond the current cohort of leaders to those who will be influential and important in the future.

Investing in up-and-coming Indigenous leaders recognises the highly demanding nature of leadership in a community context. Unlike in a mainstream professional context, community leadership demands can be non-stop, putting significant pressure on personal lives and professional goals.

Many young Indigenous leaders feel the tension between older, customary forms of leadership and those being shaped by their generation. Educated and organisational forms of leadership may not be in keeping with what is seen as 'cultural leadership' in their community—or vice versa.

What is the Emerging Leaders program?

Jawun's Emerging Leaders program began in 2011 to support rising Indigenous leaders understand and meet the opportunities and challenges of leadership roles. Since then, 40 people have participated, meeting competitive criteria including nomination by their community based on their role in driving local initiatives that support positive change. In groups of nine to fifteen, they embark on a two-year journey that develops individual leadership, promotes leadership behaviour, and connects participants with peers and leaders across regions.

Emerging Leaders groups have now visited nine regions supported by Jawun, and Canberra, as part of the program. The importance of this is that many begin the program with a relative lack of awareness of what is going on in regions beyond their own, and how to navigate government at different levels:

In a baseline survey completed by the 2017 Emerging Leaders at the start of the program, only 17% of participants felt they had adequate awareness of initiatives, reforms and leaders in regions outside their own; and only 19% felt they had adequate understanding of government or how to engage with it.[16]

Changes in generational leadership aren't so simple in regions like ours. It's about finding the balance between the old and the new. You can't forget where the vision comes from. The fight continues, you just need a fresher approach to it.

It's a good time for young and up-and-coming leaders. But it's about balancing the old with the new, keeping culture alive and letting it evolve in this new world we live in.

—**DIVINA D'ANNA,** JAWUN EMERGING LEADER 2017 FROM THE WEST KIMBERLEY

James Fa'Aoso

Reflections of past Emerging Leaders participants

2015 Emerging Leader Chad Creighton, a Bardi and Nyul Nyul man now working as a regional manager at the Kimberley Land Council, says his supervisor at the Kimberley Land Council, Nolan Hunter, saw the opportunity as a vital chance for his **exposure to Indigenous people driving change beyond the region**:

> When I joined Emerging Leaders I was just doing my job, 'head down, bum up'. What Nolan wanted me to get out of it was to see there's so much more going on in the country.
>
> It opened up my eyes. I wasn't aware before. It let me see, ok, these are the people moving all these things, and to hear from them personally why they're doing these things, and what they want from them. Important well-known things like the cashless debit card in East Kimberley. You rarely meet the people involved in these things otherwise.

Participants refer to the impact of meeting established leaders as a critical part of the program's value. They **see what change initiatives look like from the inside, and how leaders have practically driven them**. This is important learning for participants who are looked to as the next leaders, but often feel short of the experience or confidence required to step into visible leadership roles.

In a baseline survey completed by the 2017 Emerging Leaders at the start of the program, only 33% felt confident or very confident in leadership situations; and only 22% felt they had adequate understanding of what it takes to drive change.[17]

2013 Emerging Leader from Cape York James Fa'Aoso, now Head of Leadership at Cape York Institute, remembers Jawun patron Noel Pearson advising the group on challenging the status quo:

> Noel told us a good analogy. He says the most important person on the rugby team is not the person with the ball, it's the person running onto the ball, and their decision whether they run outside or run inside, and the important time to call for it.
>
> He was referring to us. For myself, and the Emerging Leaders, we are ready to run on the field and run those angles and to call for it, and I'll believe we'll catch it.

Rarrtjiwuy Melanie Herdman at the opening of a new Miwatj health clinic.

As well as getting advice from established Indigenous leaders, participants have referenced the importance of **seeing up close what leadership actually looks like—challenges and all**. Chad Creighton says his group heard candid stories of established Indigenous leaders, which helped them consider ambitions:

> We learned that the people who are leaders today didn't have it easy. They had to put in the yards to get there, they didn't waltz in. From the outside it looks easy and that, but it's not. It's sacrifice. They're inspirational because of what they sacrificed in their personal lives, and you have to ask yourself what you're willing to sacrifice.
>
> The Emerging Leaders program exposes young people to what leadership is. You won't otherwise get exposure to it, to understanding the realities of leadership. Then you can make the decisions. The program helps you see inside what a leader is.

The exposure helped Chad see how diverse leadership can be, and how each individual's role can make a contribution within and beyond their community:

> It showed us what the ingredients of leadership are, and also helped us see our own personalities. In normal life you're knuckling down and getting the job done. The program gave us a chance to stop and look at ourselves, which was good and was uplifting.
>
> I came back feeling, alright, I can see there's something bigger at stake. Even a small contribution over here can make a big difference. I might not need to be on a national stage but I can do my thing here and we can get something happening that makes a difference here and beyond.

The program **deepens understanding of what it takes to drive change, and builds the motivation, confidence and networks required for active leadership roles**. For many participants, being part of the Emerging Leaders experience is transformative.

Jawun Emerging Leaders program, 2013

Where are they now?

2015 Emerging Leader Belinda Field, a Wiradjuri woman who is now CEO at Yerin Aboriginal Health Services on the Central Coast of New South Wales, where she has been based most of her life, says participating in the program set her on the path she is on now:

> Emerging Leaders challenged and reworked my understanding of leadership. I thought I understood it because I worked to help families navigate their rights and services. Then I saw the bigger picture. In Cape York, in the East Kimberley, in a Commonwealth Bank boardroom, and even home on the Central Coast, the program and the leaders we met taught me new stuff.
>
> I learnt that it's about stepping out of your ego, stepping out of you. It's about 'stickability'. I also learnt that you don't make excuses as a leader, you don't lay blame. You are accountable to you.

After the program, Belinda was promoted to acting general manager for Yerin, then became CEO. Yerin was going through major budgetary and staffing expansion, at a time when local health outcomes were at a chronic low—mental illness issues and drug-related harms were ravaging the community, particularly its youth. Belinda changed the board, brought the organisation back to an operating surplus, increased community participation in the health centre, and reignited Yerin's links with regional reform players offering valuable collaboration.

Emerging Leaders helped her navigate the challenges of a complex and new leadership role at Yerin, amid significant change:

> Emerging Leaders was a defining moment in my life. It prompted me to think personally and professionally, and to reflect on my life.
>
> I now know that you have to get uncomfortable. At Yerin I had to make some very big decisions that would affect the community. All eyes were on me, financially too. I had a really rough ride, my decisions were unpopular and at times it felt like harassment. But the strength that I drew in this program, and the people I met in this program, saw me through.
>
> It became about a principle: stand up for what you believe in, even if you have to stand alone.

Rarrtjiwuy Melanie Herdman, Emerging Leader 2015 and a Yolŋu woman from East Arnhem Land, is now acting CEO at Miwatj Health in North East Arnhem Land (see case study on page 14). In her mid-twenties, Rarrtjiwuy went on the Emerging Leaders program and it proved a catalyst:

> **Emerging Leaders confirmed for me the theory I had on how I go about influencing and empowering people. It helped me answer the big questions I had: What moves do I make? What direction do I take to reinforce what the old leaders were doing in the past? And how do I help plant the seed for the next generation?**
>
> —RARRTJIWUY MELANIE HERDMAN,
> ACTING CEO, MIWATJ HEALTH

Rarrtjiwuy used learning and motivation from Emerging Leaders to set up a leadership program for young Yolŋu (Indigenous) leaders in Arnhem Land:

> Emerging Leaders directly gave me the idea to set up this leadership program in this region. It prompted me to look and identify the leaders around me now, and the emerging leaders I can see. And it helped me see more clearly that there's a gap between the two. There's a big gap between the leadership in our community and our elders, and the leaders of tomorrow. This feeling got stronger in me during Emerging Leaders.

Many Emerging Leaders alumni have returned to their regions to pass on the baton to the next generation of leaders. As well as actively recruiting for the Emerging Leaders program among their communities, many formally took on responsibilities to support leadership development. James Fa'Aoso is now Head of Leadership at the Cape York Institute. Chad Creighton returned to the Kimberley and became a committee member of the Kimberley Aboriginal Youth Leaders initiative run by Aarnja as part of Empowered Communities. And many other past Emerging Leaders have gone on to reinvest in young leaders while continuing on leadership journeys of their own.

Back row, from left: Margaret Blackman, Mary O'Reeri, Anthony Mara, Sean Gordon. Noel Pearson, Harold Ludwick, Fiona Jose, James Fa'Aoso. Front row, from left: Neil Morris, Ian Trust, Chris Ingrey. 2014. *Photo: Louie Douvis*

Rarrtjiwuy Melanie Herdman.
Photo: Miwatj Health

Rarrtjiwuy Melanie Herdman—a rising Yolŋu voice

Rarrtjiwuy Melanie Herdman is a young Yolŋu woman from Arnhem Land. Rarrtjiwuy participated in the Jawun Emerging Leaders program in 2015, and soon after became acting CEO of Miwatj Health Aboriginal Corporation. She is also chairperson of Dhimurru Aboriginal Corporation.

One of Rarrtjiwuy's first jobs was Aboriginal liaison officer at Miwatj Health. She is proud of what the organisation stands for, an Aboriginal community–controlled health organisation and a truly culturally accessible service for Yolŋu people. As well as acting as CEO, Rarrtjiwuy manages an all-Yolŋu team delivering a community-based program promoting healthy lifestyles and tackling smoking as part of chronic disease prevention. Rarrtjiwuy works regularly with Jawun secondees, who have supported the organisation's success and expansion since 2014. Miwatj's statistics speak for itself: attendance rates at its clinics are among the highest in the region.[18]

Another of Rarrtjiwuy's early roles was at Dhimurru, which manages the Indigenous Protected Area in the Gove Peninsula and recreational areas on Aboriginal land. Dhimurru is also a long-running partner of Jawun, using Jawun secondees to strengthen its workplace safety and develop cultural tourism ideas. The organisation's approach to natural and cultural heritage management impressed Rarrtjiwuy deeply:

> **I loved the way Dhimurru took a role to look after the land while also keeping it in the state that our elders walked on, and sharing that country with non-Indigenous people by having recreational areas that we manage.**

When opportunity knocked, Rarrtjiwuy nominated herself for a board position and was unanimously elected chair—the youngest person, and only female, to do so. She now juggles that role with her position at Miwatj, and spearheads other key community social issues.

Recently Rarrtjiwuy has advocated at state level in favour of a banned drinkers register to operate in licensed takeaway outlets, to curb the pervasive social destruction caused by alcohol. Community elders urged her to step forward for this. She also had a very personal motivation:

> **My own family members have passed away, ended up in prison, or had an unhappy life because of alcohol. That's had a ripple effect on me and all the rest of my family. That's why the values that I work towards are my values and I'm not afraid to share them. That's why I advocate for alcohol permit restrictions and for understanding of domestic violence.**
>
> **I spoke about this on the news; I said we have a great permit system but one of the things I continue to see is our families crawling out of the pubs, being allowed to be that drunk that they go back and harass their families or disturb their children who are trying to sleep.**
>
> **This is an issue I want to deal with. If I'm passionate about something, I'll step up and be part of that.**

Rarrtjiwuy is setting up a Regional Young Leaders Program, inspired by Jawun's Emerging Leaders program. She is determined to see it become a success and meet a real need in her region:

> **I want this to be a program that supports young people build their confidence, enabling them to be on committees and boards and understanding why it's important to do that. In this region not many young people sit on boards and committees. They need to use their full potential and participate at a full capacity.**

Rarrtjiwuy considers herself an educator more than a leader, and thinks the older leaders who inspired her were primarily educators as well:

> **Throughout all my roles, I've always had an education role—whether educating about Yolŋu and their society and culture and language—or educating Yolŋu about things like policies and procedures and professional realities that a lot of people take for granted. It doesn't matter what it is I do, it's always about education. I feel like the people who raised me and went on to be my leaders, that's all they were doing, trying to educate people on how to live in this world of two cultures, how to walk in both worlds and use that to our advantage.**

There are times when Rarrtjiwuy finds leadership a heavy burden:

> **Once you step into a leadership role there's a high expectation on you, not just from your organisation but from your community as well.**

She stays in touch with her fellow 2015–16 Emerging Leaders and is part of Jawun's Stories of Female Leadership network that brings together corporate and Indigenous female leaders (see Section 1.4). Underscoring how challenging a demanding leadership role can be, Rarrtjiwuy considers both these networks 'a treat' for the way they energise and nurture her.

Not yet 30 years old, Rarrtjiwuy has achieved an exceptional level of influence and trust in her community, among her peers and in the eyes of traditional elders. She sees it simply as having a voice and respecting customary values of leadership:

> **When I think of the values of those old leaders, it would be about not being afraid to say what you feel. It's about having a voice, opening your mouth and saying, 'This is not what I think is right'.**
>
> **Talking about your values, whether in personal or professional contexts, is important. Waiting around for Superman to come, it's never going to happen. That's one thing I learned from the elders we have here, that if you wait for a leader, they're never going to come. If you don't see a leader in front of you, then you need to step up into that position.**

Rarrtjiwuy believes she was born into the responsibilities she's taken on:

> **My name means 'from afar'. Literally it refers to an actual place just north-west of Gove, near a long island that I've only flown over, but the meaning is just somewhere far away. Old people have a sense of what's the right name. I've reflected on my name a million times and I'm pretty sure they gave it to me because they thought I'd have to go far.**

Today's Emerging Leaders program

The current Emerging Leaders, who came together in March 2017, have visited Indigenous organisations and met leaders in East Kimberley, Inner Sydney, NPY Lands and Lower River Murray. They have also spent time in Canberra at a government-facilitated masterclass in 'Working with Government', and are being coached by Emerging Leaders alumni on how to maximise the opportunities offered through the program.

Emerging Leader Gary Field, son of Belinda Field and Practice and Learning Advisor at House with No Steps, a leading disability service provider on the Central Coast of New South Wales, explains the change he feels ready for:

> I believe before the program started I understood, to an extent, what it takes to drive change on a local level. I hope that with this program I am able to build on these skills and to influence, challenge and drive change on all levels. As Ian Trust told us, 'Good leaders take people where they don't want to go, but know where they need to go'.

His co-participant Divina D'Anna, Empowered Communities development manager at Aarnja, looks forward to using the program to understand how ideas about leadership can be put into practice:

> I knew what attributes a person needs to drive change … But practising and walking the talk is something different.

Many established Indigenous leaders have now been exposed to the Jawun Emerging Leaders program—nominating their young people, supporting the program, and working with past participants at the community level. This strengthens their resolve to support and create opportunities for a next generation of leaders, ones looked to as successors to sustain their own investments in Indigenous empowerment in the future.

> Now we're seeing the next generation coming through. And I think the generation after them will be even stronger.
>
> **—SEAN GORDON,** CEO, DARKINJUNG LOCAL ABORIGINAL LAND COUNCIL

1.3 Indigenous Corporate Leadership program

> **The Indigenous Corporate Leadership program allowed me to develop skills in communication, negotiation, management and leadership—through on-the-job training and learning from my manager and my Qantas team.**
>
> **—CHRIS INGREY,** LA PEROUSE COMMUNITY LEADER

Jawun's Indigenous Corporate Leadership or 'reverse secondment' program began in early 2017. Three Indigenous participants, each respected authorities in their communities, were placed for between six and 12 months in a top business environment, in a fully managed and salaried role to develop their leadership.

For many of Jawun's corporate partners, the idea of reverse secondments kept arising. Seeing how much their employees grew through secondments, and feeling increasingly invested in the empowerment of the Indigenous leaders and organisations they supported, they wanted to offer the same chance but the other way around.

Brad Cooke, a participant in the 2017 Indigenous Corporate Leadership Program, on secondment at CBA, Sydney. *Photo: CBA*

For months, Jawun CEO Karyn Baylis collaborated with key corporate partner organisations to make something happen—not least because she felt 'the idea made such sense'. She explains:

> As many CEOs will attest, reaching the top of an organisation can be a lonely place to be. Now consider, for a minute, those in charge of running local Indigenous organisations, often in remote and highly disadvantaged communities. These Indigenous CEOs play a critical role in delivering programs and services to local communities, often in complex and politically charged environments. Empowering these leaders with the skills and resources to do their jobs better, or providing alternative career paths so they can orbit between their local communities and the mainstream economy, is crucial and now presenting itself as a reality.

In the pilot round, participants are being exposed to broad management experience through a year of immersive, accelerated learning in a corporate environment. The program is designed to support them build core skills in management, influencing and negotiation, as well as 'soft skills' such as flexibility, communication and resilience. It seeks to give them 'literacy' in corporate and government contexts, and a powerful set of new connections to back this up. Overall, it aims to grow their leadership capacity and confidence.

Indigenous Corporate Leadership program—Andrea Mason

Andrea Mason is a Karoni and Ngaanyatjarra woman and CEO of the Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council. In that role, she manages over 100 staff who provide services across 350,000 square kilometres of central Australia. She won the 2016 Northern Territory Business Woman of the Year Award and the 2017 Northern Territory Australian of the Year Award. But like other women dedicated to serving community in key roles, Andrea reflected on the modest expectations placed on that form of leadership and the limited opportunities on offer:

> The majority of Aboriginal women in CEO or general manager roles are working in the health or community sector. We don't see ourselves as business leaders. We see ourselves as managers of Aboriginal organisations.

Seconded to the Business Banking Team at Westpac, Andrea worked on a customer project and became part of Westpac's exclusive Executive Leadership Program. Her manager ensured that her leadership strength was developed, while also supporting her to gain concrete skills and commercial and organisational knowledge. Andrea's reflections were both personal and professional, indicative of new experience and energy she would reinvest in her organisation and community:

> I'll go back to central Australia with this inside knowledge of business banking and how this sector works … This is valuable as Indigenous Australian development efforts intensify in for-profit work.

Andrea also felt the program was well timed not only for her, but also for the NPY Lands region she is a leader of:

> The Indigenous Corporate Leadership program was offered to me at a time when I was seeing opportunities on the horizon for the NPY Lands, but I lacked the knowledge to set out a clear, realistic, achievable plan to create these opportunities. The secondment helped me fill in these gaps.

Andrea Mason

Indigenous Corporate Leadership program—Chris Ingrey

Chris Ingrey is of Dharawal and Dhungutti descent, and is co-chair of Inner Sydney Empowered Communities. Until recently, Chris was CEO of the La Perouse Local Aboriginal Land Council. Over the past 12 years he has navigated a range of management and governance issues, and rebuilt community trust. Partly through working with Jawun secondees, Chris had come to realise that his goal of building a secure community with quality services and mainstream economic opportunities would need a foundation of support from government and corporate Australia. He entered the Indigenous Corporate Leadership program with a desire to get better at managing government relationships and influencing corporate and government decision-makers. In his words, he wanted to understand 'influence, at all different levels, and how that happens in a corporate context'.

Chris Ingrey. *Photo: Ngakkan Nyaagu*

Chris was seconded to Qantas as Industry Relations Manager in the Government, Industry and International Affairs department.

Reflecting on a long list of professional and management skills he would take back to his community in La Perouse, Chris said the secondment has allowed a constructive distance, which supported his personal development as a leader:

> The distance allows for reflection. I can shift from thinking operationally to strategically for La Perouse.

Indigenous Corporate Leadership program—Brad Cooke

Brad Cooke is a Bidjigal man from La Perouse who was a Jawun regional director for seven years before being seconded to Commonwealth Bank as Manager, Emerging Technology. Brad had witnessed dozens of secondees give, learn and transform, and seen Indigenous organisations and staff do exactly the same but in different ways. With this in mind, there were a range of professional and leadership skills he hoped to strengthen, chief among them project management and how to successfully pitch new enterprise ideas to get support for them.

Brad Cooke

Within the Emerging Technology team, Brad was exposed to the hard skills of corporate management and forced to navigate a new world of corporate norms. He also played a lead role in a team working on tech-based solutions for future banking needs, using blockchain technology, artificial intelligence and augmented reality. One key project targeted Indigenous recruitment by looking at remote 'pods' for Indigenous trainees and staff to be able to work in their communities rather than travel to cities or to branches. In that way, they could stay connected to country in their own areas, and contribute to the community while working for the bank.

Of a rewarding and challenging time not yet over, Brad said:

> It's been a really exciting, creative area for me to be in, and completely new for me. I've learned about customers, about people in general, and ultimately about what the future might look like. Hopefully I've learned important project management skills that I can take back into the community, to benefit not just me but my community overall.

Jalbu Jalbu burnie beans.

1.4 Stories of Female Leadership network

A lot of times I've felt the isolation of being in a man's world, among a lot of stalwart relationships between men. My hope for Stories of Female Leadership, and the reason I'm involved, is that I know the impact women have on communities. And there's value in bringing that together and having women support each other.

—FIONA JOSE, EXECUTIVE GENERAL MANAGER FOR CAPE YORK PARTNERSHIPS

Since Jawun began, it has facilitated powerful connections between corporate and Indigenous Australia. Such connections live on long beyond the initial introductions by Jawun and are a source of pride for the organisation in terms of impact. Several years ago, however, Jawun CEO Karyn Baylis realised the high-level connections were mostly male. A successful female leader herself, she pledged to right this situation with the creation of a unique network of women.

The first gathering was tentative, a testing of the water. In November 2015, around two dozen women from across the country—half Indigenous and mostly from community organisations, the other half non-Indigenous and from corporate businesses or government agencies—gathered for a lunch event in Sydney. After a panel of distinguished Indigenous and corporate female leaders spoke, those gathered shared and celebrated stories of female leadership. Connections were made spanning mentoring and friendship, and it was clear that there was enough common purpose for the group to continue and grow.

In October 2016, a larger event brought together around 40 women from both Indigenous and corporate or government backgrounds. With professional facilitation, the group workshopped their combined objective. They agreed to connect, collaborate, and build a coalition of women whose actions drive change. They resolved to invest in their own leadership development, but also create pathways for the next generation of female leaders. Feedback after the event highlighted the energy, sharp focus and collective strength in the room. One participant spoke of a 'groundswell', and it was agreed that the Stories of Female Leadership network had come to life.

In 2017, Jawun drew on inputs from across the network, and from a small design team of Indigenous and non-Indigenous women, to plan a much larger gathering. This will be held towards the end of 2017 at the site of Jawun's beginning: Mossman Gorge, Cape York. KPMG's U-Collaborate team, who supported Stories of Female Leadership throughout, worked with the design team on a gathering that would tease out how this unique network would serve its purpose. Female traditional owners from Mossman Gorge designed an enriching cultural experience combining art, guided walks and storytelling. These women gave the network a name in their Kuku Yalanji language: *Jalbu jalbu*. Literally, these words are the plural for women. Symbolically, they stand for the power of women brought together.

Stories of Female Leadership began on the basis that many Indigenous women find leadership demanding, thankless and unguided, while also feeling compelled and motivated to step into it. Events held since it began have revealed, first, that this is not their challenge alone; and second, that connecting with other women can be a vital source of support, solutions and succession planning. This unique network of women is a powerful and exciting group to watch.

Female Leadership network—Kirsty Broderick

One woman who is part of the Stories of Female Leadership forum is Kirsty Broderick, Deputy CEO of the Cape York Land Council. Kirsty was also connected by Jawun to Chief Executive Women, a development initiative based on the related principle of 'women leaders enabling women leaders'. Explaining why and how these interrelated opportunities are so valuable, Kirsty says:

> I am the only female in the management group of the Cape York Land Council. It's lonely at times—challenging norms, attitudes and the 'usual way of doing business' in a male-dominated space.
>
> I did have a small network of like-minded females, but this opportunity provided by Jawun extended that more than I could ever have imagined.
>
> I am now part of a network of strong women who support each other through professional and personal achievements as well as hurdles.
>
> The strength of these networks is life changing. They support and encourage you when you are in doubt, and are your cheerleaders to remind you of how far you have come.
>
> I now feel a responsibility to ensure that such opportunities are extended to other women.
>
> I am stronger now than I have ever been.

Kirsty Broderick. *Photo: Caden Pearson*

Woodside secondee Sarah Loh with Mandaka Marika and Djalinda Yunupingu of Dhimurru Aboriginal Corporation, North East Arnhem Land, 2017. *Photo: Frederic Courbet*

2. Strengthening Indigenous organisations

> **Jawun made us look at all different dimensions of the business and the organisation and the way it worked. We had a lot of people with good intentions and total commitment to the organisation, but they lacked skills. And Jawun gave us those.**
>
> —**SHANE PHILLIPS,** TRIBAL WARRIOR ABORIGINAL CORPORATION

Transferring skills and using professional experience improves the capability of Indigenous organisations

Indigenous-led organisations are crucial agents in Indigenous empowerment. They drive agendas that reflect Indigenous priorities and voices, deliver culturally appropriate services, and create employment opportunities for Indigenous people. Importantly, they also create confidence among Indigenous communities that development solutions are coming from within.

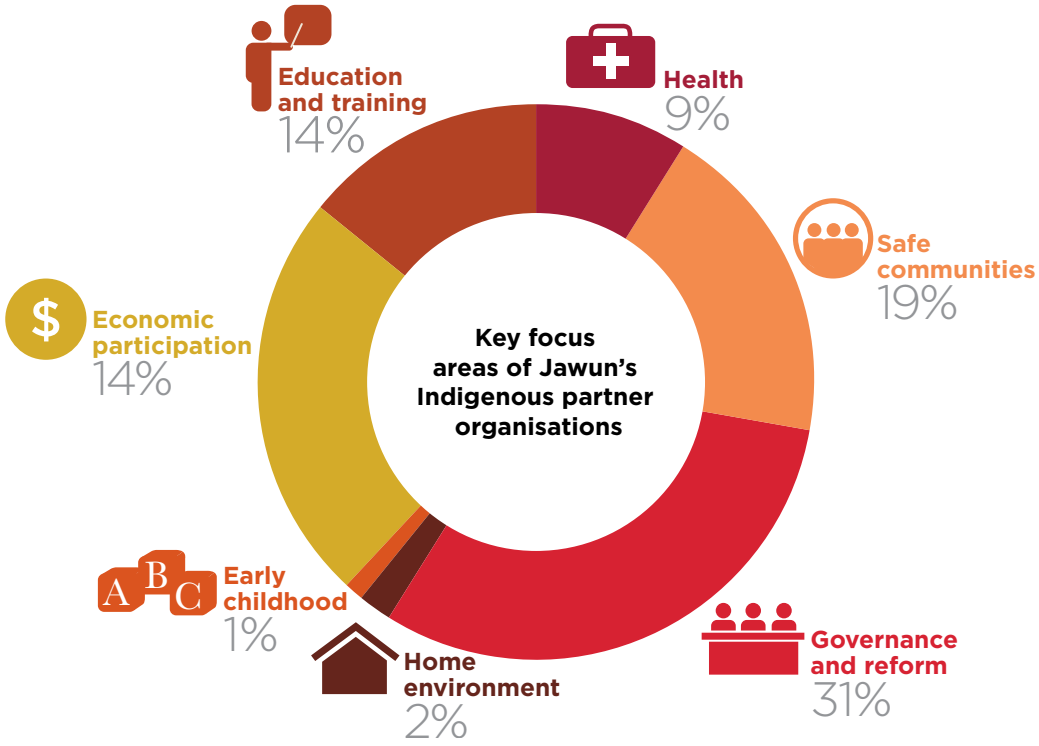
Jawun, through the deployment of skilled people, improves the effectiveness of Indigenous organisations in delivering outcomes to the community. Its core model for doing this is placement of secondees—experienced professionals 'borrowed' from the 30 or so corporate and government agencies that partner with Jawun.

A secondee will usually work in an Indigenous organisation for six weeks, but sometimes for three months or even longer. In supporting organisations to achieve their goals, secondees follow a principle of subsidiarity, where decisions are made by the people closest to and most affected by the issues. This principle is crucial in tying their efforts to a broader notion of Indigenous empowerment, and underpins Jawun's emphasis on capacity building.

In its impact evaluation of the Jawun model, KPMG describes this capacity building as 'an explicit effort to improve an organisation's performance in relation to its purpose', through a process which 'may require new skills or changes in individual behaviour or changes to an organisation's structure, systems, procedures, culture and/or strategies and decision-making processes'.[19]

By the end of 2017 Jawun will have placed more than 2,500 secondees in 115 Indigenous organisations in 10 regions of Australia. In total, this contribution will have provided over 600,000 hours of support. Indigenous partner organisations deliver services and drive outcomes across a variety of areas critical to the social and economic development of Indigenous people (Figure 6). Taken together, it is a compelling contribution to Indigenous-led development.

FIGURE 6: OPERATIONAL FOCUS OF JAWUN'S PARTNERS



NOTE: CATEGORIES ARE TAKEN FROM THE COUNCIL OF AUSTRALIAN GOVERNMENTS 'BUILDING BLOCKS' FOR CLOSING THE GAP ON INDIGENOUS DISADVANTAGE—SEE WWW.HEALTHINFONET.ECU.EDU.AU/CLOSING-THE-GAP/KEY-FACTS/WHAT-ARE-THE-BUILDING-BLOCKS-AND-HOW-DO-THEY-FIT-IN.

2.1 Applying the 7-S framework to capacity building

> **It's one thing to have the leadership and the vision, but if you don't have the engine with strong capabilities in it, then you don't achieve the vision.**
>
> **—NOEL PEARSON,** JAWUN PATRON AND FOUNDER OF CAPE YORK PARTNERSHIPS

Each secondee works on a specific project brief, and builds capacity in some form. In its impact evaluation of Jawun, KPMG sought to define the different ways secondees build capacity of Indigenous organisations. It adapted a McKinsey capacity assessment framework designed to guide organisational effectiveness, known as the '7-S' framework—strategy, structure, systems, shared culture, staffing, style and skills (Figure 7).[20] This section uses the principles of that framework to give a range of examples of Jawun secondments that show capacity building in practice.

FIGURE 7: JAWUN'S ADAPTATION OF THE '7-S' FRAMEWORK FOR ORGANISATIONAL EFFECTIVENESS

NOTE: THE '7-S' FRAMEWORK IS BASED ON ONE USED IN THE USED IN THE KPMG EVALUATION OF JAWUN'S IMPACT. THE EXECUTIVE SUMMARY OF THIS REPORT IS AVAILABLE ON THE JAWUN WEBSITE.

Strategy

From a clear mission and values to a comprehensive strategic plan, 'strategy' means an organisation knows its purpose and how it will achieve it.

When KPMG looked at Jawun's role in strengthening organisational capacity, they found that as a result of the partnership with Jawun:

76%

of organisations reported an uplift in strategy

SOURCE: KPMG (2015), *IMPACT EVALUATION OF JAWUN*, EXECUTIVE SUMMARY, P. 3.

Kimberley Land Council

The Kimberley Land Council helps Indigenous people apply their cultural values and land management skills to businesses, for a sustainable economy on country. A series of Jawun secondees helped Kimberley Land Council establish a 'cultural enterprise economy' to do just this, culminating in a Cultural Enterprise Hub. They applied professional corporate expertise to the set-up of the hub's governance structure, financing and staffing plan, marketing and brand. They developed business cases or policy recommendations for new enterprises, and strengthened (and sometimes challenged) existing ones. All this was aligned to Kimberley Land Council's strategic vision for a cultural enterprise economy.

Today the Cultural Enterprise Hub is best known for managing the Kimberley Ranger Network, which employs over 80 people to manage their traditional lands. It also facilitates the internationally recognised North Kimberley Fire Abatement Project, which draws on traditional fire practices to generate saleable carbon credits. With a pipeline of new enterprises in development, the hub is proving that, driven by a strong strategy, it truly can help Indigenous people in the Kimberley participate in the 'real economy' in ways that also generate environmental, cultural and social outcomes.

Nolan Hunter, CEO of Kimberley Land Council, is glad to have reached this point with the help of borrowed experts: 'Each secondee brings us one step closer to our goals. We see great value to our organisation in the skills they bring and their "fresh eyes" perspective.'

Kimberley rangers in a planning meeting during the Gibb River complex wildfire, 2016. *Photo: Kimberley Land Council*

Structure

With an operational plan for achieving strategic goals, and with formal guidelines for staff roles, financial planning and Board function, 'structure' means an organisation can 'walk the talk'.

When KPMG looked at Jawun's role in strengthening organisational capacity, they found that as a result of the partnership with Jawun:

of organisations reported an uplift in structure

SOURCE: KPMG (2015), *IMPACT EVALUATION OF JAWUN*, EXECUTIVE SUMMARY, P. 3.

Nirrumbuk Aboriginal Corporation

When Nirrumbuk Aboriginal Corporation partnered with Jawun in 2014, it was embarking on exciting new government and private partnerships for a range of education, job, housing, health and youth programs. To support this significant growth and diversification, several secondees who specialised in corporate change management worked with staff to develop an updated strategic plan that could guide Nirrumbuk's direction, and that remains the basis for operations today.

To meet complicated new human resources requirements, a Qantas legal specialist created a single, legally compliant HR policies and procedures manual, consistent templates aligned with awards, and the conditions for Nirrumbuk to qualify as a Group Training Organisation. To ensure that Nirrumbuk could competently deliver, and report the impact of, a new youth counselling program, Pinakarra, a Western Australian Government evaluation specialist developed a performance measurement framework, including an online data analysis and reporting program that staff were trained to use. Further secondees helped develop a marketing structure, budget, IT platform, and work health and safety structure.

As well as technical know-how, Nirrumbuk's management feels the 30 secondees deployed to date have brought 'fresh eyes' to the organisation's structure. Of their earliest support, CEO Joe Grande said, 'It requires ongoing monitoring and development, but the work done by secondees has really set the foundations for Nirrumbuk to show the world what we're all about'.

Today, the capability of Nirrumbuk is evident in its multisectoral partnerships to support disadvantaged Kimberley youth, and in its increasing portfolio of businesses providing real jobs in the local economy.

Safe Work Australia secondee Peta Miller with Dhimurru Aboriginal Corporation's Paul Augustin (centre), and Thomas Amagula at the Safety Institute of Australia's national convention, 2016.

Systems

Policies, procedures and processes for managing money, people, performance and knowledge—'systems' give an organisation the effectiveness it needs to operate day in, day out.

When KPMG looked at Jawun's role in strengthening organisational capacity, they found that as a result of the partnership with Jawun:

86% ↑

organisations reported an uplift in systems

SOURCE: KPMG (2015), *IMPACT EVALUATION OF JAWUN*, EXECUTIVE SUMMARY, P. 3.

Ngarrindjeri Regional Authority

The Ngarrindjeri Regional Authority in South Australia stands for over 12 community organisations who, as the Ngarrindjeri Nation, seek to identify, act and organise as one. From its origins, it had a vision of a shared services model that would reduce the costs of duplication and strengthen operational collaboration, but it was not until the first round of Jawun secondees in 2015 that this took shape.

After those secondees presented a comprehensive review of the operational and funding constraints faced by Ngarrindjeri Regional Authority organisations, it was agreed that establishing shared services was a priority. Since then, a stream of secondees worked to establish shared services models for the core organisational functions: finance, human resources, insurance and IT. They analysed needs as well as market options to find solutions that would save costs and create efficiencies. Implementation is expected to trigger significant service improvements for each organisation—and enable them to live up to their mission to organise as one.

CEO of Ngopamuldi Aboriginal Corporation Derek Walker said, 'The Jawun mob bring an expertise and a level of understanding around systems. When you have groups like BCG and Westpac and Bendigo Bank, and people of that ilk, they have a professional way of going about business and a set of skills that's really helpful to us.'

Shared culture

Intangible but powerful, the set of common values called 'shared culture' is what binds people and programs together in a business that knows which direction it's headed in.

When KPMG looked at Jawun's role in strengthening organisational capacity, they found that as a result of the partnership with Jawun:

of organisations reported an uplift in shared culture

SOURCE: KPMG (2015), *IMPACT EVALUATION OF JAWUN*, EXECUTIVE SUMMARY, P. 3.

Staffing

With people absolutely key to success, 'staffing' covers the quality, quantity and management of an organisation's people at all levels, from commanders to foot soldiers.

When KPMG looked at Jawun's role in strengthening organisational capacity, they found that as a result of the partnership with Jawun:

organisations reported an uplift in staffing

SOURCE: KPMG (2015), *IMPACT EVALUATION OF JAWUN*, EXECUTIVE SUMMARY, P. 3.

Dhimurru Aboriginal Corporation

Dhimurru Aboriginal Corporation had a vision of a work health and safety (WHS) strategy that integrated Indigenous (Yolŋu) and non-Indigenous (Ngapaki) cultures. Safe Work Australia's Peta Miller brought 35 years of WHS experience when she immersed herself in the working lives of Dhimurru rangers to co-develop standard operating procedures for key risks—ones that met national WHS standards as well as three key Yolŋu concepts: *raypirri* (disciplined), *djäka* (careful) and *ralpa* (committed).

One example was a Dhimurru version of the Globally Harmonized System of Classification and Labelling of Chemicals that used locally relevant symbols for Yolŋu employees. Standard operating procedures were also made for wildlife and machinery risks faced by rangers in the field. As a practical demonstration of 'two-way management', the Dhimurru WHS strategy featured in a film called 'Yolŋu and Ngapaki: Getting the WHS balance right', which screened at the 2016 National Safety Convention of the Safety Institute of Australia.

Dhimurru facilitator Paul Augustin said, 'Through understanding and mutual respect, Peta put Dhimurru on track to be a safer, healthier workplace'.

Ŋilmurru bukmak djäka wäŋawu
All of us together looking after country.

Western Desert Dialysis

Western Desert Dialysis was set up with community funds to allow elderly Indigenous people to be treated 'on country' for renal disease. When it suffered a critical shortage of dialysis nurses for remote clinics in the Western Desert, KPMG human resources expert David Broughton was brought in to assist. Before he left, eight long-term nurses had been hired and more were on standby. That was enough to bring Western Desert Dialysis back on track, save thousands in agency costs, and avoid the cost of training casual staff to fill gaps. David also left the organisation a low-cost, low-labour HR strategy for finding and keeping quality nurses.

CEO Sarah Brown said, 'The immediate impact is that we will be able to keep our dialysis clinics open. And we now have a comprehensive recruitment plan for the future, and have learned what will help us.'

Darkinjung employee Alan Beale (left) and Telstra secondee Phill Cosmo

Skills

Hard or soft, formal or informal, 'skills' are the tools of professionalism, expertise and capability required by staff to carry out an organisation's purpose.

When KPMG looked at Jawun's role in strengthening organisational capacity, they found that as a result of the partnership with Jawun:

86%

organisations reported an uplift in skills

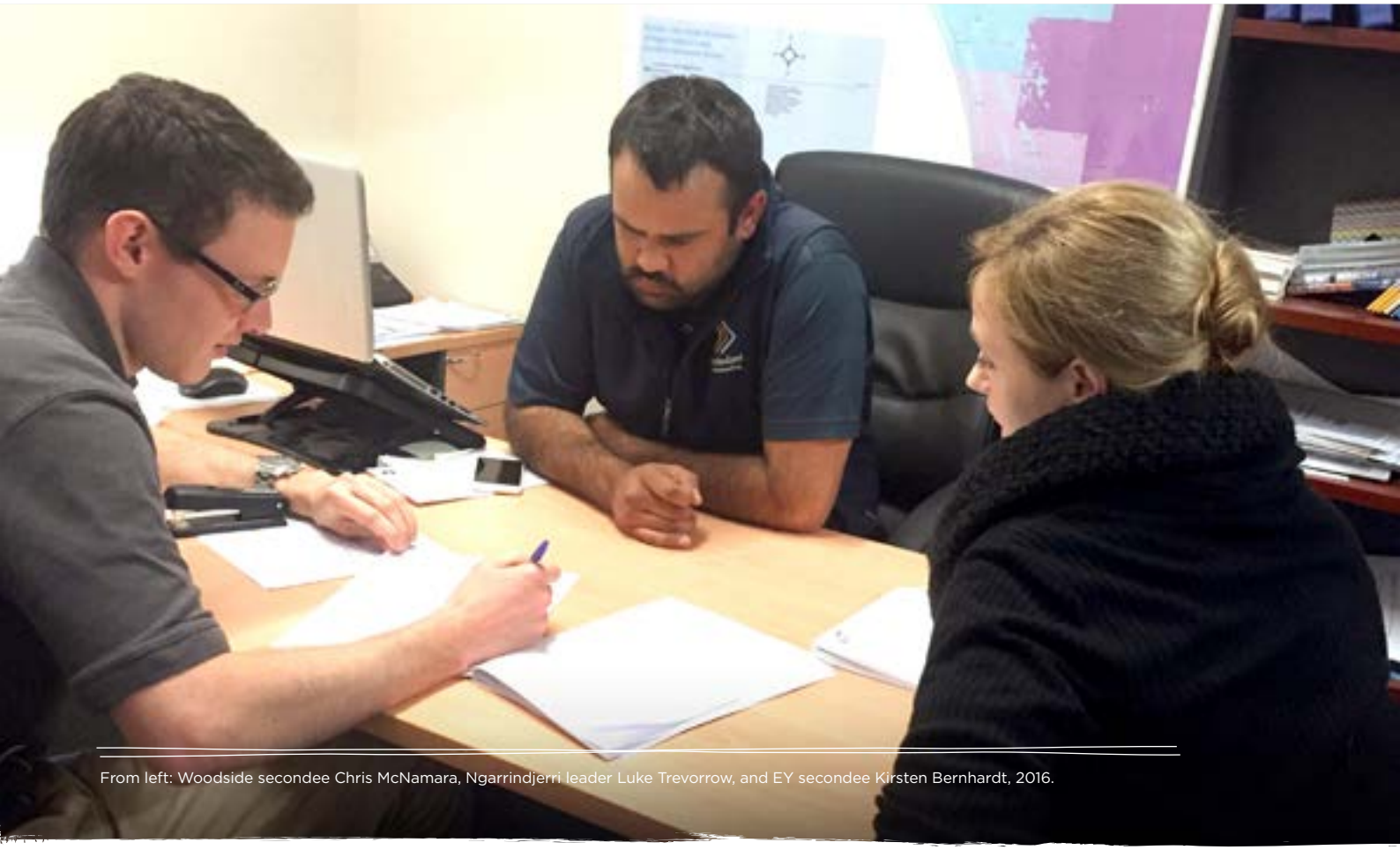
SOURCE: KPMG (2015), *IMPACT EVALUATION OF JAWUN*, EXECUTIVE SUMMARY, P. 3.

Darkinjung Local Aboriginal Land Council

When Gamilaraay man Allan Beale became Health, Safety and Environment Project Officer at Darkinjung Local Aboriginal Land Council, he stepped into a very broad and demanding role. Telstra's Phill Cosmo worked alongside him as a mentor, seasoned manager and team leader, and they tackled the task together. Through coaching on information management, Allan created an improved reporting process that streamlined his work, and Phill's knowledge of organisational compliance helped him develop a much stronger risk management system for Darkinjung.

Allan gained a lot of confidence from the range of new processes and improvements they devised together. When the secondment ended, he said, 'This was a great opportunity for me to learn from someone who has a lot of skills, and use them to help me do better in my job … And that's what I'm trying to do now day to day.'

The two men continued to speak regularly in a way that maintained skills transfer and a firm friendship. A year after the secondment ended, Allan said the secondment 'was the best thing for me. It made me more confident and more in control in this position.'



From left: Woodside secondee Chris McNamara, Ngarrindjerri leader Luke Trevorrow, and EY secondee Kirsten Bernhardt, 2016.

Style

Judgement, relationships, strategic thinking combined with vision, passion and ability to innovate—'style' allows an organisation to deliver on its goals and then go beyond or evolve them.

When KPMG looked at Jawun's role in strengthening organisational capacity, they found that as a result of the partnership with Jawun:

organisations reported an uplift in style

SOURCE: KPMG (2015), *IMPACT EVALUATION OF JAWUN*, EXECUTIVE SUMMARY, P. 3.

Cape York Institute

The Cape York Institute was conceived in 2001 as an entity to develop and promote the transformative Cape York Agenda (see Section 4.1). When Cape York leaders contacted Jawun (then Indigenous Enterprise Partnerships) for support in getting the agenda off the ground, the organisation deployed a Boston Consulting Group (BCG) secondee to Cairns for a year. He worked closely with Noel Pearson, academics and representatives of the Queensland Government, acting as a strategic sounding board to translate the vision of Indigenous leaders into action. The result—a fully costed business case for the new Cape York Institute—was the basis of the initial government funding that set up the institute in 2004.

Jawun and BCG support did not stop there: a stream of secondees supported the establishment and early years of Cape York Institute, continually providing the leadership with input from a business perspective, to ensure robust future success. In a truly enabling role that set a precedent for the Jawun model, these highly skilled secondees built not only the capacity of Cape York Institute leaders and management, but also the courage and confidence they needed to embark on an innovative, game-changing reform agenda. Noel Pearson said, 'BCG helped us clarify what we should focus on—the concept of being in the sweet spot between a research organisation and policy and implementation—they really laid the platform for that.'

By investing in and building capacity in all its forms, as described in this section, Jawun amplifies the impact of its partner organisations to achieve their purpose. The end results—positive outcomes for individuals, families and communities—belong to the Indigenous organisations themselves. Sections 3 to 5 of this report take a closer look at the enterprises, reform initiatives and success stories being driven by Indigenous leaders and communities.

'Through its corporate, government and philanthropic partners, Jawun helps local Aboriginal organisations and leaders drive their agenda for real change. We've seen this put the wind in the sails for a much stronger future in the East Kimberley.'

—IAN TRUST, EXECUTIVE DIRECTOR, WUNAN

Shane Phillips

Shane Phillips, Tribal Warrior Aboriginal Corporation—building a strong community in inner Sydney

Tribal Warrior Aboriginal Corporation is a not-for-profit community organisation based in Sydney's Redfern. It has been a Jawun partner since 2010.

Jawun recognises that capacity building can only ever amplify an organisation's existing efforts, and does little if the organisation itself is fundamentally dysfunctional. For this reason, Jawun has strict criteria to ensure that partner organisations are Indigenous-driven, place-based, and focused on addressing community needs. Tribal Warrior meets all these criteria.

CEO Shane Phillips says Tribal Warrior began 'when a couple of old men from the area picked the people going through real dysfunction and told them, "You have to be the solution, you have to be the ones who show our mob that we can fix it".'

Drug use, family problems, illiteracy, intergenerational poverty and chronic lack of self-esteem—the first cohort's problems were not small. But one by one, they gained a Master 5 certificate in maritime operations and achieved more goals—from learning to read and write to securing jobs and further qualifications. Shane also teamed with Superintendent Luke Freudenstein from Redfern Police Station to initiate a preventative program, Clean Slate Without Prejudice, which offered regular boxing training and mentoring sessions to young people.

Despite a powerful concept and committed staff, in 2010 Tribal Warrior nearly dissolved financially. It could not rely solely on individuals, but needed to build systems and embed skills. Shane remembers how a timely partnership began:

> Jawun made us look at all different dimensions of the business and how it worked. We had a lot of people with good intentions and total commitment to the organisation, but they lacked skills. And Jawun gave us those.

Since 2010, over 40 skilled government and corporate employees have worked at Tribal Warrior through Jawun. They came from some of Australia's best known companies—Qantas, Westpac, Wesfarmers, KPMG, QBE, Allens, Norton Rose Fulbright—and from major government agencies.

They used their skills and experience to support the organisation's evolving model. Enabling rather than directing, they helped design, implement and

improve Tribal Warrior's programs. Applying a 7-S framework (see Section 2.1), all aspects of capacity building were supported by secondees, who:

- helped Tribal Warrior identify a **strategy** for becoming a leading cultural tourism provider in Sydney, including an enterprise and marketing plan based mainly on harbour cruise products, and helped articulate a Redfern Community Plan
- applied experience in organisational management consultancy to review Tribal Warrior's **structure** from a strategic efficiency perspective, looking particularly at governance and partnerships
- reinforced work health and safety, IT, information management and reporting **systems,** and through a successful funding proposal, secured premises for Tribal Warrior's mentoring
- backed Tribal Warrior at a personal or professional level—buying tickets for their families on Tribal Warrior cruises, fundraising when the flagship *Mari Nawi* was destroyed by fire, staying in touch post-secondments—in ways that added to a **shared culture** built on vision, achievements and connections
- applied sense-checking and truth-testing to Tribal Warrior's entrepreneurial **style**, helping new enterprises or initiatives emerge in an informed journey of discovery
- carried out a comprehensive **staffing** review, which defined training needs and identified a gap in marketing, sales and customer service skills for new enterprises
- drew on human resources and training expertise to transfer **skills** to employees, including marketing, sales, customer service, time management, professionalism, project management and web development.

Today, around 3,000 people have gained maritime training through Tribal Warrior. Young Indigenous men who were laughed at on the harbour when they started, but were told by Shane to 'stick it out, and show them how hard you work', are now captaining commercial vessels and managing marinas.

One of these former trainees, Allan de Plater, is now captaining the flagship *Tribal Warrior* and training other young people in maritime certificates:

> I am that person whose life turned around because of Tribal Warrior. Before I did the training I had a cleaning certificate—you don't even need a cleaning certificate! The training meant I could take care of my family, I could make choices, my family could make choices, and I could be part of a community.

Tribal Warrior is well known for the success of Clean Slate Without Prejudice. At dawn three times a week, around 80 young people and police officers spar before having breakfast together. Young participants attend mentoring sessions and Indigenous culture and language classes. Data tracked since the program began showed a 73% drop in juvenile robberies and a 57% drop in assaults on police,[21] which Shane and Luke put down to the simple power of routine and discipline for young people who have known little of either.

The program led to a related initiative, Never Going Back, for Indigenous prisoners near the end of their sentence at Long Bay Correctional Complex. Prisoners are provided with training for employment and housing to ensure a strong support network upon their release. This is vital to prevent re-imprisonment: Australian Bureau of Statistics figures show over three in four Indigenous prisoners have been in jail before.[22]

Sam is one of the cohort from Long Bay committed to Never Going Back. In his 30s and with a series of hard knocks and heroin addiction behind him, he is clear on what Shane's program means to him:

> I never imagined this day. A new start like this. I've still got to walk through it, but Shane's opened the door for me.

In December 2016, Clean Slate Without Prejudice and Never Going Back won gold at the Australian Crime and Violence Prevention Awards,[23] which recognise good practice in the prevention or reduction of violence and other types of crime in Australia.

Tribal Warrior's cultural cruises, run to fund its community programs, are now an institution on Sydney Harbour—despite, as Shane says, having come about 'in one of the weirdest ways':

> We were under the Harbour Bridge in the *Tribal Warrior* boat, which flies an Aboriginal flag, with a bunch of Aboriginal blokes doing some work, when the Captain Cook cruise came past with a group of kids onboard. They all started yelling, 'Quick, look at the Aborigines!'
>
> We cracked up laughing and then we thought, 'Wow, why aren't we telling the stories of this harbour?'
>
> It began from there. We had an idea but none of us had any business acumen, we were just a bunch of wannabes. But we were joined by people who knew what they were doing, and shared really important skills with us. Everything from marketing and sales to our accounts and our governance. Even the language around our business, and how to fit products into the right market segments.

In the wake of the global financial crisis of 2007–2008, Jawun secondees focused on a strategy and business plan targeting the surest markets for Tribal Warrior's product. It worked, and today cultural cruises take 45 group bookings a year, including from Jawun partners such as Westpac, QBE and KPMG.

Shane sees how one success led to another: a stronger organisation enabled an effective training and mentoring program, and supported profitable social enterprises. A solid track record justifies more growth:

Our past gives us credibility. We've been operating with maritime training and cultural cruises for nearly 20 years. When I go in to pitch a new idea, I have tangible assets to show. I can show them our mentoring program, where ex-mentees are now working, including as formal employees on our cruises. These guys are also creating good influence back in the community, setting a benchmark there when they could have been costing the government a lot of money if they'd stayed on drugs. I can show them how the cultural cruises see a growth in revenue and sales every year, and how profits go straight back into the community because it's a 100% social enterprise. It's running by itself so I can focus on new programs. And when I do, and pitch an idea, I know we have all that at our back. That's massively important.

I am that person whose life turned around because of Tribal Warrior. Before I did the training I had a cleaning certificate—you don't even need a cleaning certificate! The training meant I could take care of my family, I could make choices, my family could make choices, and I could be part of a community.

Former trainee Allan de Plater now captains the flagship *Tribal Warrior. Photo: Frederic Courbet*

Continually diversifying, Tribal Warrior is an organisation that makes the most of Jawun secondees to achieve its vision. At a Jawun Inner Sydney induction, Shane explained the value of secondees:

> You guys may not know it yet but you're going to impart your wisdom and skills to an organisation that will use and benefit from them. Sometimes you may feel out of your depth, or think they've not gained much from what you've tried to bring. But trust me, when you finish your secondment and go home, when the dust settles, they'll grab that stuff and start to make it theirs. They may not have all the qualifications you have, but you'll each plant a really important seed. After time, we'll see the fruits of those seeds you planted.

Shane's dedication to the empowerment of Indigenous youth in Redfern reflects the community's belief that this is central to their self-determination and ascendancy. One young person at a time, Tribal Warrior seeks to value children and young people and give them confidence and practical skills for their future. Shane's vision of success includes young people becoming so competent that their skills are highly sought after, and the secondment program turns full circle:

> If we keep working like this, one day we can pay someone from Tribal Warrior to go on secondment, they'll be skilled enough to be a Jawun secondee. We can say to Jawun, 'Look, we've got someone with specialised skills, have you got a brief that fits them?' That to us is our big game.

From left: David Linke (KPMG), Philip Hirschhorn (BCG), Richard Helm (BCG) and Balupalu Yunupingu (Gumatj Corporation Ltd), North East Arnhem Land, 2014. *Photo: Daniel Linnet*

3. Accelerating Indigenous-led enterprise

Nelson Mandela said, 'Money doesn't give you freedom, the freedom to make it does'. And that's what I'm trying to inspire as best I can.

—**WAYNE BERGMANN,** FOUNDING CEO, KRED ENTERPRISE CHARITABLE TRUST

Jawun builds capacity of organisations by providing direct business and strategic advice

Jawun leverages the capabilities of corporate and government partners to directly support Indigenous-led enterprises.

These enterprises create vital economic and employment[24] opportunities, and often deliver a broader set of gains. These span cultural, social and even environmental gains for Indigenous individuals and communities.

Many of Jawun's Indigenous partner organisations are prioritising enterprise, as part of a broader context where the momentum of Indigenous entrepreneurship is growing.[25]

Jawun's role has been described as the provision of 'accelerator and incubator' environments, critical for advancing or proofing ideas, yet often out of reach for Indigenous entrepreneurs.[26] Secondees bring 'fresh eyes', analytical skills and a structured approach to solving complex problems, designing solutions and communicating with multiple stakeholders and audiences.

This injection of professional capacity is particularly powerful given the complexity of the problems Indigenous organisations are grappling with, and the difficulty of attracting and retaining skilled staff in remote locations. It also responds to a recognised 'enterprise gap', which poses a significant hindrance to Indigenous empowerment:

> In order to play fairly and equally in the future of enterprise, Indigenous Australia needs to have the same skills, capabilities, and access to capital as other Australian entrepreneurs. Without this, Indigenous Australians will not be able to access the commercial opportunities presented by new technologies, business models, and a digitally connected world.[27]

The vignettes and case study in this section demonstrate Indigenous-led enterprises driven by Jawun's partner organisations, and supported by Jawun secondees.

Indigenous-led enterprise—Wild Eats

In Lower River Murray, the Ngarrindjeri people have a long and proud history as traditional owners and custodians of land and waters. Their vision is for the Ngarrindjeri people, children and descendants to lead healthy lives on healthy country.

The Ngarrindjeri operate three plant nurseries on country. After receiving government funding to revegetate the region following drought in 2009, they became significant employers of local Indigenous people. The Ngarrindjeri Regional Authority's long-term aim was to commercialise the nurseries and continue to support jobs for their people to preserve their country.

A series of secondees supported three Ngarrindjeri Regional Authority organisations on this project. A senior business analyst at the Royal Automobile Association of South Australia developed a business case for increasing revenue, reducing expenses and improving nursery efficiency. A communications manager at the South Australian Government devised a retail brand for the nursery, 'Wild Eats'. Four further secondees, from Woodside, EY (formerly Ernst & Young) and Bank SA, began implementing the business case. Funding to the value of $540,000 was secured for the existing nursery facilities to enter retail and wholesale markets, and for supporting the ongoing revegetation projects.

A corporate affairs adviser at Woodside developed a native herbs, spices and greens range, with a marketing strategy and new website, www.wildeats.com.au. A project engineer at Woodside helped scope out planning requirements for wild harvesting and intensive farming.

Then, connected to a philanthropic network by a Jawun board member, a business development manager at the South Australian Government helped the nurseries pitch to Australia's largest wildflower exporter. Wild Eats became one of its cut flower suppliers in a six-week trial partnership expected to lead to a formal joint venture with an initial 106 new jobs for Ngarrindjeri people. With skills and assets growing in response to the partnership, the opportunity is expected to increase future engagement in the wildflower market.

Luke Trevorrow, former Chief Operations Officer of Ngarrindjeri Ruwe Contracting, explained the significance of the secondees' work:

> The secondees' efforts will allow us to grow and employ Ngarrindjeri to work on our lands and waters, which our people have done for thousands of years. The funding they helped secure supports us to develop our Wild Eats line of native food and medicinal products, and to keep planting on our country and contributing to the health of our lands and waters.

Kevin Kropinyeri harvesting for Wild Eats, 2017. *Photo: Sally Knight*

Indigenous-led enterprise—Cape York Conservation

Finding Indigenous-led solutions to land and sea management had been a long-running priority in Cape York when the Jawun partnership began. Regional leaders wanted solutions that supported employment, enterprise and access to country. To this end, Cape York Partnerships set a project brief for a cohort of secondees participating in a 12-month leadership program within Westpac's BT Financial Group to bring a viable commercial lens to the region's well-conceived but stalling conservation agenda.

Feral pigs had brought the wetlands to the brink of collapse and were a critical conservation issue for traditional owners. Over a million pigs across 14 million hectares of Cape York had destroyed native plant and animal species and were estimated to have eaten 99% of turtle eggs. From a number of unfeasible solutions, a potential answer emerged.

A scientist devised a method for making fertiliser out of the liquefied carcasses of feral pigs and in 2015 the secondees' 'Feraliser' project was born.

They advanced a business plan and strategy to establish Cape York Conservation (CYC), recognising that a range of products were needed to address feral pig abatement and other conservation challenges. They implemented rigorous due diligence processes, and created a portfolio of investor pitches for Indigenous-led conservation priorities including feral pig control, a junior ranger program and cassowary research. The secondees developed science-based enterprise opportunities such as contracting for data collection and monitoring services, and provision of science support services (e.g. transport, accommodation and mobile research camps). In what CYC's co-founder Mike Winer began to call 'the war room', they unfurled a strategy for an exciting new business model for conservation.

Cape York wetlands. *Photo: Frederic Courbet*

It created real job opportunities out of complex challenges and could be taken seriously by investors.

Today, CYC is an Indigenous organisation attracting government and philanthropic investment to partnerships with traditional owners, and using enterprise and innovation to generate sustainable environmental solutions.

CSIRO money has been secured for pig tracking and research, of which half will go to traditional owners through a science industry development program set to deliver over $500,000 in service and data collection contracts. CYC recently hosted its first philanthropist visit to Cape York, resulting in funding to establish a science laboratory for the Yuku Baja Muliku junior rangers in Cooktown, and a partnership to build two remote accommodation facilities to accommodate tourists, and scientists and rangers doing field work. CYC is researching whether this could support reef restoration initiatives following severe coral bleaching on the northern Great Barrier Reef—potentially creating dozens of jobs as well as reseeding some of the most remote coral reefs in the world.

Larissa Hale, traditional owner and director of the Yuku Baja Muliku Land Trust, is excited by the opportunities:

> We are thrilled to receive support to establish a science centre for our junior rangers, and hope one day some of them will return to their country as lead scientists. Cape York Conservation is about putting traditional owners in the driver's seat of conservation design, and using expert help such as Jawun secondees to drive our initiatives. We want to diversify income for land and sea management, and create real jobs in conservation-based enterprise.

Derek Walker.
Photo: Sara Coen, 40 Stories

Derek Walker, Ngopamuldi Aboriginal Corporation—jobs for a nation

Derek Walker grew up in Raukkan, South Australia, a Ngarrindjeri boy firmly connected to culture. His father took him and his siblings on country 'every chance he could', to hunt, learn and understand *ruwe*, the Ngarrindjeri concept of land and all living things associated with it. Derek left his community to study agriculture, but after graduating was drawn back home.

> **When you're connected to country, it never leaves you.**

In 2004, Derek and his son started Ngopamuldi Aboriginal Corporation, aligned with the Ngarrindjeri Nation (see Section 4.3) and motivated by the need to create economically viable opportunities for Ngarrindjeri people to sustainably manage their own country.

> **There just wasn't a link between land care and people—i.e. jobs.**

Working on Country was Ngopamuldi's first land care program, employing and training rangers to rehabilitate damaged native environments, use traditional cultural land management practices and protect culturally sensitive sites. Of the 15 full-time Working on Country employees, who are Ngarrindjeri men and women of various ages, each has achieved a vocational education and training qualification since their employment began: a diploma or a Certificate III or IV.

Ngopamuldi delivers an Aboriginal Learning on Country program for community members in South Australia to gain TAFE-accredited training in land and conservation management practices. It also runs awareness sessions and paid apprenticeships for school students in Raukkan.

> **Any opportunity to work on country, at home, is significant. From a Ngarrindjeri perspective, being connected to a particular place is incredibly important. We have a word for land, that's *ruwe*; it's everything—trees, plants, animals, and connectedness between us and all the elements. Doing work that rehabilitates and remediates our country is gold for us.**

> **There's a lot of competing noise for young people, so what we want to do is present to them, 'This is who we are, and who you are, and this is the opportunity to be involved in this'. Lots of people who've come and got involved have had a tough start in life, and this has been an opportunity to be consistent, get some work, improve their lot, and catch the vision of what it is to be involved in the work we do—not just land management but care of country, and connection to the cultural value attached to that.**

Ngopamuldi also has around 30 Indigenous employees working as carpenters, electricians, and technicians—including on the National Broadband Network rollout by infrastructure company Fulton Hogan, as part of a Kungun Ngarrindjeri Yunnan ('Listening to Ngarrindjeri People Talking') Agreement negotiated with the Ngarrindjeri Nation.[28]

The rangers and community are proud that the land care work is making a difference—in the first

years of Working on Country, frog, bird and fish species returned to the land and waters.[29] Those involved say it makes them 'who they are', since as with language, regaining country is a means of reinforcing identity. Derek is motivated by changes in young people's perceptions of their future:

> Over time, the imprint of Ngarrindjeri on the landscape has been fading, but we're trying to reinvigorate that. You can tell the difference: we now see people taking much more care of country, hunting, doing things they wouldn't otherwise have done.
>
> We see a change in character. If you put time into it, young people take this up and grow. You get a lot of satisfaction from that, there's no doubt about it. There's some rascals, no doubt about that! But reinvigorating connection to country is good for anybody. When they know who they are, and where they're from, it opens up a whole realm of possibility for who they want to be.

Derek sees Kevin Kropinyeri Junior, a Jawun Emerging Leaders program participant in 2017, reaching for a brighter future:

> Kevin was a city boy doing all the city things. He could have drifted into being a rascal but he came the other way. He came back home and got back involved. Now he manages our nurseries and is growing in confidence and knowledge and understanding. We're keen to marry culture with science and technical know-how, for things like propagation. Kev took the opportunity to learn and develop. He now has a Diploma of Conservation and Land Management, and I suspect he'll go on to study environmental science. He's a good lad.

Kevin himself is excited about his work and what it means:

> This job means a whole lot to me—it gives me direction, and is an opportunity not just for me but for all the other guys on the ground.
>
> The vision of a lot of people has led to this. The support of a lot of people, including the men I work with and leaders and mentors like Derek, has paved the way for this.
>
> When I think about it, it's a big thing I'm doing but it's doing what I know and what I'm passionate about and love. Culture will always be important. We know who we are and where we come from. We speak our language, we have plans as a nation and a building nation. So we put things in place like 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 learned. 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.

Jawun will continue to support Kevin through Emerging Leaders, and Ngopamuldi and the Ngarrindjeri Nation through its secondment program and other opportunities to build capacity and connections. Through this, Derek says, Ngopamuldi hopes to further advance an Indigenous-led empowerment agenda:

> Jawun secondees have enabled real growth—in our staff and for Kevin. We've been very fortunate, it's gold for us. They're also good people. We hope they get something out of it too—like a benefit to them professionally, the chance to understand, the connection—and we understand they do. It gets quite emotional on both sides, there can be a few tears on both sides.

Derek has his eye on the future for successive generations of Ngarrindjeri people. He hopes eventually to retire to an advisory role, to let young people like Kevin grow into leadership positions and set the course for the organisation and the Ngarrindjeri Nation.

Kevin Kropinyeri. *Photo: Sally Knight*

4. Enabling Indigenous-led reform

By giving us their most important and valuable asset—their people—our partners enabled our people and organisations to build our own capacity to pursue the reform agenda we had articulated.

—NOEL PEARSON, JAWUN PATRON AND FOUNDER OF CAPE YORK PARTNERSHIPS

Jawun's capacity building boosts local Indigenous-led reform initiatives that operate beyond any single organisation or community

Indigenous-led development involves complex issues. At a level beyond individual organisations and communities, reform movements are conceived as 'circuit breakers' to tackle difficult, long-running and interrelated social challenges. Driven by local Indigenous leadership invested in the change, and mobilising broad community support, these reform movements offer a sequence of integrated initiatives. With such a foundation, Indigenous-led reforms are more likely to transform dysfunction into development, and to be sustainable, than initiatives delivered 'top–down' by government.

Jawun can play a key role in supporting Indigenous-led reforms, not least given the relative difficulty for Indigenous organisations to attract and retain skilled staff, particularly in remote locations.

Secondees bring analytical skills and a structured approach to solving problems, designing solutions and communicating with multiple stakeholders and audiences. Secondees can also provide timely injections of professional capacity to develop and implement complex reform ideas and strategies.

Key to the success of this approach is that secondees support reform agendas that are Indigenous-led.

This section looks at examples of secondee support for Indigenous-led reforms. It also explores other ways that Jawun has helped initiate reforms through tactical, strategic support and access to networks.

Several experiences of reform are featured in this section:

- holistic and community-wide reform in Cape York
- issue-specific reform in Shepparton
- nation-building reform by the Ngarrindjeri people
- national reform through Empowered Communities.

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

4.1 Holistic, community-wide reform in Cape York

The most established and well-known recent reform in Indigenous Australia is Cape York's welfare reform, a change movement with many parts working together to leverage social transformation.

Cape York leader Noel Pearson's 2000 publication *Our right to take responsibility* was a call to arms to Indigenous and non-Indigenous society.[30] Profound change was necessary to break intergenerational welfare dependency cycles threatening Indigenous Australian society. The Cape York Agenda was born in 2000 as Jawun (then Indigenous Enterprise Partnerships) came into being.

In 2002, Jawun began sending secondees to help the Cape York Agenda promote people's capability to choose 'a life they have reason to value'—in the words of Noel Pearson, acknowledging economist Amartya Sen.[31] From founding corporate partners including Westpac, BCG and KPMG, support grew until well over 100 secondees had lent skills and expertise to the reform efforts. In July 2004, the Cape York Institute (CYI) was established as an organisation dedicated to welfare reform through policy reform and leadership support.

Through secondees, particularly long-term secondees from BCG, Jawun supported the concept, positioning, funding and launch of CYI (see vignette on page 33). KPMG describes how the institute's operating structures, processes and the capacity of its management and leadership, was built and strengthened:

Secondments were structured in the following way: with approximately 70 per cent of time focused on discrete projects, 25 per cent of time dedicated to developing the corporate capability of the organisation; and 5 per cent of the time spent directly transferring skills to CYI employees.[32]

The next stage, from 2005 to 2007, applied more targeted secondee support to specific policies and programs designed to implement reform based on family responsibility:

Jawun secondees helped formalise and present the leadership's reform ideas as implementable policies, and through their commercial and consultative approach gave them greater confidence in the efficacy of the reform process and the likelihood of gaining government support. Whereas Cape York's leaders had been able to lobby government before, with Jawun's support they had the capability to construct clear business cases, with a level of evidence and rigour that has given greater clarity to their arguments and helped strengthen government connections.[33]

The approach exemplifies what Jawun refers to as its enabling role, and what Cape York Indigenous leaders attribute to successfully using external skills to drive a truly local agenda:

> In the beginning, Jawun was a significant lever. It wasn't about money, it was about having the best of the best thinkers working with us to fast track our agenda.
>
> Through that, our reforms have been accelerated, Indigenous employment has increased, local people are running their own agendas—and that is true empowerment.
>
> If we'd been left to do it ourselves we might be five years behind where we are today
>
> **—FIONA JOSE,** EXECUTIVE GENERAL MANAGER FOR CAPE YORK PARTNERSHIPS, AND FORMER CEO OF CAPE YORK INSTITUTE

CYI now has strong internal capability and highly skilled staff of its own. An enduring example of an Indigenous-led approach to complex social change, it has for years influenced government policy through its welfare reform agenda, including a major trial project in four Cape York communities. Different components of individual, family and community development are addressed in Hope Vale, Mossman Gorge, Coen and Aurukun, to transition individuals and families from welfare dependency to responsibility and self-reliance. Fiona Jose, former CEO of CYI, said, 'We knew that without trying to change behaviour and social norms, nothing would change'.

Soon after the formation of CYI, Cape York Indigenous leaders resolved to find a solution to chronically low rates of educational attendance and achievement.

In 2009, Cape York Partnerships published a position paper titled 'The most important reform'.[34] It described a new model for early childhood and primary education focusing on attendance, teaching quality and results.

Jawun secondees helped bring together the elements of education reform. Many were from Westpac, including highly skilled members of a BT Financial Group leadership development program, the David Williams Fellowship. They looked at global best practice and supported the creation of the Cape York Aboriginal Australian Academy that would reform primary education in Cape York

schools through a blend of direct instruction teaching practices to support a child's bicultural identity and ability to function in 'two worlds'. The model was designed to improve the quality of formal education in a way that complemented responsibility-based reforms targeting student and parent behaviours.

The Cape York Aboriginal Australian Academy school model, based on a business case that was drafted with a team of secondees, became government policy in late 2009. With $7.7 million in start-up funding, an education reform package started in the four welfare reform communities. Today, it is implemented by Good to Great Schools Australia, a partnership with Queensland's Department of Education and Training, and has expanded beyond Cape York. Since 2015, 39 schools in remote parts of the Northern Territory, Western Australia and Queensland have delivered direct instruction or explicit instruction, with 20 of these making strong progress—particularly in reading—in the first two years of assessment. The principal of a remote school near Alice Springs said, 'We are having the wonderful dilemma of dealing with kids reading above their age level'.[35] More and more mainstream schools in Queensland and New South Wales are now signing up to join Good to Great Schools Australia's growing network.

Bernadine Denigan, CEO of Good to Great Schools Australia, sees potential for replication in other contexts where chronic marginalisation has created a gap between children's academic (and other wellbeing) indicators, and those of 'mainstream' students:

> Good to Great Schools Australia has developed a niche practice around school reform in remote Aboriginal communities.

While Jawun secondees 'innovated and accelerated the learning of Cape York's education reformers',[36] today the region has its own capability and capacity.

Noel Pearson said Jawun secondees played a vital role in making his and other Indigenous leaders' vision a reality:

> How in hell did a mob of bank employees help us get school reform up and running? It is because we were able to use the bank's expertise in project management, information technology, people management, and so on, to develop and implement our academy model. We had strong ideas about what we wanted, and these bankers helped us put it into action!
>
> Without secondees' support for our programs, education reform on the Cape wouldn't have got up; it's as simple as that.

Other secondees supported reform initiatives around education, financial literacy and leadership development. These included Student Education Trusts and a Family Income Management program (replaced in 2011 by MPower), both of which supported responsibility-based behavioural change by providing supported, structured means for people to manage their money and invest in children's education. Today, almost 1,000 Student Education Trusts have been established by parents wishing to save money for a child's education, and almost 2,000 MPower members are enlisted.

Over the years, several hundred Jawun secondees from almost 30 partner organisations have supported Cape York reform initiatives by bringing otherwise unavailable professional skills in finance and banking, audit, legal, project management, human resources, IT and marketing. They played a crucial role in operationalising these reform products and training Cape York Partnerships staff, balancing capacity building with direct support.

Whole families have now been empowered by aspects of the Cape York Agenda, a critical mass of people rebuilding positive social norms—and a source of pride for Cape York leaders:

> It's fantastic when you see a family interact with different points—whether the leaders program, employment, or one of our education entry points. We now have families where all the children have been touched by this work, which has brought the parents along too.
>
> **—FIONA JOSE,** EXECUTIVE GENERAL MANAGER FOR CAPE YORK PARTNERSHIPS, AND FORMER CEO OF CAPE YORK INSTITUTE

4.2 Issue-specific reform in Shepparton

Further south, a region with visionary leaders was crafting its own reform agenda, with jobs the cornerstone to Indigenous development.

In Goulburn Murray in 2008, Yorta Yorta leader Paul Briggs knew that 'real jobs' were required for Indigenous people to take their rightful place in the regional economy and society. A community survey carried out by the Kaiela Institute confirmed that the community agreed. Statistics showed an 80% rate of Indigenous unemployment, despite the availability of local jobs and the presence of 30 Indigenous employment organisations in Shepparton.

Paul Briggs engaged Jawun to explore its potential role as a cross-sector 'broker' to leverage its connections and trust with both corporate and Indigenous organisations. It secured $230,000 in government funding and contracted former BCG secondee Alan Tudge, now a member of the House of Representatives and a longstanding champion of Jawun, to design an employment broker pilot specifically for Shepparton.

Implemented by a series of long-term, highly qualified secondees, including several from KPMG, the broker worked with employers such as Wesfarmers, Australia Post, ANZ and the Australian Taxation Office. Wesfarmers, the largest private employer in the country, brought a level of commitment and support that was instrumental to the pilot's success. The broker brought together key local Indigenous organisations focused on work readiness, training and retention: the Kaiela Institute, Ganbina, the Academy of Sport, Health and Education, and Rumbalara Football Netball Club.

From mid-2010 to the end of 2011, 53 Indigenous job placements were made in Goulburn Murray through the pilot employment broker, with an 86% retention rate (six times the national average). The first cohort placed 44 Indigenous people in Wesfarmers retailers such as Kmart, sparking new confidence in young people and their employment prospects. Former Academy of Sport, Health and Education manager Phil Guthrie said:

> The pilot changed the culture, making it normal for young Aboriginal kids to have a job not in a Koori organisation or youth work.

In March 2013, the employment broker became the Shepparton Employment Partnership, a community-owned venture supported by funding from Wesfarmers and the Victorian Government. Woolworths came on board and Jawun secondees supported it throughout. Over the next three years, a target of 100 new Indigenous job placements was achieved.

Today, Indigenous job creation in the region is aligned with the Empowered Communities reform agenda and its prioritisation of economic development in Goulburn Murray. The new generation employment initiative is facilitated by Empowered Communities backbone organisation the Kaiela Institute and implemented by Rumbalara Football Netball Club. Lessons from employment initiatives since 2010 are being drawn on and shared.

Under Empowered Communities, funding has been achieved for 75 new Indigenous job placements in Shepparton by the end of 2018. Additionally, a target has been set for 40 local employers to have an Indigenous employment level of at least 2% in their workforce. Seven local employers signed this employment accord in late 2016, with others set to follow.

Paul Briggs is proud of the momentum achieved:

> We've worked hard for over a decade to build the trust and relationships to be able to place young Aboriginal people in jobs in local businesses, knowing this is what's needed for them to build a life based on pride and choice. It's what is needed to break cycles of unemployment and welfare dependency.
>
> It's taken a while to get others to see the value. We've had to deal with the social stereotypes and fears people have. Initially, businesses were nervous to align themselves with the Aboriginal community—I'd say it's taken 15 years to get the level of engagement we have today.
>
> Jawun has been a critical facilitator for the Indigenous-led Goulburn Murray agenda – engaging corporate relationships and Indigenous leadership. The Jawun presence offers security and a sense of trust for political leadership and corporate partners.
>
> Corporate secondees bring a high-level skill set and workplace culture, and are committed to transferring skills. This has intersected with government and community resources to bring greater success to the Goulburn Murray. For us the Jawun partnership is a critical ingredient in delivering outcomes, and shifting embedded practices and behaviours.
>
> Now, with local businesses getting onside, young Indigenous jobseekers are joining the workforce in mainstream organisations. We're seeing a change now. We've successfully placed hundreds of young people into jobs locally.

4.3 Nation-building reform by the Ngarrindjeri people

In contemporary Indigenous societies, nation building is a means of securing a self-determined development agenda. It involves reforming and realigning institutions, governance and decision-making to reflect an Indigenous nation's agreed objectives—rather than those of individual organisations or external decision-makers. Increasingly, the power of this approach is backed by research. Through the Indigenous Nation Building collaboration, a team of researchers from seven Australian universities found that Aboriginal and Torres Strait Islander nations are better able to achieve their goals when they are in control of decision-making concerning the pathway and progress toward those goals.[37]

The Ngarrindjeri Nation is comprised of people from a single language group whose traditional areas span the lower Murray River, western Fleurieu Peninsula, and the Coorong of South Australia.

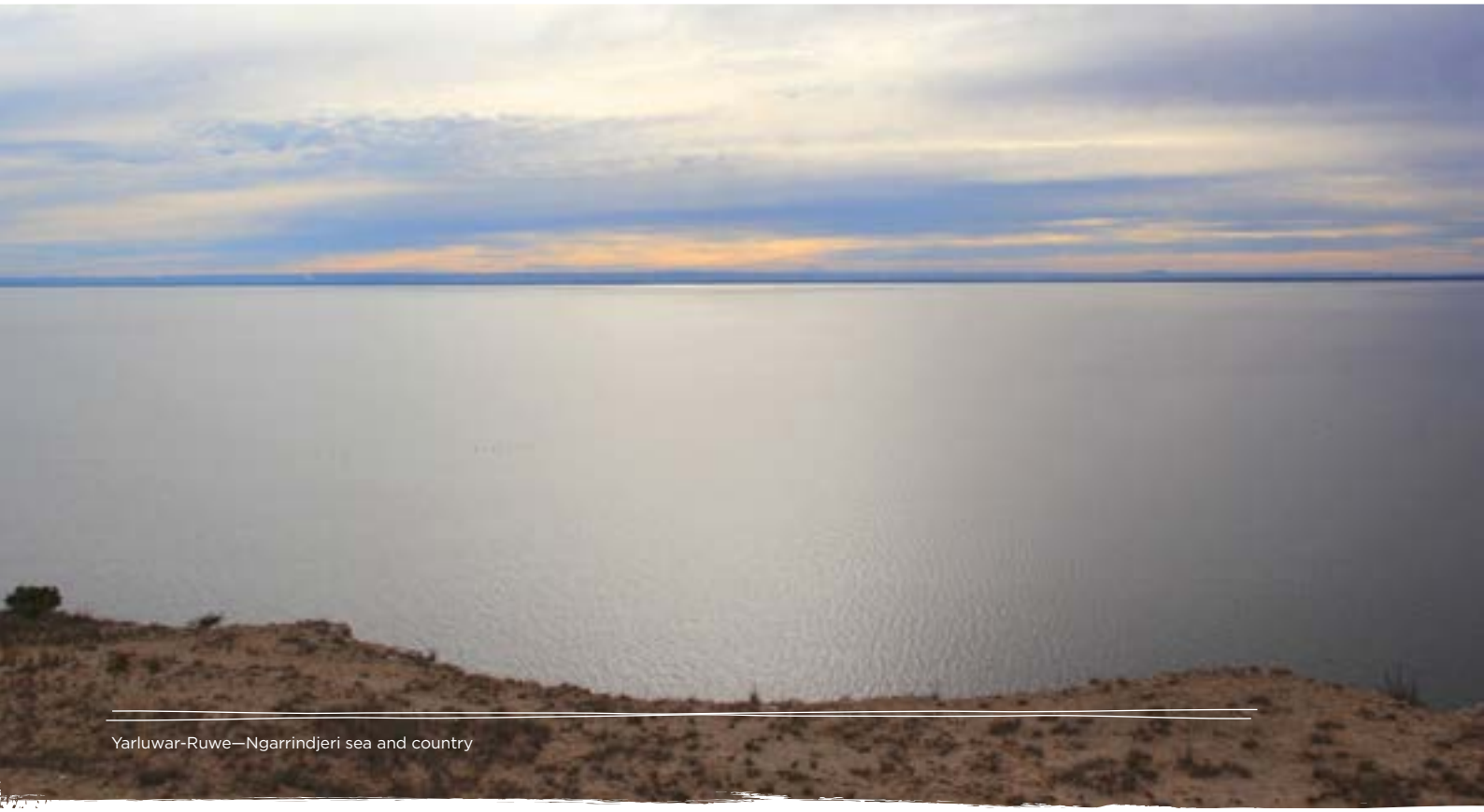
Organising as a nation reflected the Ngarrindjeri desire to build a future centred on self-determination and caring for country. Previously, there had been little incentive for collaboration and many organisations had begun competing with each other for the resources available to serve community.

The Ngarrindjeri's resolve to organise as a nation was prompted by the 1990s Kumarangk (Hindmarsh Island) Bridge crisis, a bitterly fought legal battle in which accusations (later revoked) of fraudulent claims about sacred women's sites caused deep divisions. They united to develop a community-owned strategy for the sustainable future of the people, culture and country of the Ngarrindjeri Nation.

The Ngarrindjeri Regional Authority was set up in 2007 as the peak body for the Ngarrindjeri Nation. It would oversee the development and implementation of the nation's strategic vision: the Ngarrindjeri Nation Yarluwar-Ruwe ('Sea and Country') Plan.[38]

Since Jawun began operating in Lower River Murray, Lakes and Coorong in 2015, 50 skilled professionals have helped the Ngarrindjeri Regional Authority turn its strategic vision into practice. Coming from a range of backgrounds, including national and state government, banking, consulting, IT, insurance and infrastructure, they worked on briefs explicitly aligned to the Ngarrindjeri Nation's nine-part strategic vision.

Secondees supported the Ngarrindjeri Nation's 'secure future' priority by strengthening Indigenous-owned businesses as the foundation of a sustainable Ngarrindjeri regional economy. This will bring social and economic benefits in the short term, and in the long term will reduce reliance on government funding to support a sovereign nation.



Yarluwar-Ruwe—Ngarrindjeri sea and country

Secondees provided strategic and practical support—such as enabling a shared services model (see Ngarrindjeri vignette on page 29), helping new businesses get started (see Wild Eats vignette on page 41), and finding viable opportunities for Ngarrindjeri to work on country (see Ngopamuldi case study on page 44).

When Ngarrindjeri Regional Authority businesses felt they were being overlooked in public procurement processes, Jawun secondees from the Australian Government, EY and Woodside were deployed to the Ngarrindjeri Regional Authority and its subsidiary, Ngarrindjeri Ruwe Contracting (NRC), to reshape tender clauses for government contracts. They registered NRC with the South Australian Government's Aboriginal business portal, sought local council 'prequalification', supported proposals, and developed strong internal tender processes and probity policy to shore up NRC's new business partnerships.

For the first time in South Australia, tenderers are now engaging directly with an Indigenous nation and Ngarrindjeri businesses operate on a more level playing field.

This change enabled NRC to reduce reliance on government funding by 30% and opened a range of new partnerships and job opportunities. Luke Trevorrow, Ngarrindjeri leader, said:

> Their collective efforts have supported us to grow, and to employ Ngarrindjeri to work on our lands and waters—which our people have done for thousands of years.

Materially and symbolically, secondees continue to support Ngarrindjeri people to organise effectively as a nation, enabling governance, development and partnership with outsiders based on mutual respect. This powerful reform is a stark departure from the past and an optimistic step into the future, which other Indigenous regions are looking to as an example.

The nation-building agenda has reshaped how Ngarrindjeri people engage with opportunities, outsiders and government. After suffering unfounded attacks on our credibility and legitimacy, it's an application of true cultural authority that demonstrates our resilience and collective strength.

—LUKE TREVORROW, NGARRINDJERI LEADER

4.4 National reform through Empowered Communities

In 2015, 25 Indigenous leaders from eight regions supported by Jawun gathered on the Central Coast of New South Wales and joined forces to lead transformational change. Their motivation was borne of common themes: feelings of powerlessness, and blindness in decisions and funding investments concerning their own communities. These barriers were crippling development and service provision in Indigenous communities. Sean Gordon, CEO of Darkinjung Local Aboriginal Land Council, said:[39]

> From this blindness flows so many of our roadblocks: doubling up on some types of services; yawning gaps in other much-needed services; turf wars; money and resources frittered away for no gain; efforts that are making a difference easily abandoned; efforts that are not effective remaining.

Committing to responsibility-based reform and greater collaboration within and across regions, and facilitated by Jawun, they pooled many years' thinking to develop their ideas. Their principles for reform were key social norms: children in school, adults in work, safe care of children and the vulnerable, freedom from domestic violence and crime, and family responsibility for public housing tenancies.

Empowered Communities received bipartisan support from the Liberal and Labor parties. In 2015, a report detailing how the transformation could be delivered was put to government. It was testament to unprecedented collaboration and common purpose among Indigenous leaders across Australia. Noel Pearson said:

> It's never happened before in Indigenous affairs. We have only ever got together for political reasons, and then everybody goes to the four winds and does their own thing. So that's what significant about this collaboration across the eight regions: it is the first time that collaboration is for reason other than simply some political crisis or agenda.

Celebrating the publication of the report *Empowered Communities*, 2015. From left to right:: Shane Phillips (Tribal Warrior), Joshua Toomey (formerly of Darkinjung), Liza Carroll (formerly of PM&C), Marcia Langton (University of Melbourne), Michael Rose (formerly of Allens), Noel Pearson (Cape York Partnership), Brian Hartzer (Westpac), Sean Gordon (Darkinjung), Paul Briggs (Kaiela Institute), Chris Ingrey (Inner Sydney Empowered Communities). *Photo: Daniel Linnet*

Fiona Jose, Empowered Communities leader in Cape York (and executive general manager of Cape York Partnerships), says the power of the movement is the collaboration it supports:

> We have to be collaborative leaders, to work on the ground with people and provide them with the tools they need to unlock challenges. This is why the Empowered Communities movement is so powerful.

Jawun deployed secondees to establish an implementing structure for this ambitious reform. Many worked at 'backbone' organisations set up in seven regions to coordinate regional Empowered Communities agendas. So far, over 50 Indigenous organisations have opted in to Empowered Communities.

KPMG described Jawun's 'behind the scenes' support as multidimensional: facilitating collaboration between and within each region's leadership, supporting implementation of governance and service integration arrangements in regions; facilitating Indigenous leaders' engagement with government; educating decision-makers in government; and bringing influencers together:

A majority of interviewees acknowledged that Empowered Communities—as a national network and coalition of diverse Indigenous regions—would not have come together in the form it did without Jawun's support, specifically its ability to leverage trusted relationships across sectors and its strength of presence in the eight regions.[40]

Government engagement has been strong and constructive. A national Empowered Communities leaders group has met periodically with government ministers, including the prime minister, to progress this critical reform.

In his Closing the Gap Report Statement to Parliament in February 2017, the Prime Minister, the Hon Malcolm Turnbull MP, referenced Empowered Communities as 'generating strong Indigenous governance, and empowering Indigenous people to partner with government and companies'.[41] In his introduction to the 2017 Closing the Gap report, Mr Turnbull pledged to 'continue to build the capacity and capability of communities and government to truly engage with each other and to jointly make informed decisions'.[42] Since then, the Minister for Indigenous Affairs, Senator the Hon Nigel Scullion, has progressed discussions with the Empowered Communities leaders group and each region is building an evidence base on which to make decisions and measure progress. This commitment to communicating impact is a way of proofing Indigenous-led development agendas, which have historically struggled to sustain credibility and been easily dismissed.

Almost 200 Jawun secondees have supported Empowered Communities to date—equivalent to one full-time skilled professional deployed for thirty years.[43]

Today, nine regions are progressing Empowered Communities reform agendas based on Indigenous-led development priorities. The following vignettes highlight the progress of East Kimberley, West Kimberley and Inner Sydney.

Empowered Communities in the East Kimberley

In the East Kimberley, strong Indigenous leadership and existing welfare reform initiatives—notably transitional housing and the cashless debit card—were the backdrop to Empowered Communities. Coordinated by backbone organisation Binarri-Binyja Yarrawoo Aboriginal Corporation, the region's 12 opt-in organisations that have worked with communities to agree on employment and education as first priorities.

In line with first priorities, low rates of employment and job readiness are being tackled through a '100 Jobs' project in Kununurra and Wyndham. An Empowered Communities and Western Australian Government partnership for coordination of a $200m North West Aboriginal Housing fund will provide access to housing, accompanied by 'wraparound' services that support health, education, employment and ultimately a pathway off welfare.

Binarri-Binyja Yarrawoo Aboriginal Corporation is synthesising regional priorities around housing, employment, education and community safety in a development agenda for the East Kimberley. Based on strong evidence, this will be used to support decision-making with government on funding and programming.

Empowered Communities leader (and CEO of Kununurra Waringarri Aboriginal Corporation) Desmond Hill is excited by the collaboration achieved:

> It's been the best collaboration we've had here to date, and we want to use the success of that to encourage de-siloing in government too. If we can do it, anyone can do it.

Over 30 Jawun secondees have supported Empowered Communities in East Kimberley.[44]

Cedric Cox, East Kimberley Job Pathways. *Photo: Frederic Courbet*

Empowered Communities in the West Kimberley

The West Kimberley's Indigenous leaders, known for their ability to harness opportunities and enterprise to tackle social challenges, set up Empowered Communities backbone organisation Aarnja to facilitate a reform agenda. 'Community first' priorities of children and young people were agreed, and 12 organisations have opted in.

A Kimberley Aboriginal Young Leaders program was created in 2016, supported by a series of Jawun secondees, to provide peer-to-peer life skills and other support to enable young people to make positive choices. To date, 17 participants have developed their leadership capabilities and confidence through the program.

In late 2016, Children in Care and Aarnja collaborations began with the Western Australian Government. This included a Kimberley Aboriginal Children in Care Committee, which has developed innovative policy proposals to address drastic over-representation of Kimberley Aboriginal children in state care (99% of children in Western Australian state care in the West Kimberley are Indigenous, which is 54% of the child population).[45] A Kimberley Aboriginal Youth Suicide Prevention Forum in May 2017 was attended by local leaders (including past and present participants of Jawun's Emerging Leaders). Both the children in care committee and the suicide prevention forum showcased the improved collaboration across local organisations and with government, heralded as a success of the strengthening Empowered Communities agenda in West Kimberley.

Then, in mid-2017, a Dampier Peninsula Road Working Group was created to focus on how the $65 million road upgrade project would protect culture, lifestyle and country, and bring economic opportunities to improve the quality of life of Indigenous communities connected by the road to Broome. An extension of reform thinking in the region, this community–government collaboration benefits from the convening role of Empowered Communities and is a vehicle for its priority to foster generational change.

The vital importance of the West Kimberley's focus on children and young people is explained by June Oscar AO, former CEO of Jawun partner organisation Marninwarntikura Fitzroy Women's Resource Centre, and now Aboriginal and Torres Strait Islander Social Justice Commissioner:

> Our children are our future, our community has always known this and our ancestors have always known this. We have to surround our children with the world they want to live in and deserve to live in. That is their fundamental human right.
>
> These organisations and businesses we establish must have children front and centre in all our policy and business decisions. We should hold ourselves accountable to our decisions being the best for our children.

Over 30 Jawun secondees have supported Empowered Communities in West Kimberley.[46]

From left: Woodside secondee Shanine Ryan with Aarnja staff Divina D'Anna and Jeri Sein, 2017. *Photo: Aarnja Ltd*

Inner Sydney Empowered Communities co-chairs Shane Phillips (left) and Chris Ingrey

Empowered Communities in Inner Sydney

Inner Sydney is a region where two Indigenous communities, Redfern and La Perouse, have nurtured strong collaboration through the Jawun partnership since 2012. With Empowered Communities, this has developed further.

By 2015, first priorities around aged care and early childhood were agreed, and the following year, Inner Sydney Empowered Communities was established as the backbone organisation to deliver reform programming. Funding was secured for a feasibility study for the first Aboriginal-controlled aged care centre in the Sydney Basin; family mentoring and early childhood education and school readiness initiatives were established; and a Keeping Them Home regional strategy was developed to strengthen support for parents and the restoration of children to families. To date, eight community organisations have opted in.

In a breakthrough in April 2017, Empowered Communities leaders presented a development agenda ('pathway of empowerment') to government. This was the next step after the early wins of first priority programming brought community and government together. It provides a new set of guidelines for government, government-funded and corporate agencies to do business with the region in a departure from the 'deficit approach' of Closing the Gap.

To operationalise the Pathway of Empowerment, a joint decision-making mechanism is being applied by Inner Sydney Empowered Communities and government. A radical innovation, this formally enlists community assessment and Inner Sydney Empowered Communities' board approval in decisions around organisations and contracts in Indigenous communities, to ensure that investments align with the region's Indigenous-led development agenda.

Inner Sydney Empowered Communities co-chair and community leader from La Perouse, Chris Ingrey, says he and other parents in his community apply the principles of the model to their own families, in particular creating intergenerational wealth through reinvestment of human capital and opportunity:

> I think of this Pathway of Empowerment model as I raise my children.

Shane Phillips, Inner Sydney Empowered Communities co-chair and Chris's counterpart in Redfern, agrees that the vision and collaboration being fostered by Empowered Communities is transformative, and reaches into the next generation:

> I have seen the Redfern Aboriginal community make so much progress through Inner Sydney Empowered Communities, by working together with La Perouse and getting the right things happening in our communities. Together we can build safe, strong, grassroots communities capable of growing and supporting aspirations, providing opportunities, and creating success for our future generations.

Around 30 Jawun secondees have supported Inner Sydney Empowered Communities.[47]

NPY Women's Council CEO Andrea Mason (left) with Jawun CEO Karyn Baylis

5. Supporting collaboration

The network is the most powerful thing about Jawun. The individual Indigenous leaders that are part of the Jawun story, and people involved in the Jawun story at all layers, have seen their networks expand. The people they know, the companies they know, the people they can telephone, the people they bump into, the people that ask them to join things, and so on, that's the biggest single impact.

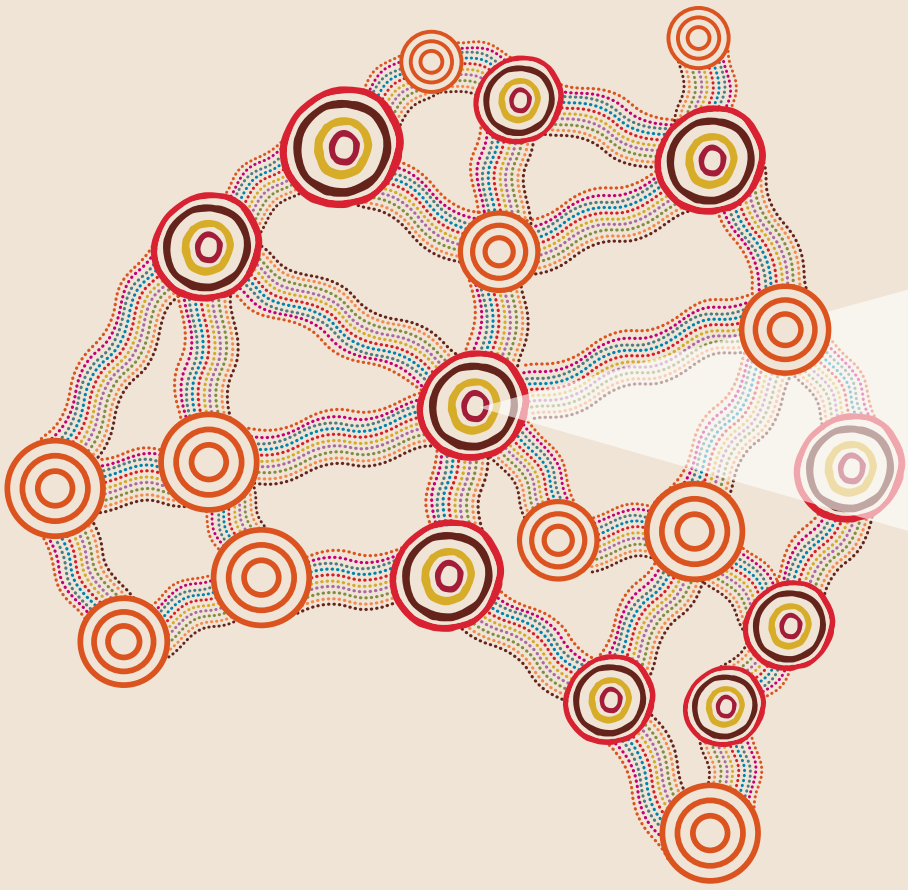
—**NOEL PEARSON**, JAWUN PATRON AND FOUNDER OF CAPE YORK PARTNERSHIPS

Working across local organisations and in place, Jawun fosters greater collaboration within regions, across regions, and across sectors—which plays a critical role in Indigenous empowerment.

Key to Jawun's empowerment model is the facilitation of connections, leading to collaboration. This may be between Indigenous leaders and regions, or between Indigenous stakeholders and their government, corporate or philanthropic counterparts.

Collaboration is a source of social capital[48] and, according to Empowered Communities leaders, the 'collective agency' critical for true Indigenous empowerment.[49] For them and Indigenous leaders and organisations partnering with Jawun,

FIGURE 8: JAWUN—EMPOWERING COMMUNITIES THROUGH CONNECTIONS



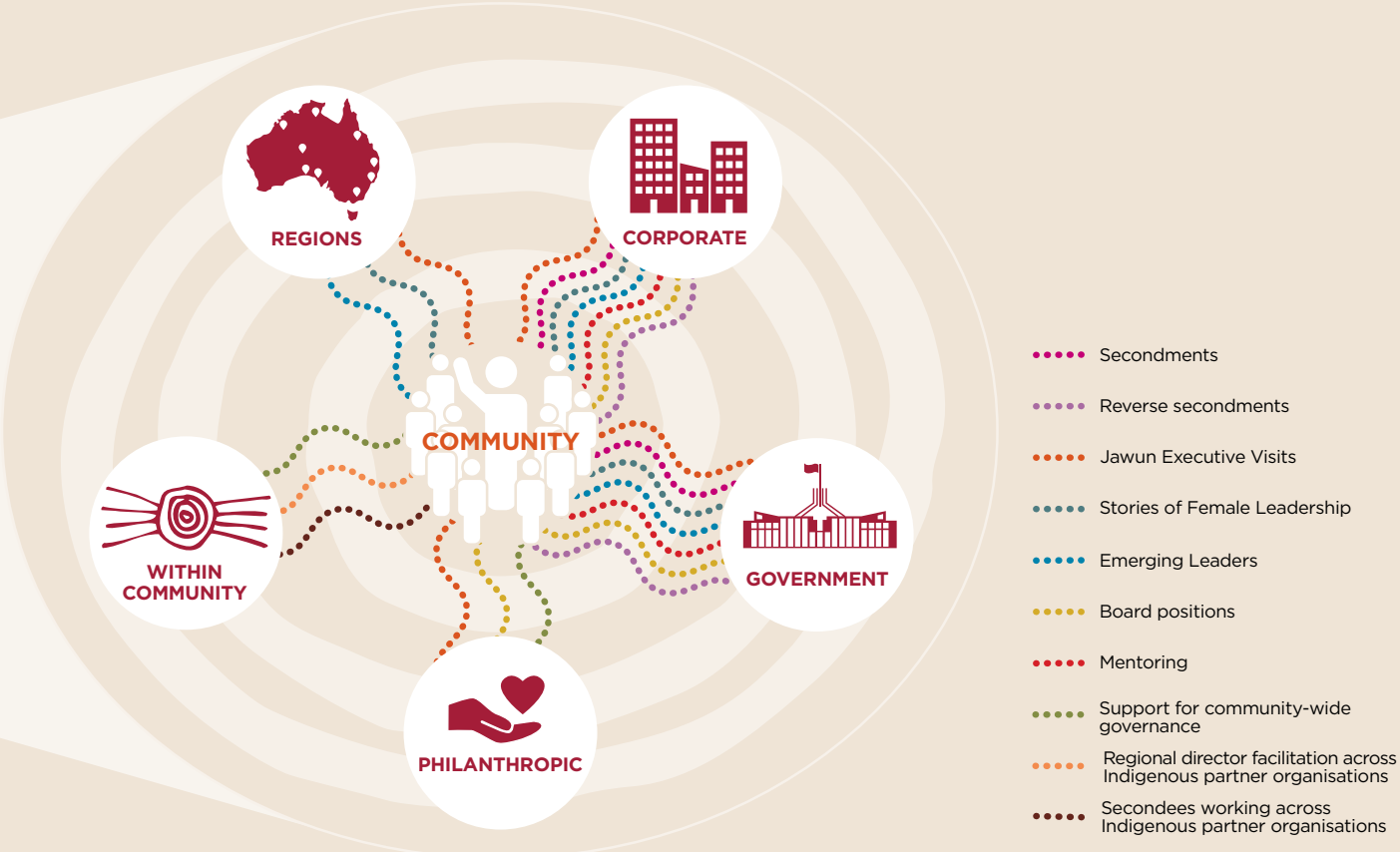
collaboration is a means of turning ideas into action, expanding the impact or scale of initiatives, and driving a vision for change.

Increasingly, as Jawun's Indigenous partners seek change at a level higher than their individual organisations, collaboration is critical. As Sean Gordon, CEO of Darkinjung Land Council explains:

> Collaboration is about strength in numbers. It's about being able to go to councils and business associations and asking for an Indigenous jobs target, or doing a large regional employment strategy, or changing the landscape by putting pressure on programs not delivering outcomes.
>
> Collaboration allows the community to be empowered and take control—to come together to first set their own priorities and then work on making those real.

This section looks at three dimensions of collaboration which Jawun supports:

- **collaboration within regions**, i.e. between distinct organisations and individuals or leaders
- **collaborations across regions**, i.e. between one broader regional group of communities and another
- **collaboration across sectors**, i.e. between Indigenous and corporate or government or philanthropic Australia.



5.1 Collaboration within regions

> Jawun became a reason for people to get together and collaborate, to talk about capability and capacity and to share their organisations' ideas.
>
> **—SEAN GORDON,** CEO, DARKINJUNG LOCAL ABORIGINAL LAND COUNCIL

An existing level of collaboration is a key entry criterion for Jawun in a region, but also something a Jawun partnership seeks to strengthen. Many regions that Jawun supports describe how collaboration existed but in a limited sense—on an 'as-needed basis' as one partner put it, or just for NAIDOC week and similar events. Often this is because organisations are simply 'too busy doing', and the Jawun model aims to unlock the untapped potential of collaboration.

Once Jawun has formally partnered with a region, an advisory group of Indigenous leaders is established. They help shape and steer a collaborative Indigenous-led development agenda across organisations.

Living and working 'in place', a Jawun regional director supports the group and organisations individually. This may be across vast distances: in NPY Lands for example, Mark Jackman, general manager of the Regional Anangu Services Aboriginal Corporation, says the Jawun regional director role is crucial:

> Our region is spread across three states covering 350,000 square kilometres of the most remote parts of Australia. Our Regional Director Fran Whitty is forced to operate within and navigate this. She understands the Aboriginal organisations in our region—our diversity, our goals and our challenges. Without her support, the Jawun program wouldn't be the success it is, and wouldn't be a true partnership.

A Jawun regional director helps connect organisations together and into wider networks. Belinda Russon, CEO of Tranby National Indigenous Adult Education and Training in Inner Sydney explains:

> What the Jawun regional director did brilliantly was community networking—he knows everyone, and everyone knows him, and we were able to draw on that to bring Tranby actively into the reform conversation.

5.2 Collaboration across regions

> Individual organisations aren't going to make the necessary impact; it is going to take a united approach. It is going to take all those communities coming together strategically. Coming together and supporting a shared vision of what we want to achieve.
>
> **—SEAN GORDON,** CEO, DARKINJUNG LOCAL ABORIGINAL LAND COUNCIL

Collaboration between Indigenous leaders from different regions can be a vital source of inspiration, support and connections. It is also central to ideas of Indigenous empowerment that depart from a historical context where dysfunction thrived on division and disunity.

Jawun facilitates executive visits as a chance for Indigenous leaders to develop their networks or business opportunities through exposure to senior corporate, government and philanthropic executives, around 650 of whom have been on 53 visits to date. Each visit sees a group of executives travel for several days across a region supported by Jawun, to meet Indigenous leaders and see first-hand the reform agendas, initiatives and enterprises they are driving.

For Indigenous leaders, Jawun Executive Visits are an important opportunity to gain first-hand exposure to leaders and initiatives in other regions. To date, 35 Indigenous leaders have taken part in executive visits to nine regions supported by Jawun. They typically speak of the new ideas, new connections, and welcome sense of solidarity created by executive visits.

Collaboration across regions—Paul Briggs and Ian Trust

Paul Briggs, Yorta Yorta leader from Goulburn Murray, explains something many other Indigenous leaders speak of: in a job you can't turn off or turn away from, the solidarity and support from other leaders is vital. Paul met East Kimberley leader Ian Trust on a Jawun Executive Visit, and Ian in turn visited Goulburn Murray:

> At the leadership coalface it's constant—it's not so much a job as much as a role we always play. Community looks to you and engages with you all the time professionally, socially and emotionally. When I went on an executive visit to the East Kimberley, I saw the same happening with Ian Trust. I could identify with it and we discussed it. It was like a debrief for me.
>
> Ian then came down here for our executive visit and he and I talked a lot again. We shared about responsibility, deep, deep responsibility. Responsibility for the future, where you get measured on whether you can make things better for your people. And we also have a responsibility to our ancestors, people like Uncle Doug Nichols and William Cooper. You're standing on the platform that they built, and there's a pressure to use it wisely and be honest and honourable to our ancestors, and our community, and our kids' futures. We share all this.
>
> Ian came for the [Dungala Kaiela] Oration[50] last year too, and now wants to bring his wife and come and spend a week or so with me, just to socialise and understand Yorta Yorta people and this country, get a break from his pressure he has up there in Kununurra.
>
> **—PAUL BRIGGS** OAM, EXECUTIVE CHAIR, KAIELA INSTITUTE

> It's easy to become quite insular in your thinking when it comes to trying to resolve the myriad of issues you are faced with in your region. I visited Shepparton at the invitation of Paul Briggs and Jawun earlier this year, and—apart from going to a region I had never been to before—was exposed to a number of projects all trying to resolve the same issues we are grappling with in the East Kimberley.
>
> Paul is a respected leader in his region and like me we don't set out to establish ourselves up as leaders, rather we just want to make a difference.
>
> The strategies being pursued in Shepparton are all trying to empower Aboriginal people to achieve a better life, and the good thing about visiting another region is that it enables you to get another perspective on issues you may be addressing in your region. This different perspective is important not just from a project level but also from a government policy and industry engagement level—there are many examples of best practice out there which we need to be aware of.
>
> **—IAN TRUST,** EXECUTIVE DIRECTOR, WUNAN

Ian Trust (left) and Paul Briggs, 2014. *Photo: David Rennie*

A South Australia Leaders Forum facilitated by Jawun was a forum for collaboration between Indigenous leaders, a chance to review how to get the most out of a Jawun partnership (including its Emerging Leaders and reverse secondment programs) and Empowered Communities. Over two days, 12 Indigenous leaders, hosted by the Ngarrindjeri Nation and its leaders, held rich discussions and shared experiences and insights.

Sean Gordon, CEO of Darkinjung Local Aboriginal Land Council, recalls what he learned about successful collaboration from the Ngarrindjeri's nation-building agenda, which has used Jawun secondees very strategically:

> I was inspired by how quickly and how effectively the Ngarrindjeri mob has embraced the Jawun program, and the immediate impact the program has had on their organisations, programs and services.
>
> My highlight was re-engaging with the Empowered Communities leaders and continuing our discussions over the two days on the next phase of work needing to be undertaken, and again reflecting on how far we've all come together. Individually we each do great things, but together, collectively, we are changing the status quo of our people's disempowerment!

Clyde Rigney Junior, CEO of Ngarrindjeri Regional Authority, says it was a further step for a nation's journey to use connectivity to support community empowerment:

> The opportunity to have such an inspiring, passionate and experienced group of leaders come and connect with Ngarrindjeri was an honour. For Ngarrindjeri, connectivity is life, and for us to create these connections to help us on our journey of supporting community to lead healthier, more empowered lives is a very exciting step forward.

Since its inception, Empowered Communities has created a network of Indigenous leaders who collaborate with and learn from each other, and also offer each other support.

Fiona Jose, a Cape York Indigenous leader, said:

> The collaboration of Empowered Communities elders around the nation has given me, on those toughest days, the assurance that's it not just me: this is tough, this is hard work, but I have like-minded people to draw on and keep going.

Jawun burnie beans. *Photo: Frederic Courbet*

Jawun founder and patron Noel Pearson with CEO Karyn Baylis. *Photo: Frederic Courbet*

5.3 Collaboration across sectors

> People take networks for granted in the business world and the government world. But the networks created by Jawun for Indigenous leaders and communities are now three-way—across business, government, and Indigenous worlds.
>
> **—NOEL PEARSON,** JAWUN PATRON AND FOUNDER OF CAPE YORK PARTNERSHIPS

Jawun Executive Visits are an opportunity for Indigenous leaders and organisations to develop their networks or business opportunities. Exposed to senior-level representatives of corporate, government and philanthropic organisations who visit a region, they spark relationships that can have significant positive impact on the region. This ranges from increased commitment to Jawun secondments, to formal partnerships with Indigenous organisations (see Darkinjung case study on page 66).

Another type of cross-sector collaboration occurs when Indigenous people take roles on corporate boards, or vice versa.

As a result of relationships formed through Jawun Executive Visits or secondments, a number of Indigenous leaders have taken up roles on corporate boards. Some of these include Sean Gordon, CEO of Darkinjung Local Aboriginal Land Council (Central Coast) and member of Commonwealth Bank's Indigenous Advisory Committee; Andrea Mason, CEO of NPY Women's Council (Central Australia) and member of the EY Indigenous Advisory Board; and Shane Phillips, CEO of Tribal Warrior Aboriginal Corporation (Redfern) and member of Westpac's Indigenous Advisory Committee.

Concurrently, corporate representatives have taken up formal board roles at Indigenous organisations whose leaders, programs and initiatives they connected with through Jawun Executive Visits or secondments. Some of these include Ross Love and Trish Clancy, Senior Partner and Partner respectively at BCG, both board members at Wunan (East Kimberley); Liz O'Leary, Senior Manging Director of Macquarie Group, and Michael Andrew, former Chairman and CEO of KPMG, board co-chair and director respectively at Good to Great Schools Australia (Cape York); and Ann Sherry, Executive Chairman of Carnival Australia, Gabrielle Trainor, consultant and AFL Commissioner, and Jon Nicholson, Chair of the Westpac Foundation, all non-executive board directors at Cape York Partnership.

Sean Gordon, Darkinjung Local Aboriginal Land Council—collaborating for community

Nine years ago, Sean Gordon became CEO of Darkinjung Local Aboriginal Land Council in Wyong, New South Wales. The largest private landholder on the Central Coast, with direct accountability to its members and the community, Darkinjung seeks to effectively manage property assets to provide direct and tangible benefits to Indigenous people.

The organisation had sold a parcel of land to a major developer for tens of millions of dollars but was in administration. Funds were held in external entities, and Sean could see that a structured, well-governed organisation needed to be built from scratch.

Under Sean's leadership, Darkinjung strategically developed land assets, housing and employment programs, and successful corporate partnerships to become an effective organisation living up to its mandate. It was supported by over 50 Jawun secondees working on project briefs ranging from business cases for commercial developments to human resources and work health and safety reviews.

Crucially, Sean has used connections with corporate partners, made through Jawun's network, to bring real returns for community. In 2014, James Corbett, Commonwealth Bank's regional general manager responsible for branches in New South Wales and the ACT, went on a Jawun Executive Visit to the Central Coast. He met Sean at Darkinjung, where 12 Commonwealth Bank employees have completed secondments since 2012. They agreed to work together to get Indigenous trainees into Commonwealth Bank branches on the Central Coast, in what became a feature of the bank's Reconciliation Action Plan.[51] In 2017, seven Indigenous school-based trainees and four full-time trainees were working in Commonwealth Bank branches in Darkinjung Country. A 'technology traineeship' pilot is also underway, with five Indigenous trainees recruited through Darkinjung working in the bank's head office IT department but remotely, from their communities. Sean explains:

We've managed to get a trainee in every Commonwealth Bank outlet on the Central Coast, and Darkinjung led the recruitment process. That worked extremely well and we've now got some back-end positions in IT in local branches too, ones that would normally be done in Sydney are now being done by Aboriginal trainees here

Sean Gordon at Darkinjung Barker College

on the Central Coast. One of the trainees is a former Darkinjung staff member who used to work in accounts. It's an attractive job that they can do right here locally, without having to sit for hours on a train every day. We're doing innovative work to make more local Commonwealth Bank positions possible through IT.

Since Jawun began operating on the Central Coast, Sean has become a member of Commonwealth Banks's Indigenous Advisory Committee, advising the bank on practical Indigenous inclusion and economic support strategies, and its Reconciliation Action Plan.

Another partnership was forged between Darkinjung and elite education provider Barker College. In 2014, Sean joined a Jawun Executive Visit to Cape York attended by Westpac executives. He met Ewen Crouch, a member of both the Westpac Board and the Jawun Board, who spoke of his close connection to Barker College through his wife Catherine Crouch, who is deputy chair of the school's council. The idea of a school partnership grew quickly:

The Darkinjung Barker opportunity came through Jawun when Ewen and I met. I learned that Phillip [Heath, Head of Barker College] was interested in a model where a school partnered with an Indigenous community for a year. So Phillip and I met in June 2015, signed an MoU in September, and had the school up and running by the end of January.

Today, this unique campus is trialling a resource-intense, focused means of closing the gap in education outcomes while promoting cultural identity. Twenty-eight Indigenous students attend Darkinjung Barker College, set in bushland near their homes, where they are taught by four teachers focused on academic achievement and cultural identity.

Testament to the power of relationships initiated by Jawun Executive Visits, Darkinjung Barker College was the highlight of an executive visit to the Central Coast in March 2017. Phillip Heath and Ewen and Catherine Crouch attended, and with Sean led a tour showcasing the college to the senior corporate and government executive guests:

For me, Darkinjung Barker is without a doubt our greatest achievement. When I asked the board last year what our greatest achievement had been, people pointed to our recent win in the land and environment court to protect a significant sacred women's site. I asked, really? Is that our greatest achievement, fighting against state legislation to protect a significant women's site? We shouldn't have to spend $300,000 to fight to protect an Aboriginal women's site from a development. The reason I say Darkinjung Barker is our greatest achievement is that those kids will come through it and go on to be the next legislators and policymakers, and we won't have to have those types of fights in the future.

Sean also forged a successful partnership with global property company Lendlease. He met Craig Laslett on a Jawun Executive Visit to East Kimberley in 2012. They stayed in touch, with Sean saying afterwards that his time meeting leaders of industry had renewed his vision for Aboriginal people 'to engage in the real economy'. Craig went on to become head of Lendlease's Australian engineering unit and the friendship became a partnership.

When the NSW Government released its Aboriginal Participation in Construction Policy in 2015, the Gosford Hospital site on the Central Coast was first in line: 5% of its contracts had to be awarded to Indigenous contractors, and 5% of jobs had to go to Indigenous people.

Lendlease was going out to tender. They came to us and said, let's form a partnership and we went into the tender process as a partner. Our component was to manage the procurement and jobs aspect. To date, through direct placement of apprentices and so on, we've got 31 apprentices on site. All up we have 96 Aboriginal people employed on site, which is almost 30% of the whole project.

We also have an Aboriginal catering van down there, Bara Barang, which employs four young people. At peak, they feed up to 300 workers—a nice little social enterprise for them.

This experience has led to other initiatives with contractors for major projects on the Central Coast.

Darkinjung's partnerships with Commonwealth Bank, Barker College and Lendlease prove that innovative, place-based solutions to major issues can arise through collaboration between effective Indigenous organisations and corporate partners.

In KPMG's 2016 *Igniting the Indigenous economy* report, Sean underlined the importance of seizing partnership opportunities:

The power of business must be enlisted to grow the capacity of Indigenous-controlled organisations, leaders and communities to meet the challenges they face today and into the future.[52]

From opportunity to empowerment—Megan Wilkin and her family

Megan Wilkin is a young Indigenous mother and member of Darkinjung Local Aboriginal Land Council. Her life took a series of upward turns after she asked Sean Gordon for a reference for social housing. Instead, he urged her to apply for Darkinjung's affordable housing program. Megan was 'shaking' with nerves when she applied, but before long the family had moved from a cramped home causing financial stress, to a four-bedroom house with a big backyard that cost substantially less.

Through Darkinjung, the family was notified about Darkinjung Barker. Megan wasn't sure:

> I just thought it was an old boys' school and we nearly didn't do it. I um'ed and ah'ed but in the end I thought, 'What's the worst that can happen?'

All three of Megan's children enrolled. Now the Darkinjung Barker bus picks them up and drops them home every school day. Benefiting from small class sizes and dedicated teaching resources, they are all improving in their subjects, and are loving school.

The school identified that Megan's eldest son had attention deficit hyperactivity disorder (ADHD), which his previous school had missed, and a bespoke learning program was developed. This is paying off; he recently won 'Writer of the Week' for writing two full pages. For Megan, a mother who had seen him 'falling through the cracks' at his previous school, 'that was a big win, a day to treasure'. She was proud on Superheroes Day when he dressed as a doctor, his new ambition.

Culture plays an important role in the curriculum at Darkinjung Barker, 'where children learn to celebrate their aboriginality'.[53] This impacted Megan too:

> When the kids come home and tell me things about our heritage and culture, it makes me proud to be part of that, and proud to know they're learning stuff I was never able to.

Darkinjung Barker aims to include parents and community members in school life and both Megan and her husband Shane enjoy volunteering. Shane aims to train as a teacher's aide and complete his placement at the school. Megan's confidence grew and after 10 years raising children she considered work options. She joined the Commonwealth Bank Indigenous traineeship scheme that Sean's partnership had initiated, completed the traineeship, then used her new-found skills and confidence to successfully apply for the finance officer role at Darkinjung. As Megan says, 'It's all fallen into place!'

Megan hopes most students will be eligible for a scholarship to Barker College in the future. She is amazed:

> I don't think people realise the enormity of what's happening. There's only 28 kids but what it's doing is life-changing. Not only for the kids, for the families as well.

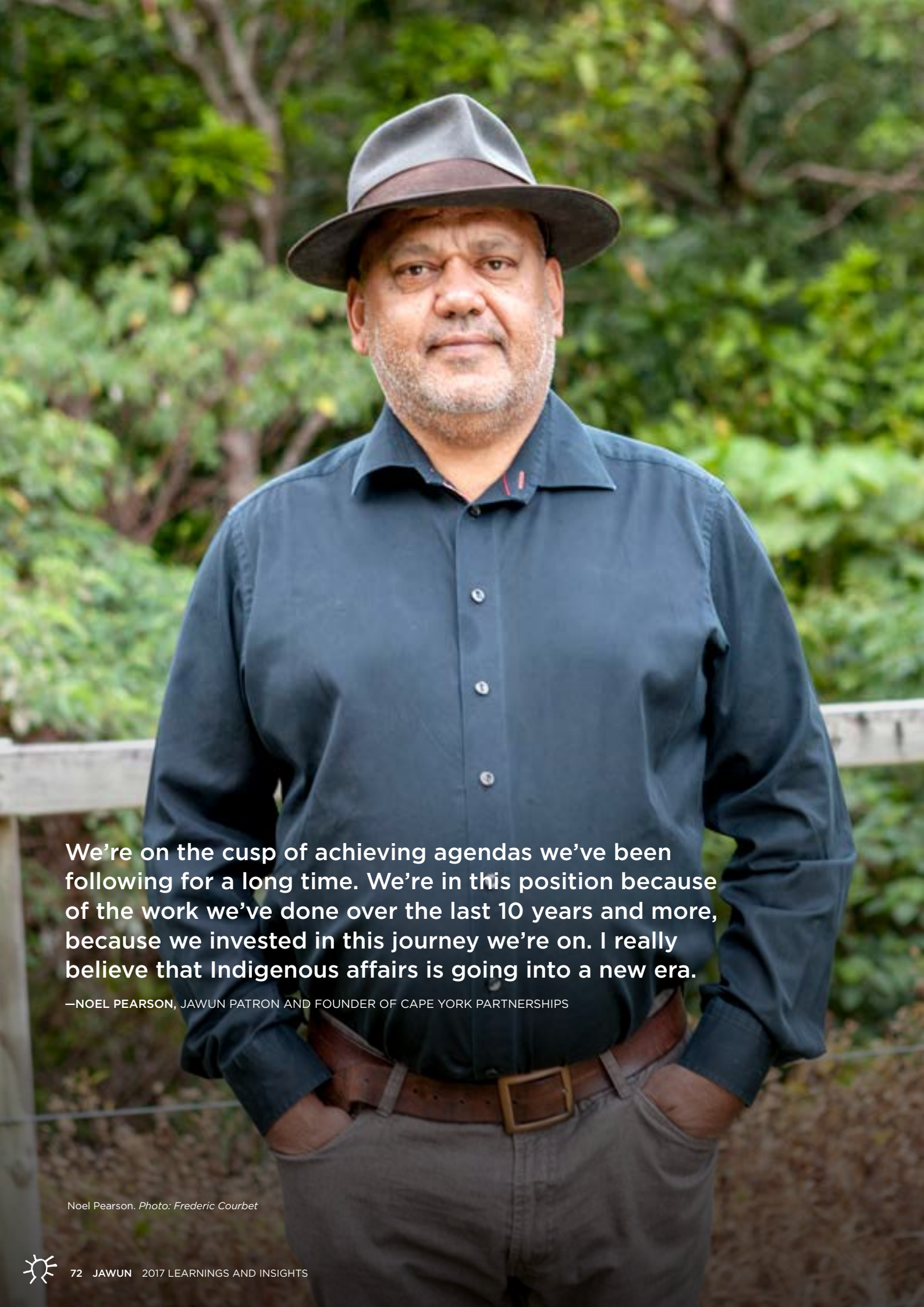
From a simple trigger—Sean's advice, backed by real opportunities he forged through collaborations—a whole family is transforming. Megan says:

> You don't realise what you're capable of until you're given the chance to be capable. I look back and think of certain people who didn't believe in me. And I think, if only you could see me now.

Megan Wilkin and family. *Photo: Frederic Courbet*

Nyangumarta rangers Ishmael Hunter and Ronald Yanawana, Karajarri ranger Sheen Kitty, and Nyangumarta rangers Waylon Hunter and Elliot Hunter at the Kimberley Ranger Forum, Pender Bay, Dampier Peninsula, 2017. *Photo: Kimberley Land Council*

6. A new dawn for Indigenous aspirations



We're on the cusp of achieving agendas we've been following for a long time. We're in this position because of the work we've done over the last 10 years and more, because we invested in this journey we're on. I really believe that Indigenous affairs is going into a new era.

—**NOEL PEARSON,** JAWUN PATRON AND FOUNDER OF CAPE YORK PARTNERSHIPS

Noel Pearson. *Photo: Frederic Courbet*

Over 17 years, Jawun has seen its Indigenous partners embrace change on a growing scale. From focusing on single issues within the scope of single organisations or communities, Indigenous leaders and organisations are now pursuing bold movements of change. At the same time, the national debate around Indigenous affairs has gone from being narrowly focused to encompassing multiple dimensions.

The paradigm shift reflects a groundswell of empowerment occurring at different levels.

Individual empowerment is someone's ability to draw on skills, connections and confidence to take responsibility for themselves and their family, and pursue opportunities for a better future. This report has heard how, for a mother like Megan Wilkin from Darkinjung Local Aboriginal Land Council, empowerment is being able to access education for her children that accommodates culture as well as academic performance. For professionals like Kevin Kropinyeri from Wild Eats or Allan de Plater from Tribal Warrior Aboriginal Corporation, it is the ability to make a living while also contributing to country and creating opportunities for the next generation.

> I know my kids are safe and looked after, in a school that wants to make change for our people. It's bringing culture back, and it's made me proud. I have confidence now, and feel like I'm finding myself again.
>
> —**MEGAN WILKIN,** DARKINJUNG LOCAL ABORIGINAL LAND COUNCIL

Empowerment of community leaders involves an acknowledgement that Indigenous leadership is complex, with organisational, familial, residential, age and gender dimensions.[54] Activating community leaders with the capacity to make crucial decisions, and the confidence to drive change, helps communities reclaim their right to take responsibility for their own futures.[55] This report has seen how a new generation of Indigenous change-makers is being empowered to embark on leadership journeys ignited by pressing community issues like substance abuse, violence and unemployment.

> I've grown up with a lot of things I wouldn't wish anyone to see, or be a part of, but I think that's just made me stronger, and given me all these things I want to achieve. It's not the government's business to tell kids to go to school, it's our business. We need to step up and be doing that, because the people we're serving are our families.
>
> —**RARRTJIWUY MELANIE HERDMAN,** ACTING CEO, MIWATJ HEALTH

Collective empowerment is the strength of a network of leaders to collaborate and organise in a way that turns visions for community progress into reality. This report has shown how Indigenous leaders have connected across regions and across different sectors of national society, to implement and scale ideas for change. Applying old values of connectedness to new networks, they forge powerful alliances with other regions and with corporate sectors like banking, construction and services.

> As leaders we are collaborating and creating ties across multiple allies. If this is happening, then we are tapping into deep cultural wisdom. As Aboriginal nations we have always understood the strength of collaboration and the power of taking everyone on the journey—you only have to look to our songlines to understand this.
>
> —**ANDREA MASON,** CEO, NPY WOMEN'S COUNCIL

Empowered Communities is providing Indigenous leaders across the country with a new platform for collaboration and government engagement, facilitating a common language around the structural changes required to achieve and sustain Indigenous empowerment at scale.

> Through the traditional Ngarrindjeri practice of weaving, *lakun*, Ngarrindjeri believe that stitch by stitch, circle by circle, all things are connected. Empowered Communities is the next step in Ngarrindjeri continuing to practise our traditional cultural practice of being connected. Let us as First People of this land connect for the benefit of our people, our communities and our future.
>
> —**CLYDE RIGNEY JUNIOR,** CEO, NGARRINDJERI REGIONAL AUTHORITY

While the work is far from over, the momentum of Indigenous empowerment is growing.

It's about building the skills and capacity, creating the passion, making the movement. It's about working together, in partnerships. The strongest thing is togetherness.

—**DIVINA D'ANNA,** EMPOWERED COMMUNITIES DEVELOPMENT MANAGER, AARNJA

Echoing the cautious optimism of established Indigenous leaders who see change on the horizon, young Indigenous people looking to make a difference, including those in Jawun's Emerging Leaders program, see a promising future.

> It's exciting to be a young Indigenous person right now, but scary at the same time. We hope we'll see a new dawn, if we can find the balance between the two worlds.
>
> —**DIVINA D'ANNA,** EMPOWERED COMMUNITIES DEVELOPMENT MANAGER, AARNJA

Reflecting on the hopes of a new generation of leaders, Jawun patron Noel Pearson envisions meaningful change for the *whole nation*, founded on Indigenous empowerment, recognition and cultural embrace.

The Uluru Statement from the Heart, representing the aspirations of 12 dialogues held around the country, calls for meaningful recognition and the empowerment of Indigenous people in the constitutional arrangements of our nation.[56] The statement also recognises the link between cultural embrace, self-determination and empowerment:

> When we have power over our destiny our children will flourish. They will walk in two worlds and their culture will be a gift to their country.

Rachel Perkins, Jawun Board member and director of Blackfella Films, describes the Uluru Statement from the Heart as 'a historic consensus from the First Nations' and 'the beginning of pragmatic and principled change for the benefit of all Australians'.[57]

These are big, bold nation-building ideas fuelled by the coming together of a more empowered Indigenous voice, and a greater awareness from mainstream Australia that our national identity will be enriched by recognising our first peoples and their rightful place in the nation, and embracing Indigenous culture as a proud, integral part of Australian culture.

Participants in the 2017 Jawun Emerging Leaders program outside Parliament House, Canberra, 12 September 2017. From left to right: Rick Phineasa, Fiona Djerrkura, Tina West, Tui Crumpen, Audrey Deemal, Gary Field, Divina D'Anna, and Jaime Parriman . *Photo: Frederic Courbet*

In many ways, Jawun is a microcosm of the coming together of Indigenous and mainstream Australia. With the help of its corporate, government and philanthropic partners, Jawun provides Indigenous communities with the ability to pursue their development goals on a local, regional and national scale. At the same time, people from mainstream Australia have the opportunity to spend time in Indigenous communities, transferring skills, getting to know Indigenous people and learning more about Indigenous culture.

> Thanks to the Jawun program I have a very different perspective today. I understand now the legitimacy of Indigenous aspiration, and I see the need to allow cultural expression. Until I went on secondment and had this immersion opportunity, I would never have become an advocate of the Indigenous community and its ambitions.
>
> **—PETER RIXON,** SECONDEE FROM THE AUSTRALIAN PUBLIC SERVICE

There is a shared value benefiting both sides. The positive change emerging from this ongoing, personal interaction is gathering momentum and requires ongoing support to be sustained.

> The Australia I envisage is one where Jawun secondees' children are going to school and learning about Aboriginal history, having an opportunity to learn an Aboriginal language, and they feel it's almost a patriotic duty to do so, because it's part of their identity as well.
>
> **—NOEL PEARSON,** JAWUN PATRON AND FOUNDER OF CAPE YORK PARTNERSHIPS

Notes

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Indigenous partners

Jawun supports over 70 Indigenous organisations across Australia, some of which are represented below:

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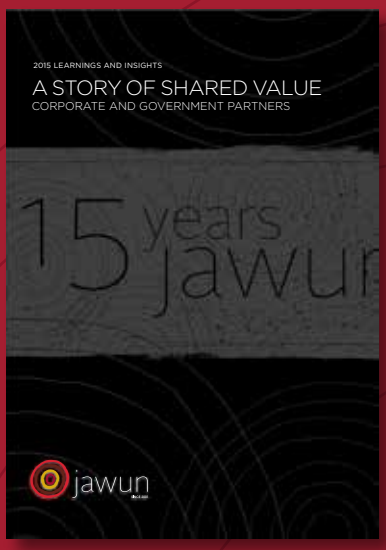

Companion report to *Learnings and Insights: A Story of Shared Value: Corporate and Government Partners*, Jawun 2015.