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**The Purga Elders and Descendants  
Aboriginal Corporation (PEDAC)  
QLD**

# Organisation Details

## Legal name of organisation

Purga Elders and Descendents Aboriginal Corporation

## Type of organisation

Non-profit organisation

## Postal address

587 Ipswich-Boonah Road  
Purga QLD 4306

## Organisation identification

### Australian Business Number (ABN):

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### Incorporation Details:

Incorporation Act: Commonwealth Aboriginal Councils and Association Act 1976

Date of Incorporation: 29-08-1994

Incorporation number: 2164

## Mission statement of organisation

Purga is an inclusive place, open to all who enter in peace and with respect for the Purga Elders, Aboriginal people and the spiritual, cultural, historical and natural values of this land.

All people who enter Purga in peace and with this respect will be accepted.

## **Background information on the organisation**

### **1. Overview**

The Purga Elders and Descendents Aboriginal Corporation (PEDAC) was established in 1992, with a membership based on families connected to the Purga Mission. The Salvation Army ran the Mission between 1914 and 1948, and the current Purga property is part of the original Mission grounds.

In 1997, Brisbane Tribal Council Ltd purchased a 62-acre property at Purga, and with the demise of this Council in 1999, the property was vested to PEDAC. The management of this property as a Community space is PEDAC's main objective.

Purga is a significant gathering place for the local Indigenous Community as it symbolises both traditional and contemporary aspects of Aboriginal culture. It is a place from which people can draw strength, spiritual connections and a sense of place. The PEDAC committee have been developing and planning a range of projects that allow it to meet the needs of both the Indigenous and Non-Indigenous Community members.

### **2. Major Achievements**

- **Community Development Employment Program** - PEDAC has run a CDEP cluster since 1998, which offers participants experience in practical skills that develop their potential for finding employment. The PEDAC CDEP crew are known for being reliable, and offer their services to maintain the upkeep of local areas such as the local Cemetery, and the Briggs Road Sports Complex. CDEP participants have also been offered work through the Purga Land Regeneration project and Horticulture training.
- **Horticulture** - Rotary Matching Grants (Goodna-Japan), Quakers Services Australia (QSA) and the Quakers QLD Regional Meeting donated funds for the construction of a large Nursery with a Hot House, a large storage shed and associated infrastructure. Southbank TAFE has worked with PEDAC in order to deliver some accredited Horticulture training to CDEP participants.
- **Land Regeneration** - The PEDAC Committee acquired funds through the Envirofund program and has begun revegetating the property with native flora species.
- **Dawn Ceremony** - This was an annual event that the PEDAC Committee held in 2002 and 2003. It was used to promote harmonious relations between Indigenous Australians and the broader Ipswich Community as well as celebrate the cultural heritage of all First Nations people. As such it was an international Indigenous celebration, and was a constructive public relations project in that it raised the Community's appreciation of the work done by PEDAC, as well as raising awareness about local Indigenous people and their culture. This event has been postponed until a number of managerial and financial issues are addressed (which is the purpose of the project described in this application).
- **Community Training Programs** - Hanson Training Services (a private Registered Training Organisation) worked in conjunction with PEDAC to deliver flexible training to PEDAC committee members and other Indigenous Community Members. The training was in the fields of Governance and basic Computer Skills, and was funded by the

Department of Employment and Training (QLD government). The governance training was particularly important in terms of identifying the Committee's need for a revised and more formalised Management structure.

- **Computer Room** - Hanson Advisory Services have donated their time to assist PEDAC acquire funding through the QLD Government Gambling Community Benefit Fund in order to develop a Computer Room at the Purga homestead. The Computer Room is currently being constructed and should be finished by July 2005.
- **Homestead Renovations** - Renovation of 2 Rooms for Office space and a Computer Room, renovation of meeting room, renovation of facilities, and ongoing renovations to improve integrity and security of the homestead.

## **PEDAC's Goal**

**PEDAC's intention is to develop a number of business activities that improve the well being of the Ipswich and region Indigenous population and foster better relationships with the Non-Indigenous Community.**

To achieve this goal, PEDAC must first develop the necessary organisational structure.]

### **Proposed Methodology**

#### **Stage 1 - Strategic Plan (Foundation):**

This stage will identify PEDAC's organisational requirements and potential business opportunities and develop a foundation for subsequent business ventures.

- a. Corporation Stock-take and Consultation** - A Work Team will be formed to meet with the Corporation Committee and broader membership, in order to formally identify all existing business opportunities and governance requirements.
- b. Community Consultation** - The Work Team will then meet with a range of key stakeholders within the Ipswich Region to discuss the services that PEDAC could offer them and the wider Community. This will allow PEDAC to formally assess the Community need and support for particular community-based business activities.
- c. Formalise PEDAC-HAS Partnership** - PEDAC will develop the existing MOU with Hanson Advisory Services (HAS) into a more extensive document. HAS is a consultancy firm currently advising PEDAC. (More details on HAS are included in this document at a later stage). This will allow PEDAC to consolidate its current working relationship with HAS into a professional business relationship, and will provide a useful template to assist the formation of other partnerships.
- d. Prioritise Organisation Requirements** - The Work Team will review and prioritise all organisation requirements identified in (a) in consultation with the Committee. Immediate requirements will be scheduled for completion during Stage 1 (see points (e) - (g), below), while less urgent requirements will be identified for completion in Stage 2.
- e. Financial Management & Administration** - The Work Team will develop and begin implementing an initial Financial Management Plan and revised core Administrative

systems. This will address two fundamental requirements for sustainable and professional operations.

- f. **Review Corporation Structure & Constitution** - The Work Team will identify appropriate incorporation registration and begin making necessary adaptations to promote the development and implementation of business activities.
- g. **Develop Corporation Policies & Procedures** - The Work Team will address other Governance requirements by developing formal policies and procedures.
- h. **Network Administration and Support** - HAS will work with an IT specialist assistance to ensure the PEDAC IT facilities operate smoothly and reliably, and to develop policies, procedures, and associated training materials. This will enable PEDAC to manage its Computer Room in a sustainable fashion. This specialist input is essential to the successful use of this facility, since PEDAC currently lacks the necessary expertise.
- i. **SWOT Analysis & Business Planning** - The Work Team will perform a SWOT analysis and revise the existing business plan in accordance with points (a), (b) and (d), to develop a full-scale Business Plan. This will provide PEDAC with a system that allows us to develop sustainable business activities and prioritise current and future business opportunities.
- j. **Plan Stage 2** - The Work Team will identify funding sources for future Business development, Community activities (e.g. STEP through DEWR, community jobs plan through DET, etc.), and prioritise business opportunities for feasibility studies and immediate implementation. This will ensure sustainability of the current project and allow for Stage 1 to be reviewed.

### **Stage 2 - Implementation & Consolidation of Strategic Plan:**

This stage will allow PEDAC to finish the organisation development process from stage 1, to begin developing business ventures, and to formally assess future business opportunities.

- a. **Business Activities** - PEDAC will implement 1-2 small-scale business activities.
- b. **Financial Management & Administration** - finalise - as per stage 1.
- c. **Review Corporation Structure & Constitution** - finalise - as per stage 1.
- d. **Develop Corporation Policies & Procedures** - finalise - as per stage 1.
- e. **Update Business Plan** - The Work Team / Project Officer will update this document on a yearly basis.
- f. **Publicity Materials** - The Work Team will update all publicity materials, and develop new materials in line with current and pending business activities.
- g. **Opportunities** - e.g. Full-sale Land-regeneration and related Horticultural and Bush-tucker business ventures.

The ultimate aim of this undertaking is to construct a formalised and sustainable structure for PEDAC operations, while preserving the informal and traditional roles that the Elders play within the wider community.

### **Expected small business and employment outcomes**

**1. The First Business Outcome** - of this project will be PEDAC's operation as an economically independent and sustainable organisation. Achievement of the objectives will ensure this outcome.

The following employment outcomes will subsequently be achieved:

- 1 Manager to coordinate and oversee PEDAC's activities and projects

- 1 Administration Officer to process data and administrative tasks
- 1-2 Trainee Administrative Assistants to process data and administrative tasks

The staff numbers and positions have been estimated by considering the operating requirements of the Corporation. The need to manage staff turnover and promote community up-skilling determined the need for trainees.

These staff requirements are subject to final confirmation within the Strategic Plan to be developed in Stage 1.

**2. Anticipated Second Business Outcome** - is the development of business opportunities that will benefit the local Community. The number and nature of these ventures will be reviewed and finalised during the two stages of the Business Development Plan. As such, these figures are only preliminary.

**a. Computer Room** - PEDAC has acquired funding through the Queensland Government Gambling Community Benefit Fund (GCBF) to develop a Computer Room at the Purga homestead. The staff of HAS have donated their time to ensure successful renovation, equipment purchase, installation and overall preparation.

The Computer Room is to be primarily used for Community training, and is already generating interest amongst government bodies, community organisations and job networks. PEDAC is in partnership with Hanson Training Services (HTS) - a private RTO, which will allow the delivery of accredited IT and business training at Purga.

**b. Programs and Cultural Activities** - PEDAC has been planning the development of Cultural Activities such as School excursions, Art Classes, Cross-Cultural Training, Cultural Healing, etc. These would represent another potential source of income to PEDAC.

The funding acquired through the Queensland Government GCBF also provided for the purchase of art materials in order to conduct painting and screen-printing classes. Through the PEDAC-HTS partnership, accredited (and non-accredited) art training can be delivered at Purga.

**c. Information Resource Service** - PEDAC is frequently contacted by individuals, schools, businesses, NGOs and CBOs, government bodies and local council seeking information on the local Indigenous history, culture and families. The Corporation has access to the people who know or can acquire this information. Once formalised into useful documents and resources, PEDAC could provide a useful service to a wide range of client groups, which could generate an additional source of income.

This project also has potential to develop into PEDAC being a large-scale Indigenous Knowledge Centre. This has been outlined in a research paper by Alan Grant (School of Architecture, University of Queensland), and would tie in well with the Land Regeneration and Horticulture projects under consideration (see below).

**d. Land Regeneration** - PEDAC is planning to revegetate the land with native flora and commercially useful bush food species. This is an extension of the Tree planting project that

has been conducted through Envirofund assistance and managed in by PEDAC in partnership with the Quakers Regional Meeting.

A Heritage and Tourism component would be included within this venture to ensure cultural appropriateness of all aspects of the project and to promote the business potential of the venture.

**e. Horticulture** - PEDAC currently has a Nursery, with a Hot House, and a storage shed, which have been donated by Rotary International and the Quakers Regional Meeting. With the required infrastructure development, PEDAC will have facilities available for the development of a Horticultural business venture.

A number of test growing and training projects have been implemented with the existing facilities over the last 4 years, in order to identify requirements for further development. Consultation with Daphne Hibbert, an ex-horticulturalist and Chris' Flower Power Patch, a Nursery and Landscape Design company has assisted this process.

**3. Summary** - Underlying all business planning, the development of full-time positions is considered a priority in order to offer more sustainable employment, and thus more sustainable staff retention. On-site training and career path development is also be integrated into all positions.

An emphasis on integrating training into these business ventures (on-the job training, and training people as a part of service delivery), means the following outcomes will be achieved:

- Better-trained people in various aspects of land regeneration practices, which will lead to specialised employment opportunities.
- Better-trained people in various aspects of Horticulture practices will lead to specialised employment and self-employment opportunities.
- Better trained people in IT will lead to increased employment opportunities in a variety of fields where IT knowledge is essential. This is particularly important due to the increasing integration of IT within the workplace, and the growing technology gap facing Indigenous and other marginalised people.

An objective of the first 2 stages of the PEDAC Business Development Project is to prioritise these business ventures and begin implementing development plans or feasibility studies where required. Therefore the scope of business outcomes is subject to further verification.

## **Significance and benefit to the local community**

Community welfare is the priority objective of the Purga Elders and Descendants Aboriginal Corporation. As such, community benefit underpins all business activities considered and implemented.

The Ipswich and Regional Indigenous community is facing a range of issues needing urgent assistance and support. In particular, Vocational Training, Professional Development, Education, Counselling and General Care need to be addressed within a socially and culturally appropriate

environment in order for community members to achieve sustainable employment and a sense of local culture.

**1.** PEDAC must become economically independent and sustainable. This provides the following benefits to the Community:

- a.** PEDAC is an organisation that is vital to the well-being and cultural identity of many Community members. As such, PEDAC has a responsibility to function in an organised and sustainable fashion. This allows the Corporation to fulfil its basic role to the Community, such as a local meeting point for many Indigenous people.
- b.** The Elders and local families will be able to set a positive example for Community individuals and other organisations. This will have a significant impact on the cohesion and self-esteem within the community - which is essential for our people to achieve higher participation within the wider labour market and Australian society.
- c.** As a Community-based Organisation, the most suitable employees will be community members. Therefore PEDAC will be able to provide community members with meaningful and sustainable employment and professional development.
- d.** By functioning in this manner, PEDAC will be more proactive and reliable in addressing the Community's well-being and development. This relates directly to the community benefit of PEDAC's business ventures.

**2.** The business opportunities would benefit the local community in the following ways:

**a. Computer Room:**

- Address the widening technology gap faced by our people. Computer literacy is becoming as significant as LL&N issues in determining success within the education system and labour market.
- Provide IT training in an environment that is comfortable and familiar.
- Deliver IT training in a manner that is culturally appropriate and thus more successful. The reason PEDAC is in partnership with Hanson Training Services for the delivery of this training is because this company has proven its ability to deliver training in a flexible, holistic and appropriate manner.
- Development of a network administration system will allow PEDAC to provide guidance and assistance to other organisations considering such an undertaking.

**b. Programs and Cultural Activities:**

- The development of our people's connection to their culture and traditions.
- The promotion of cultural awareness to mainstream community members, businesses and organisations
- The availability of holistic services for special-needs groups such as youth-at-risk, the unemployed, and people on Community-Correction orders.
- Integration with computer training allows training to be delivered in a more holistic and culturally appropriate manner. For example, art training could serve as an entry-point to computer training, and the use of computers for artistic purposes is a flexible method of dealing with LL&N deficiencies.

**c. Information Resource Centre** - The ability to establish and develop a knowledge base of local history, family stories and community development will:

- Allow PEDAC to promote cultural awareness and a sense of place amongst our people.
- Allow PEDAC to inform mainstream community members, organisations and businesses about the local Indigenous culture in a more informed and strategic manner.
- Provide an invaluable resource to inform PEDAC business ventures of the relevant local knowledge, expertise and customs.



#### **d. Land Regeneration and Horticulture Projects:**

- Promote awareness of environmentally appropriate and sustainable land use practices.
- Promote an appreciation of environmental care and management amongst participants and visitors.
- Provide horticultural training in an environment that is safe and with a methodology that is culturally appropriate.
- Contribute to the maintenance of local Indigenous knowledge about the land and its traditional flora.

**3.** Furthermore, income generated by PEDAC over wages and operating costs, is used to deliver a range of Cultural Activities. Such projects include:

- a. Dawn Festival** - a multi-cultural festival celebrating the many Australian and International cultures. PEDAC has held this 3-day festival at the Purga site for a number of years, and it has been extremely well attended and received by the Community.
- b. Community Gatherings** - since the Purga site is used for many community gatherings, PEDAC has a responsibility to make basic provisions, such as food and drinks, and maintain a safe and accessible facility.
- c. Service Donation** - If a venture such as the Computer Room were operating at a profit, this would allow PEDAC to provide training or Computer access and printing services to disadvantaged Community members.

**4.** PEDAC has a high level of involvement with individuals and organisations within the Ipswich Region Indigenous Community. This ensures a high level of Community benefit will be achieved through this project. It is also important to note that PEDAC will not be restricting access to its services to Indigenous people only. This increases our potential client base for these business activities, increases the breadth of Community benefit, and enables PEDAC to foster constructive relations between Indigenous and Non-Indigenous people.

In particular, PEDAC's level of involvement with disadvantaged members of the community means that the Corporation will be in an ideal position to use these projects to assist marginalised people in the areas of living skills, training, employment, and effective organisational networking.

## **Background information on the project**

### **1. Why is this project needed?**

Specifically, the Business Development Project - Stages 1 (Strategic Plan) and 2 (Implementation & Consolidation) are needed to:

- Ensure that PEDAC can fulfil its current role in a more accountable and professional manner.
- Ensure PEDAC's organisational sustainability.
- Enable PEDAC to have a sound organisational foundation and operations in order to access funding such as Capital works grants.
- To ensure that PEDAC's future activities are better planned and coordinated.

More generally, the entire Business Development Project is needed to:

- Provide PEDAC a source of revenue to hire a Manager and Administrative staff.
- Provide services that reduce unemployment and lead to sustainable employment and business outcomes.
- Provide services that address LL&N, Drug & Alcohol, Domestic Violence and Homelessness issues.
- Restore a sense of pride and self-determination within the Ipswich Region Indigenous Community.
- Foster a sense of harmony and positive relations between Indigenous and Non-Indigenous Community members.

## **2. History of the PEDAC Business Development Project**

In order to expand the scope of operations, the Purga Elders and Descendants Aboriginal Corporation (PEDAC) identified the need to structure and manage the organisation in a more professional manner. To this end, a Business Planner called Peter Fields was assigned to PEDAC from Indigenous Community Volunteers. Mr Fields consulted with the PEDAC Board in 2003, and by May that year, a preliminary Business Plan was drawn up for PEDAC.

PEDAC's working relationship with Hanson Advisory Services (HAS) began at approximately the same time, which had the same goal of assisting PEDAC to expand its operations. One of the recommendations made by Peter Fields, was that selected PEDAC members receive some Governance Training. This need was reconfirmed by HAS, and led to the delivery of 8 competencies from the Certificate IV Business (Governance) under the PEDAC-Hanson Training Services (HTS) Partnership, between 2003 and 2004. HTS was identified by PEDAC as the most suitable training organisation due to a willingness to work flexibly with participants.

Early 2004, HAS prepared a report for PEDAC, to provide feedback on our Business Development progress. This report reconfirmed the issues identified by Mr Fields, but was able to suggest an actual strategy for addressing these issues. The key recommendations were:

- a. Paid Staff** - PEDAC needs to be in a position to employ a Manager and an Administration Officer in order for the organisation to function reliably.
- b. Corporation Structure** - PEDAC needs to review its Constitution, and Policies & Procedures in order to provide a structure that explicates roles and responsibilities, lines of authority, and cultural protocols. A financial management plan is a further component of this Governance Review.
- c. Business Structure** - The lack of economic autonomy and sustainability puts PEDAC in a vulnerable position - the organisation is reliant on government funding, donations and philanthropic contributions. While these relationships have enabled PEDAC to reach some impressive achievements, the organisation remains caught in a development trap.
- d. Development Trap** - PEDAC is currently in a development trap, since it generates no revenue and it has low Governance capacity. It is almost impossible to escape this trap without external funding assistance.

In order to make sure that any external funding is put to good use, HAS recommended the following strategies:

- a. Governance Training** - helped raise awareness of PEDAC's organisational situation and identify key players for PEDAC's future development.
- b. HAS Project Officer** - Thomas Abad (current Project Officer) to work closely with PEDAC, and to become familiar with the local Community. This has enabled HAS to

become familiar with PEDAC, and ensure that any systems developed will be integrated into PEDAC's operations.

- c. Further Feedback** - Hanson Training Services (HTS) provided feedback to HAS on the progress of the Community-based training programs. This enabled HAS to gain a 'ground-level' understanding of PEDAC's organisational strengths and weaknesses.
- d. Computer Room** - The Queensland Government's Gambling Community Benefit Fund was used to develop a Computer Room for Community-based training and to provide a data management system for PEDAC's future operations.

Towards the end of 2004, PEDAC and HAS indicated that PEDAC was in a position to seek funding to implement a Business Development Plan. At this stage, the ISBF funding was identified as the most suitable source of funding.

### **3. PEDAC Objectives**

The current Mission Statement relates to the maintenance of the physical and cultural integrity of the Purga property, and a duty to the local Indigenous people. In order to meet these objectives, PEDAC needs a sound Governance structure.

However, given the dire needs faced by our people, as well as other marginalised Non-Indigenous people, PEDAC has decided to become more pro-active in assisting the Community.

## **Future of the project**

The purpose of the PEDAC Business Development Project is to develop the necessary organisational foundation for the Corporation to develop a number of community-based business activities. Therefore organisational sustainability is the over-riding aim of this project.

The specific ways each stage will address organisational sustainability and project sustainability are outlined below:

### **1. Stage 1 - Strategic Plan (Foundation):**

**a. Community Consultation** - this will place PEDAC in an informed position for all future business development, and consolidate a valuable network for future communications. This enhances the appropriateness of any PEDAC business venture, and provides a solid foundation for organisational and project sustainability.

Embarking on a formal consultation process will also send a positive signal to Community organisations and individuals that PEDAC is keen to become further involved in community business ventures.

**b. Incorporation & Governance** - revising the Corporation structure in line with long-term organisational needs addresses fundamental issues of organisational sustainability. Achieving objectives d-g in stage 1 will ensure that PEDAC can operate efficiently, accountably and confidently.

**c. Partnership with Hanson Advisory Services** - formalising this partnership will lead to more organised communications and task delegation. The MOU will also outline how the partnership will evolve over time in order for PEDAC to become increasingly autonomous. This MOU will also be used as a basis for PEDAC to form other partnerships in the future.

**d. Computer Room** - the development of a user-friendly and secure network management system will enable PEDAC's data-management systems to be more accountable, organised and efficient. This improves the sustainability of all organisational operations.

Using the Computer Room as an initial business opportunity allows PEDAC to gain experience with managing a business venture. The challenges encountered will inform the business planning process leading to the development of a more realistic, and hence more sustainable Business Plan

Given the community interest for this venture, PEDAC is planning for the Computer Room to cover operating costs within the first 12-24 months, and begin providing an income source for Organisational Management.

**e. Business Plan** - this document will be the guide for all future PEDAC business development. The formal Corporation stock-take, Community Consultation and Governance Review will ensure the development of a coherent and workable document. Once again, this contributes to the sustainability of all PEDAC business ventures, and will result in the development of a specific project plan for the 2<sup>nd</sup> stage of the PEDAC Business Development Project.

**f. Staffing Requirements** - the full PEDAC staff plan identified, as the first business outcome is unlikely to be realised by the end of stage 1. However, consideration of schemes such as the Community Development Employment Programme Placement Incentive may enable some staffing requirements to be addressed.

**g. Planning Stage 2** - Two sustainability areas need to be addressed:

- **Business venture sustainability** - Any existing venture (e.g. Computer Room) or any small venture to be developed in stage 2, needs to be able to cover its costs. This will be achieved by building a client base, such as Job Network Agencies that have funds available for the delivery of accredited and non-accredited training. Depending on the revenue generated by such arrangements, other commercial opportunities might have to be explored.

Direct access to government funding programs will also be considered for the delivery of community based training and employment activities. Sources currently under consideration include Community Jobs Plan and Community Training Partnerships through the Department of Employment & Training, and the Structured Training and Employment Projects through the Department of Employment & Workplace Relations.

The success of stage 1, the development of the PEDAC management capacity, and the level of organisational revenue will inform the selection of appropriate feasibility studies. This will improve the likelihood of subsequent business opportunities being sustainable.

- **Funding for Stage 2** - Identification and acquisition of a funding source will be required to cover some costs of the 2<sup>nd</sup> Stage.

## **2. Stage 2 - Implementation & Consolidation:**

**a. Incorporation & Governance** - as per point b (see stage 1, above), the final revision of Corporation structure and systems (objectives b-d in stage 2) will ensure that PEDAC can operate efficiently, accountably and confidently. This will consolidate a key process begun in stage 1.

**b. Staffing Requirements** - By the end of stage 2, it is expected that PEDAC will be in a position to employ staff and trainees for the positions described as the first business outcome. This means that the Corporation will have the human resource capability to operate reliably and sustainably. This will provide a solid base for the development of larger business opportunities.

**c. Business Planning** - the process of yearly updates will ensure PEDAC's operations develop in a realistic and well-organised manner. It will also encourage a process of self-reflection within the organisation, and assist in communicating plans under consideration.

**d. Feasibility Studies** - Conducting a number of feasibility studies will enable PEDAC to make informed decisions about which large-scale business activities should be developed, and the manner in which this should take place.

Identification of start-up funding requirements and sources will be a key consideration within any such study.

**e. Small-scale Business Activities** - these ventures will continue to inform the PEDAC business planning process, provide a source of revenue, and contribute to the development of the organisation's skill-base.

Updated publicity materials - this will streamline PEDAC's communications with other organisations and individuals, and keep members of the Ipswich Community and PEDAC network informed on PEDAC activities.

Thus, by the end of this 2<sup>nd</sup> stage, PEDAC intends to have a solid and sustainable foundation in place and in operation. This will allow the Corporation to overcome the development trap.

## **3. General Points:**

Some further aspects of this Project will contribute to overall sustainability in the following ways:

**a. The PEDAC-HAS working team** - the team proposed consists of the main drivers of the PEDAC-HAS Partnership and the PEDAC Business Development Plan. These people have been working together since early 2003 and constitute an experienced, qualified group with an established and productive working relationship.

**b. Production of culturally-appropriate resources** – HAS' ability to adapt resources to the cultural needs of an Indigenous organisation will lead to the successful adoption of any system that is developed.

**c. Emphasis on training and staff development** - will encourage staff retention and the development of a qualified workforce.

Furthermore, the size and commitment of PEDAC's current network contributes to organisational and business venture sustainability:

- Members of HAS and HTS have committed a substantial portion of their time over the last 2 and a half years on a voluntary basis. The personal friendships that instigated this partnership further consolidate the strength of this relationship.
- PEDAC has a long-standing relationship with the Quakers Regional Meeting. The Quakers have donated significant funds to PEDAC over the years and contribute a significant amount of time to PEDAC to assist in the organisation's financial management, and management of the Horticulture facilities. The Quakers have also set up a Shared Wages fund, whereby members contribute a monthly allowance to help PEDAC cover unplanned expenses.
- A number of Community individuals contribute their time on a regular basis to assist with the physical maintenance and development of the premises, as well as to assist with organising events, and helping with the paperwork.

The Project Manager selected for the PEDAC Business Development Plan is Thomas Abad, a member of Hanson Advisory Services (HAS). He has worked as the HAS Project Officer since January 2003, and in this role has been instrumental in the planning and implementation of all PEDAC-HAS activities in the last 2½ years. As such he has an unrivalled understanding of this current project, and an ability to work with PEDAC in a culturally appropriate manner.

In his capacity as Queensland Manager of Hanson Training Services (HTS), he has planned, managed and assisted in the delivery of 3 community-based training programs in 2003 and 2004. PEDAC partnered with HTS to deliver this training, which was funded by the Department of Employment and Training's Community Responsive Training Program. Two of these training programs involved the delivery of Governance training to PEDAC Committee members. Thomas' involvement in this training informed the planning of this project, and is a key reason for his nomination as Project Manager.

Mr Abad's tertiary studies initially led to work in Research Projects, Market Research and Alcohol & Drug Counselling, where his expertise in research design, methodologies, statistics and theoretical frameworks were further developed. He has also worked as a University tutor since 1996, specialising in tutoring Indigenous students. His current tutoring work is in the area of research design, data analysis and thesis proofreading for post-graduate students.

In 2003, Mr Abad began working with PEDAC as the HAS Project Officer, and also began work with Goori House, an Indigenous Rehabilitation Centre in Cleveland, QLD. He has since specialised in working with Indigenous Community Based Organisations, developing skills in the following areas:

- Content writing & Instructional design of Psycho-educational and Training Resources
- Development of Workplace Policies and Procedures
- Conference Writing
- Project Management
- Submission of Funding Applications and Acquittals
- Report Writing
- Liaising with Government departments and local Service Providers

Mr Abad's experience in a wide range of fields and his understanding of the Purga Community, place him in a strong position to manage this project effectively.

PEDAC is using HAS as the consultancy for this project. The PEDAC-HAS partnership forms the backbone of the PEDAC Business Development Project. The following factors place HAS in a unique position as the appropriate consultant:

- A working relationship of 2½ years demonstrates the strength of this partnership.
- The commitment of HAS members (Daniel Abad - Director, and Thomas Abad - Project Officer).
- HAS members were known to PEDAC Committee members for 5 years prior to the formation of the PEDAC-HAS partnership and the friendship between Patricia King (PEDAC Secretary) and Daniel Abad, led to the formation of this partnership.

The level of experience both members of HAS have in working with Indigenous clients provides considerable capacity for this consultancy to implement the project in a manner that is both culturally appropriate and effective. For example, one of the core functions of the partnership is for HAS to act as a communications conduit between PEDAC and subcontractors and experts. This ensures:

- PEDAC's business needs are clearly articulated to other organisations
- Relevant business requirements are appreciated by PEDAC

In many ways, this ability is more important than the specific expertise held by members of HAS, since it provides an ability for Indigenous people and organisations to access and use expert information, and thus an ability to use and develop effective networks.

Daniel Abad brings to PEDAC seven years experience of working with Indigenous artists and business people. As HAS Director, he has offered a range of business solutions and marketing strategies to clients. Daniel Abad has been involved in a number of projects with the Ipswich Indigenous Community:

- Sending a troupe of Indigenous dancers to Nice (French Riviera) in 2002 to perform at the annual Nice Carnival
- Launch of the "Yardenya Jara" documentary in 2003 retracing the Nunukul Yuggera Wantama dance performance at the 2002 Nice Carnival
- Close collaboration with the organising and the running of the Purga Dawn Festival in 2002 and 2003
- Current discussions with Environmentalists and Scientists to get some background information for the regeneration and the establishment of a Bush Foods growing program at Purga

Prior to commencement of this project, PEDAC will negotiate the terms of reference with HAS in line with the project objectives.

## **Community consultation**

The business opportunities that PEDAC will explore and implement are to be integrated into PEDAC's existing CDEP program. PEDAC is in the process of furthering its links with a number of local organisations, the City Council, and local offices of government departments.

PEDAC has a central role in the Ipswich Region Indigenous Community, due to the CDEP cluster, the membership have families involved in the Community, and the PEDAC Committee are people of significance within the Community. This means that PEDAC is established within the

Community, and once the organisational foundation has been put in place, we will be in an excellent position to capitalise on the investment. Furthermore, PEDAC Committee members are Community members - and thus self-awareness and family dealings informally contribute to community consultation.

The most recent and substantial consultations that have taken place have been with the following organisations and individuals:

**1. Centrelink** - PEDAC has a good relationship with Olly Yasso, the Centrelink Indigenous Support Officer. Ms Yasso has suggested some possible uses for the computer room:

- Centrelink Information Sessions for CDEP participants and other Indigenous benefit recipients
- Computer Training for Indigenous and Non-Indigenous benefit recipients

**2. Centacare Employment** (a local job network agency) has inspected the development of the computer room facilities and is very interested in using the facility for training their Indigenous and Non-Indigenous job seekers. The culturally appropriate location of Purga and the flexible methodology used by HTS is of particular appeal to this organisation. Funding for such activities is available through the training credits received by each job network member. PEDAC and HAS are currently in the process of establishing links with other Job Network Agencies.

**3. Ipswich Region Area Consultative Committee** - This organisation was a key supporter of PEDAC's application to seek funding to develop a computer room, due to the potential this has for delivering positive training and employment outcomes.

**4. Salvation Army** - The Indigenous Ministry that was set up late 2004 has been developing close links with PEDAC. The Ministry Coordinator, Judith Nuriym Yumba works closely with Irene and Maria Davidson (both PEDAC Committee Members) in addressing the needs of homeless Indigenous people in Ipswich and delivering a range of charity services to the local Community. PEDAC and the Indigenous Ministry are considering collaborating for the following reasons:

- The Ministry is situated close to the Ipswich CBD, providing urban proximity (Purga is 15-20 minutes drive from the CBD, with infrequent public transport).
- The Department of Communities are about to tender a homeless service and a youth-at-risk service, and this partnership would be in a strong position to assist the delivery of these services (see below for more details).
- The Ministry deals with people who need some basic training needs that could be met under the PEDAC-HTS partnership. Access to a modern and culturally appropriate computer training room at Purga has been considered a significant advantage.

**5. SEQLD ATSI CDEP Limited** - is the new organisation that is responsible for the region's CDEPs. PEDAC and HAS have held initial discussions with this organisation regarding the expansion of training options for CDEP participants.

**6. Daphne Hibbert** - is a retired horticulturalist and long-time friend of the PEDAC Committee. She has recently consulted with PEDAC and HAS to draw up an initial infrastructure development plan to make the horticulture facilities business-ready. Chris' Flower Power Patch, a Nursery and Landscape Design business assisted with this process. Mrs Hibbert has offered her expertise to PEDAC for the development of Horticultural business activities.



**7. Western Catchment** - This organisation has met with the PEDAC Board a number of times and offered the capacity to purchase up to 150 000 seedlings when Purga is ready to start supplying.

**8. Bushfood & Walkabout** - This is a consultancy run by John Wrench, a retired pharmacologist and Indigenous Flora and Bush Food specialist. Mr Wrench has been working with HAS for the last 2 years, promoting bush foods to the European culinary market. He recently met with the PEDAC Board and conducted an initial assessment of the 60-acre Purga property for the development of an Indigenous Species Land Regeneration Plan. He is continuing to supply details on all aspects of how such a project should be implemented, and the further assessments that need to be carried out.

Mr Wrench has plans for the development of a bunya nut processing plant, which is a long-term project currently under consideration. This will allow for the production of a variety of products (such as flour and paste), which are becoming increasingly popular due to their celiac-friendly properties.

Mr Wrench is a member of a regional Bush Foods Community Organisation, which includes Wee Walk, a Bush Food producer close to Purga. Mr Wrench has offered an invitation for PEDAC to join the group when such projects become feasible. This will allow PEDAC to access local experience and expertise, as well as provide opportunities to develop commercial activities that are integrated within the local market, rather than directly competing against existing enterprises.

**9. The Dilly Bag Bush Tucker Products** - is a bush food catering and supply business based on the Sunshine Coast, which has been working in conjunction with HAS and Bushfood & Walkabout for the last 2 years, promoting bush foods to the European culinary market. Dale Chapman is the Director/Head Chef of the business, and has provided catering at past community events for PEDAC. Ms Chapman has expressed a desire to work with PEDAC when they begin growing Bush Food species - she would be able to buy the raw products and process them for sale to her client network.

**10. Alan Grant** - became known to PEDAC in 2000, and used the Purga site as a case study for his Masters of Landscape Architecture (University of Queensland, School of Architecture). This involved drawing up plans for Building development, Landscape development and revegetation, and the development of capital infrastructure for the conduct of business activities and delivery of community services. This plan will be used as a central document for the planning of business activities described within this project, and Mr Grant will be approached to provide his expertise for relevant feasibility studies.

**11. Ipswich City Council** - (ICC) PEDAC's role as the only traditional Indigenous Organisation in the Ipswich region means that it has a close relationship with the City Council. Patricia King (PEDAC Secretary) was the Council Indigenous Community Development Officer between 1999 and 2001. Derek Kinchella, whose family is well known to the PEDAC Committee, now holds this position. Victor Attwood, the Deputy Mayor is a council member who is particularly supportive of PEDAC's role and its current ventures.

The ICC has repeatedly expressed the need for local Indigenous information and resources, and a range of cultural activities - and Purga is seen as the logical organisation to provide such a service. Any development of such activities will be supported by Council, and through Council promotion, will provide a much-needed service to a wide range of individuals and organisations.

**12. Department of Communities** - The Department is currently consulting the Ipswich Region Indigenous Community regarding the delivery of two key services - a Homelessness Service for young men, and a Full-time care service for young men at risk (e.g. youth offenders). The department has temporarily taken over management of these services, until a tendering process is carried out and suitable service providers contracted. The community consultation process is taking place prior the tendering process to establish Community sentiment regarding the manner of service delivery, and local capacity for managing the service. This consultation is being conducted by Sharon Kinchela (who was the ICC Indigenous Officer from 1996 to 1998, and is a long-time friend of Purga) and PEDAC has been closely involved in the process. Preliminary discussions are being held regarding the role that PEDAC in partnership with the Salvation Army Indigenous Ministry (see above) could play in delivering these services, or in supporting the delivery of these services in a culturally appropriate manner.

**13. Ipswich Youth Justice** - is a local service funded by the Department of Communities, and they are currently managing the services described above. PEDAC have held preliminary discussions with this organisation regarding the appropriate delivery of these services, and to formulate future collaborations. Opportunities identified thus far include:

- Certain PEDAC activities having places available for youth on community corrections orders
- PEDAC provide Cultural Camps and activities to help connect youth-at-risk with their traditional culture
- PEDAC provide culturally appropriate accredited training through its partnership with Hanson Training Services.

**14. Department of Employment & Training** - PEDAC has obtained funding through the department's Community Responsive Training Program in 2003 and 2004 to deliver community-based training in the following fields:

- Computer Skills
- Business
- Governance

This training was delivered by Hanson Training Services and was very successful. This has led to PEDAC establishing a relationship with Chris Trubai and Karen Roberts, who both work in the local office. Discussions have been held regarding the integration of DET funding into PEDAC business activities as well as PEDAC seeking funding to develop a Community Training Needs Analysis.