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GONGAN CONSULTANCY PTY LTD

CULTURAL/ ECONOMIC FRAMEWORKS

INTRODUCTION

For many years Indigenous people have had western management techniques of planning and western management structures imposed upon them.

Throughout the world Indigenous people have been looking for a community/ business planning framework that assists the people to have

- Participation, understanding and ownership of the business plan being developed;
- Have cultural issue important to the community and individuals central to the business planning process;
- A framework that assists the community and family groups to identify and find solutions to the politics that are central to the failure of many community and business enterprise structures; and
- A framework process that allows the management to facilitate and agree on a holistic business direction.

Rod Williams started his research in 1993 (Gongan Consultancy P/L) working with numerous Aboriginal and Torres Strait Islander small businesses and community organisations/ enterprises. Rod was joined by Terry Kapeen in 1995 to 1999 forming the Indigenous Business Network Pty Ltd (1996) to combine their extensive background in both the private and public sector/s.

The Gongan Cultural/ Economic Framework is utilised as a directional management tool that has culture as the core principle. Western management theories and models are just not working for our people (over 200 years), Rod Williams of Gongan Consultancy Pty Ltd came to that conclusion in 1992 ago after working within the financial, mining & industrial relations industries and decided to concentrate on creating a workable model.

CULTURAL/ ECONOMIC MODELS

Western management theories and models are just not working for Aboriginal & Torres Strait Islander people. There are number core principals that the Gongan Framework is based upon which includes the development of a

1. Directional planning model that includes such issues as culture and family/ community politics.
2. Holistic planning model that can be used to achieve social, cultural, environmental and economic outcome for individual, family and community enterprises.
3. Simple directional management and communication tool that has application to a wide range of enterprise, community, industry and government stakeholder activities; and
4. Management planning model that can be used by people who have limited management skills but an interest in developing ethical business activity.

Gongan Consultancy (IBN Network) has developed three directional management planning models;

- ⇒ **Gongan Cultural/ Economic Framework** is utilised as a directional management tool that has culture as the core principle. The Gonggan Framework has been utilised to undertake individual business opportunity analysis, industry opportunity analysis, linking strategic goals to operational plans and a management tool to evaluate whether strategic goals are realistic from an operational point of view.
- ⇒ **Indigenous Business Network (IBN) Corporate Planning Model** is utilised as a management tool which ensures that corporations can negotiate a balanced long term agreement that is suitable to their corporate direction and the Indigenous individual, community/ organisations aspirations. The IBN Model is a simple conceptual planning tool which has a widespread application to fit the client's cultural and economic needs.
- ⇒ **Indigenous Business Network (IBN) Wealth Creation Model** a simple conceptual planning tool to build and distribute wealth across all levels of the community.

RESEARCH AND DEVELOPMENT

Gongan Consultancy has been focused on developing Cultural/ Economic Framework since 1993 and the Gonggan Cultural/ Economic Framework was first presented to the Wanaruah Local Aboriginal Land Council in Muswellbrook NSW (1995).

Rod Williams has pursued a private sector career that extends across the industrial relations, financial, mining industries and small business development at both the national and international levels. During the period as the Corporate & Exploration Consultant with Normandy Mining Limited (May 1990 to December 1992), came across a large number of business plans written for Aboriginal Communities and Corporate Plans for Private Corporations which lacked the cultural balance that had been introduced to the policies and strategic directions for the Normandy Group of companies.

The further development of the conceptual thinking in relation the Gonggan Frameworks was undertaken at the National Indigenous Business & Economic Conferences (NIBEC) in

1. Alice Springs 1993 (Unpaid – Conference Facilitator Manager) 360 delegates; and
2. Brisbane 1995 (Unpaid – Chairman of QIBEC the business entity that organised the conference) 650 delegates.

Overseas Indigenous business people and both NIBEC conferences gave Rod access to a diverse group of Aboriginal and Torres Strait Islander people who were in business or wanted to develop business opportunities. Everyone talked about culture, families and community being difficult to manage within western business practices.

The Gonggan Cultural/ Economic Framework have been used in the following consultancy projects to reflect the diversity;

- Wanaruah Local Aboriginal Land Council, Multi-Industry Strategy Framework, Muswellbrook NSW. (1995). Wanaruah utilised the Gonggan Cultural/ Economic framework to analyse the training, employment and enterprise opportunities within seven industries located in the Hunter Valley NSW region.(Rod Williams and Terry Kapeen).

- Brisbane Indigenous Media Association BIMA (4AAA), Strategic Planning Workshops, Brisbane, (1996). BIMA utilised the Gongan Cultural/ Economic Framework to develop the internal expertise to identify and implement strategies (planning/ marketing/ resource allocation) to access funds from private and government sources.(Rod Williams and Terry Kapeen).
- Metropolitan Local Aboriginal Land Council (MLALC), 5 Year Community Business Plan, Sydney (1997). Strategic Plan which clarified the social, cultural and economic direction that the Members identified. MLALC are now able to consolidate the assets the organisation holds, expand into areas of social and economic importance to Members within culturally appropriate guidelines.(Rod Williams and Terry Kapeen).
- Sydney Olympic Governing Organising Committee (SOGOC), a proposal was developed but not commissioned, Sydney (1997). The basis of the strategy is the IBN Corporate Planning Model to develop a plan to engage Aboriginal and Torres Strait Islander people that included participation, communications/ protocols and equity ownership at clearly identified levels. (Proposal developed by Rod Williams and Terry Kapeen).
- Aboriginal and Torres Strait Islander Commission (ATSIC), Research the banking and financial services required by Indigenous Australians, (*Joint venture IBN project Rod Williams, Terry Kapeen and Shirley McPherson*), Canberra ACT (1999). It became evident that the banking and financial needs of Indigenous Australians were as diverse as the 180 services provided by a major banking institution. IBN found that the banking and financial service needs of Indigenous Australians are at three levels; (1) Individual/ Family Groups; (2) Community Owned Resources and (3) Business/ Corporate Wealth. The IBN Corporate Wealth Model was developed from this research to fit with the Gongan Cultural/ Economic Framework and the IBN Corporate Planning Model.
- Vanuatu Indigenous Development Alliance (VIDA), Business Planning Adviser (role ongoing since 2001), Sydney NSW. The core principals of the Gongan Framework were tested with the Vanuatu people who are struggling to develop a business that would allow them to achieve an income stream they have control over. Working with Isobelle Gidley the VIDA concept and company was formed and it has been a long hard road for Isobelle to make inroads into the Regional Shipping, Rice and Copra trading businesses. The Gongan Framework was used to develop a business strategy that was culturally acceptable to the Indigenous people of Vanuatu to shift their market alliance to VIDA – this strategy has taken a holistic approach to business activities.
- Kullowa Kudjer Agricultural & Pastoral Concept, Albury & Dubbo Workshops (2002). The Kullowa Kudjer Ltd has been formed to have a federation of 20 NSW Local Aboriginal Land Councils to undertake business activities. The Gongan Framework was used to allow Member organisations to understand the business opportunities and develop appropriate codes of conduct for Members represented.
- Anangu Pitjantjatjara Yankunytjatjara Land Council, Strategic Business Plan, Umuwa SA (2003). The Gongan Framework allowed Anangu to develop an overall strategic direction for the Council that focused on keeping Anangu Law & Heritage as central to the future strategic direction. The four core directions that the strategic plan identified were
 - a. Land & Heritage – central to Pitjantjatjara Yankunytjatjara land is the protection of culture, language, tradition and heritage. Any change should not weaken this aspect of Anangu life;
 - b. Local Government and Essential Services – services that are central to sustaining life and well being at a quality comparable with that enjoyed by other rural Australians;
 - c. Economic Development – to develop culturally appropriate business and economic development strategies for Anangu; and

- d. Build Partnerships with Commonwealth and State Government agencies and the PY network of communities, homelands and organisations network to ensure the delivery of services on the Pitjantjatjara Yankunytjatjara lands.
- Eden Aboriginal Local Land Council, Strategic Business Plan, Eden NSW (2004). Eden LALC has concentrated on securing strategic parcels of land, negotiating agreements and MOU's with numerous Local, State and Commonwealth agencies for the LALC Members. The Strategic Business Plan used the Gonggan Framework and the IBN Corporate Wealth Model to capture the political strategy that Eden LALC had developed over the last 20 years and expand those political gains to a balanced cultural, social, environmental and economic strategic direction.
- MyMurra Pty Ltd, Strategic Business Alliance with Gonggan Consultancy Pty Ltd (2004). MyMurra is a company that specialises property and business development with a focus on Aboriginal corporations and community groups. Gonggan Consultancy has signed a business alliance agreement for MyMurra to access to the Gonggan Frameworks as part of the planning and management stages of selected projects. Business Workshops have been held in Albury & District LALC (2004), Yarrawarra Aboriginal Corporation in Corindi (2004), Coffs Harbour LALC (2004) and Yaegl LALC in MacClean (2005) using the Gonggan Frameworks.

Gonggan is able to undertake the political and cultural risk analysis of the project for MyMurra Pty Ltd.

The development of the Gonggan Frameworks will continue into the future. Gonggan Consultancy's focus will always be on developing a simple framework that is able to operate at multiple levels and in a diverse range of business environments.

LINKING THE GONGGAN FRAMEWORKS

The Gonggan Cultural/ Economic Frameworks do not replace the use of business plans, marketing plans, operational plans and financial forecasts that are essential business tools for any business or community entity. The Gonggan Frameworks are directional management tools that improve communications and planning between parties that come from a different cultural perspective.

The **Gonggan Cultural/ Economic Framework** have a bottom up approach to facilitating information that focuses on developing a holistic business direction.

1. Introduces and implements the Gonggan Cultural/ Economic Framework and the IBN Wealth Creation Strategy;
2. Facilitate agreement on community priorities and identifies regional and local business assets and opportunities;
3. Identifies and presents for discussion cultural sensitivities that could eventually destroy family and community unity;
4. Focuses on building community capacity and motivates the community to become business ready;
5. Facilitates business discussion on the organisations financial & management capacity; and
6. Undertakes a political and cultural risk analysis on identified projects.

It became obvious that the information being channelled by the community utilising the Gonggan Cultural/ Economic Framework needed to be linked to the strategic and operational direction of

Corporations and Government. The IBN Corporate Planning Model was developed to provide this link.

The **IBN Corporate Planning Model** have a top down approach that utilises the information coming from the community and which ensures that corporations can negotiate a balanced long term agreement that is suitable to their corporate direction and the Indigenous individual, community/ organisations aspirations. The IBN Model is a simple conceptual planning tool which has a widespread application to fit the clients cultural and economic needs.

1. Protocols & Communications include National, Regional and local protocols with an emphasis on building an appropriate internal & external communications structure and network.
2. Participation through Indigenous people being able to benefit from training, education, employment, direct contracting and small business opportunities.
3. Equity Ownership the identification of business opportunities through Equity Ownership and Joint Venture arrangements.

The model give corporate organisations the overall strategic direction with the Gongan Cultural/ Economic Framework providing the “cultural fit” to the detail required for undertaking directional management consultations with Aboriginal individuals, agencies, communities and corporations. Ensuring that the Government and the Private Sector have a balanced not a paternalistic approach to negotiations and corporate planning with the Aboriginal and Torres Strait Islander community.

The **IBN Wealth Creation Model** is intertwined with the Gongan Cultural/ Economic Framework and the IBN Corporate Planning Model to ensure that wealth creation operates at three separate levels within the community.

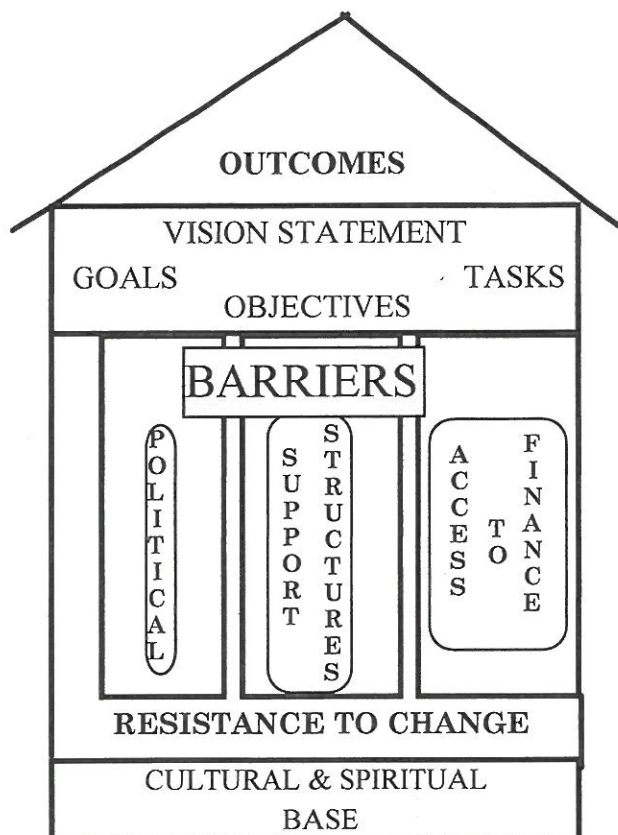
1. Individual Wealth – Creating the opportunity for individuals and or family groups gaining access to employment, education, owning a house, small business activity, investments and savings.
2. Community Wealth – Utilising community owned resources such as land assets, labour (human resources/ skilled labour) capital (buildings, equipment, investments and housing). Developing strategies to utilise community assets to improve the cultural, social, environmental and economic wealth of the community.
3. Corporate Wealth – Developing Joint Venture and Business opportunities

Getting that balance where (a) not every aspect of business activity is community controlled; (b) recognising that the community may not have the required skills or the capacity to access the required finances – a joint venture could be the solution; and (c) individual/ family participation by accessing employment, education, home ownership or undertaking business opportunities is essential to building wealth within the Aboriginal and Torres Strait Islander community.

All strategic and business planning undertaken by Gongan Consultancy captures the above Frameworks and Models that take a holistic approach to business development. Gongan Cultural/ Economic Framework (bottom up approach); IBN Corporate Planning Model (top down approach) and the IBN Wealth Creation Strategy (intertwined with the Gongan Cultural/ Economic Framework and the IBN Corporate Planning Model).

Gongan Cultural/ Economic Framework a Directional Management Tool

GONGAN CULTURAL/ ECONOMIC FRAMEWORK



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The Gongan Framework has application to all Non-Western Cultures and includes issues such as culture, family politics, community politics and other issues associated with political barriers, support structures, resistance to change and access to finance within the planning process.

The Gongan Cultural/ Economic Framework research has been an ongoing process since 1993 and is utilised as a directional management tool that has culture as the core principle.

The Gongan Framework has been utilised to undertake individual business opportunity analysis, industry opportunity analysis, linking strategic goals to operational plans and a management tool to evaluate whether strategic goals are realistic from an operational point of view.

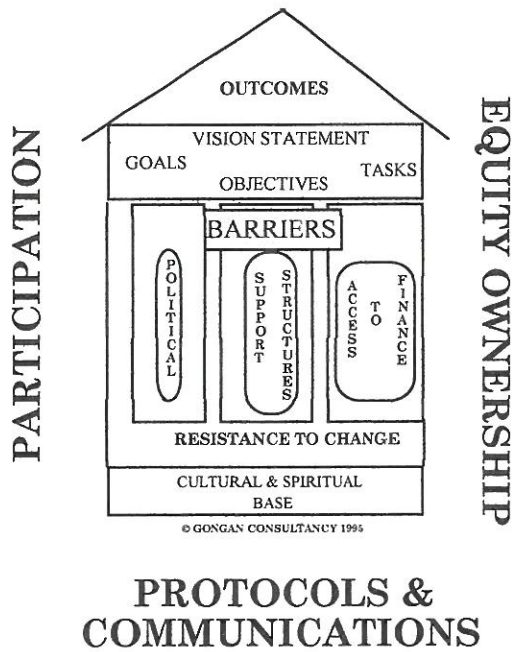
The Gongan Framework is a simple conceptual planning tool that has a widespread application, the success of its use comes from the Indigenous Facilitator having the ability to listen and apply the Gongan Framework to fit the clients cultural, social, political and economic needs. Forcing Indigenous people or corporations/ communities into Western management models is not the answer.

The use of a Non Indigenous Facilitator when working through the Gongan Framework with Indigenous people is culturally inappropriate. Utilising the framework without an in-depth understanding of the commercial/ cultural balance needed could be to the detriment of the Indigenous community.

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INDIGENOUS BUSINESS NETWORK CORPORATE PLANNING MODEL

INDIGENOUS BUSINESS NETWORK CORPORATE PLANNING MODEL



© INDIGENOUS BUSINESS NETWORK
1996

The IBN Corporate Planning Model has three core components; Protocols & Communications; Participation and Equity Ownership. The IBN Model gives corporate organisations their overall strategic direction with the Gongan Cultural/Economic Framework providing the "cultural fit" to the detail required for undertaking directional management consultations with Indigenous individuals, agencies, communities and corporations.

The Indigenous Business Network (IBN) Corporate Planning Model is utilised as a management tool which ensures that Corporations can negotiate a balanced long term agreement that is suitable to their corporate direction and the Indigenous individual, community/ organisations aspirations.

The IBN Model is a simple conceptual planning tool which has a widespread application to fit the clients cultural and economic needs.

Protocols & Communications include National, Regional and local protocols with an emphasis on building an appropriate internal & external communications structure and network.

Participation through Indigenous people being able to benefit from training, education, employment, direct contracting and small business opportunities.

Equity Ownership the identification of business opportunities through Equity Ownership and Joint Venture arrangements.

Ensuring that the Government and the Private Sector have a balanced not a paternalistic approach to negotiations and corporate planning with the Indigenous community.

© Gongan Consultancy Pty Ltd (1998)

PUBLISHED REPORTS FROM JOINT PROJECTS

- 1997 Breackwoldt, Roland., Boden, Robert., Williams, Rod. Contract Employment Program for Aboriginals in Natural and Cultural Resource Management (CEPANCRM) Evaluation for Biodiversity Group - Environment Australia, Indigenous Programs Section - Environment Australia, 1997.
- 1995 Top End Aboriginal Coalition - Aboriginal Corporation, Corporate and Strategic Plan 1995-1999, Darwin, February 1995.
(Acknowledgment in Research & Writing section)

PAPERS & ARTICLES (PUBLISHED & UNPUBLISHED)

- 2002 Williams, Rod, Quarterly Business Issues Article in Black Business Magazine, March/ June/ September 2002 editions (ISSN 1446-8867).
- 1996 Williams, Rod, Economic Diversity the Way to Our Future", Land Rights - Past, Present and Future/ 20 years of Land Rights in the Northern Territory Conference Papers, Northern and Central Land Councils, Copy-Qik, Canberra, 16-17 August, 1996. pp63-75.
- 1995 Williams, Rod, "Indigenous Industry/ Corporate Strategy Framework - Discussion Paper", Brisbane, May 1995.
- 1994 Williams, Rod, "Aboriginal Participation in the Private Sector", Aboriginal Employment Development Conference (AEDP), Darwin, NT, 24-25 January, 1994 (Internal ATSIC Working Paper).
- 1993 Williams, Rod, "Aboriginal and Torres Strait Islander Economic Development." Australian Credit Union Convention & Exhibition, Hobart, November 18, 1993 (Unpublished paper).
- 1993 Williams, Rod, "National Indigenous Business and Economic Conference (NIBEC)", Alice Springs, Sept 5 - 9, 1993
- 1993 Williams, Rod, "Small Business - National Indigenous Business and Economic Conference (NIBEC)", Koori Mail, August 11, 1993. p55.
- 1993 Williams, Rod, "Appropriate Evaluation Guidelines for Aboriginal and Torres Strait Islander Small Business", Beyond Tokenism Aboriginal Reality Conference, School of Aboriginal and Islander Administration, University of South Australia, May 1993.
- 1991 Williams, Rod, "Mineral Exploration Activities and Aboriginal Heritage Sites: Finding the right Approach with Balance", Mineral Exploration in an Environmentally Conscious Society, AIG Bulletin, August 11, 1991. pp 35-39
- 1989 Williams, Rod, "Careers in Industry for Aboriginal Graduates", DEET Aboriginal News, August 1989, p16.
- 1989 Williams, Rod, "Aborigines Voice in Business", Money Management, May 25, 1989.
- 1985 Williams, Rod, "National Aboriginal Employment Development Committee", NADEC Editorial, June 1985.

ONGOING RESEARCH PROJECTS

- 1993 to 2005 Gongan Cultural/ Economic Framework & IBN Corporate Planning Model/ IBN Wealth Creation Model - Gongon Consultancy Pty Ltd has continued to undertake research and work with diverse range of Aboriginal communities, businesses and industries to develop cultural/ economic frameworks which allow cultural sensitive activities to become central to western business planning models.

GONGAN CONSULTANCY JOB PROFILE

ABORIGINAL ENTERPRISE/ BUSINESS

- Gurrwaawa Designs Pty Ltd/ Durahrwa Shed Ceramic Business Plan, Grafton (2005).
- Eden Aboriginal Local Land Council, Strategic Business Plan, Eden NSW (2004).
- Anangu Pitjantjatjara Yankunytjatjara Land Council, Strategic Business Plan, Umuwa SA (2003).
- Kullowa Kudjer Agricultural & Pastoral Concept, Albury & Dubbo Workshops (2002)
- Bidjara Aboriginal Housing and Land Limited, Consolidation Plan, Charleville QLD, (2002).
- National Indigenous Development Alliance, CEO, Brisbane QLD (1999-2002).
- Durahrwa Training & Development Aboriginal Corporation (Durahrwa Shed Ceramics) Grafton NSW (1998/ 1999).
- Metropolitan Local Aboriginal Land Council, 5 Year Community Business Plan, Sydney (1997)
- Brisbane Indigenous Media Association (4AAA), Strategic Planning Workshops, Brisbane, (1996)
- National Indigenous Business and Economic Conference (NIBEC) - *Conference Chairperson/ Organiser* - Brisbane (1995).
- Wanaruah Local Aboriginal Land Council, Multi-Industry Strategy Framework, Muswellbrook NSW. (1995)
- National Aboriginal and Torres Strait Islander Industry Training Company, Business Plan, DEET, (*Joint Venture OONGARRA Consulting Services*), Canberra (1995).
- Indigenous Land Corporation, Facilitate discussions on the Indigenous Land Corporations, Qld & SA (1995)
- Mawurli & Wirriwangkuma Aboriginal Corporation, Facilitate Discussions on Mining related enterprise development, Borroloola NT, (1995)
- Aboriginal and Torres Strait Islander Commercial Development Corporation (ATSICDC), Facilitate Community Discussions on enterprise development, Canberra, (1995/ 1994/ 1993)
- NSW Indigenous Business & Economic Council, *Facilitator/ Speaker* on developing a State Indigenous Business Council, Armidale (1995)
- Bilioara Corporation, Initial Hospitality Training Strategy, Darwin. (1994)
- Marula Aboriginal Corporation, Business Plan for Cultural Centre/ Bakery Snack Bar Concept, Birdsville Qld (1994)
- Brisbane Indigenous Media Association (4AAA), Role & Functions of Directors and Management, Brisbane, (1994)
- National Indigenous Business & Economic Conference (NIBEC) - *Facilitator Manager* - Alice Springs (1993).
- Aboriginal and Torres Strait Islander Commercial Development Corporation (ATSICDC), Develop Paper for the Chairman, Canberra, (1993)

COMMUNITY ORGANISATIONS

- Eden Aboriginal Local Land Council, compensation negotiations with the NSW Premiers Department and the Department of Defence in relation to the Eden Multi Purpose Wharf/ Explosion Zone Area, Eden NSW 2004.
- NSW Aboriginal Land Council, State & Regional Consultations on the reconciliation or treaty process (NIDA Consultancy Services) NSW, State Conferences Dubbo 2000 & Nowra 2001.
- Julalikari Buramana CDEP, 3 Year Operational Plan, (*Consulting through the Indigenous Business Group, KPMG, Adelaide*) Tennant Creek (1998).
- Aboriginal Legal Rights Movement of South Australia Inc, Advise on the development of a facilitation strategy to form a Southern Regional Land Council, Adelaide SA, (1997)
- Koobara Aboriginal & Torres Strait Islander Family Resource Centre & Kindergarten, Workshop to review Community Development Plan, Brisbane Qld. (1996)
- First Contact Aboriginal Corporation for Youth, SE Queensland Regional Workshop/ Strategy on Youth Issues, Brisbane. (1994)
- Gehgre Corporation, MYOB Accounting Package, Gladstone Qld (1994)

- Top End Aboriginal Coalition Corporation, Initial Cultural Centre Research, Darwin NT (1994)
- Dalaipi Aboriginal and Torres Strait Islanders Corporation, Community Organisation Plan, Caboolture Qld (1994)
- Binambi Barambah Project, Business Plan, Caboolture Qld (1994)
- Gehgre Corporation, Community Organisation Plan, Gladstone Qld (1993)

GOVERNMENT RELATED

- Aboriginal and Torres Strait Islander Commission (ATSIC), Research the banking and financial services required by Indigenous Australians, (*Joint venture IBN project Rod Williams, Terry Kapeen and Shirley McPherson*), Canberra (1999).
- South Australian Aboriginal Education and Training Advisory Committee (SAETAC), Facilitate ABSTUDY Summit, (*Joint venture with Aboriginal Research Institute Centre of Excellence ARI*) Adelaide SA (1997)
- Environment Australia, Indigenous Programs Section, Contract Employment Program for Aboriginals in Natural and Cultural Resource Management (CEPANCRM) Evaluation for Biodiversity Group - - Environment Australia, (Joint Venture with Breackwoldt, Roland., Boden, Robert., Williams, Rod) (1997).
- Australian Youth for Reconciliation Conference and Youth Job & Traineeship Exhibition (*Joint Venture with First Contact Aboriginal Corporation for Youth, Brisbane Council of Elders*) Brisbane (1996)
- Department of Defence, Environment and Heritage Section, Act as an independent broker between the Department & Darumbal Corporation to finalise Contract for Aboriginal Cultural Heritage Survey Shoalwater Bay Training Area, Rockhampton Qld. (1996)
- NSW Aboriginal Housing Development Committee, Department of Urban Affairs and Planning, Undertake State wide consultations in relation to Indigenous Housing and Report findings to the Minister, (*Joint Consultancy with Darvall & Rynne.*), NSW, (1996).
- Council for Aboriginal Reconciliation, Queensland Australians for Reconciliation Coordinator, Queensland, (1995/96)
- National Aboriginal Employment Development Policy Committee (AEDP), Indigenous Industry/ Enterprise Strategy Framework, Canberra (1995)
- ATSIC - National - Aboriginal and Torres Strait Islander Cultural Industry Report (1995). Part of a team of consultants.
- Central Queensland ATSIC Regional Council, Facilitate Housing Workshop with ATSIC Regional Councillors, Bundaberg Qld (1994)
- Central Queensland Regional Council Health Strategy, Consolidating Survey Information into a Report, Brisbane (1994)
- ATSIC - Central Queensland Region Housing Workshop, Facilitate Central Queensland Housing Workshop, Barcaldine, Qld (1993)
- Australian Chamber of Commerce & Industry, Facilitate discussions between Aboriginal Industry Advisers and senior management of ACCI, Alice Springs NT (1993)
- Queensland Department of Housing and Local Government and Planning, Community Consultations, Brisbane - Stage 1 (1993)
- ATSIC - Central Queensland Region, Facilitate at Central Queensland Region Land Conference, Toowoomba, Qld (1993)
- Council for Aboriginal Reconciliation/ Industry Committee, Part of a Video Production Team, Canberra (1993)

UNIVERSITY SECTOR

- University of South Australia, Management Lecturer, Adelaide, (1997)

PRIVATE SECTOR

- MyMurra Pty Ltd, Sydney NSW, Business Workshops in Albury & District LALC (2004), Yarrawarra Aboriginal Corporation (Corindi 2004), Coffs Harbour LALC (2004) and Yaegl LALC (MacClean 2005).
- Vanuatu Indigenous Development Alliance, Business Planning Adviser (role ongoing since 2002), Sydney NSW.
- Hamersley Iron Pty Ltd, Review of contracting services between Hamersley Iron Pty Ltd - ATAL Unit and Ieramugadu, (*Consulting through the Indigenous Business Group, KPMG, Adelaide*) Karratha, WA (1998).
- Woodside Petroleum, Workshop on an Aboriginal Foundation Concept for the Karratha Region, (*Consulting through the Indigenous Business Group, KPMG, Adelaide*) Perth (1998).
- Pasminco Exploration, Cultural Awareness Training for Field Staff, Adelaide SA (1996).
- Queensland Tourism and Travel Corporation, Employment and Training Strategy, Brisbane (1996)
- Pasminco Exploration, Initial Strategy Meeting, Brisbane (1996)
- Telstra, Cultural Awareness Training, Brisbane/ Grafton/ Wagga Wagga/ Sydney/ Cairns/ Weipa. (1995/ 96)
- Queensland Indigenous Business and Economic Corporation, Brisbane (1995)
- MIM Exploration (Geoscientists), Presentation, Brisbane (1995)
- MIM Exploration, Workshop Presentation, Caloundra Qld (1995)
- Queensland Confederation of Industry, Cultural Diversity at the Workplace, Brisbane. (1994)
- Comalco Aluminium Limited, Develop Internal Paper, Brisbane (1994)
- Century Zinc Limited, Develop Internal Issues Papers, Brisbane (1994)
- Queensland Chamber of Commerce & Industry, Tourism Hospitality Course for Aboriginal and Islander Trainees, Brisbane/ Cairns. (1993/ 1994)
- Red Cross Society, Cultural Awareness Training, Brisbane. (1993/ 1994)
- CRA Exploration, Facilitate Community Discussions, (Gulf Region) (1993)
- Henry & Walker Group, Develop Internal Paper for Board, Adelaide SA (1993)
- Normandy Poseidon Limited, Hand Over period to new Aboriginal Consultant, Adelaide SA (1993).
- Annual National Australian Credit Union Society Conference, Speaker on Aboriginal and Torres Strait Islander Credit Union Development, Hobart (1993)
- Burdett, Buckridge & Young, Presentations to Financial Institutional Representatives, Melbourne & Sydney (1993)
- ANZ MacCaughan, *Speaker/ Presentation*, Brisbane (1993)