

The development of a National Indigenous Cultural Centre

*PwC's Indigenous
Consulting & PwC
Australia*

November 2017

Private & Confidential

Tony Clemenger
Managing Director
Clemenger Consulting
Via email: tony@clemenger.me

12 December 2017

Dear Tony,

Re: The development of a National Indigenous Cultural Centre

Thank you for inviting PwC's Indigenous Consulting (PIC) and PwC Australia (PwC) to submit a proposal to assist you with the development of the National Indigenous Cultural Centre (NICC).

The work that you have already undertaken in conceptualising the NICC and garnering the support of a range of foundation partners is significant. The vision of establishing a new institution celebrating the cultures of Indigenous Australians has enormous potential and we are excited at the prospect of assisting you to progress this further.

An important consideration to the process moving forward is the appropriate involvement of Indigenous people, consistent with the principles of self determination and respectfully acknowledging the existence of current proposals for a new Indigenous Cultural Centre in Melbourne.

This letter outlines our understanding of the project and your requirements, our proposed service offering, key team members and our fees.

Our understanding of your requirements

We understand you have been working over the last two years investigating the potential development of a new institution in Melbourne celebrating Australia's diverse Indigenous cultures. The NICC is intended to be a central location for Indigenous communities across Australia to exhibit and showcase Indigenous cultures and histories to the broader public via art, theatre, music, dance, education and research.

The NICC will incorporate a suite of facilities such as cultural spaces, retail shops, accommodation and theatres, and is anticipated to be built and opened by 2025, following State and Federal Government approval and an international design competition. Although the NICC is still in the early stages of ideation, you have already received in principle support from a range of government and private sector foundation partners, including the:

- Prime Minister's Indigenous Advisory Council
- Minister for Communications & the Arts, Mitch Fifield
- Minister for Indigenous Affairs, Nigel Scullion
- Premier of Victoria, Daniel Andrews
- Lord Mayor of Melbourne, Robert Doyle
- National Gallery of Australia
- National Museum of Australia
- Museums Victoria
- Medibank Private
- BHP Billiton
- Google
- Telstra
- University of Melbourne.

Given the progression of your idea and the support you have received to date, we understand that there is now an opportunity for PIC and PwC to work with you to progress the project further.

Our proposed offering





Integral to the long term success and establishment of the NICC is Indigenous community buy-in and support, both at a local and national level. This support is critical given that the objective of the NICC is to celebrate Indigenous culture and history.

We have a very close relationships with the Indigenous Traditional Owner groups in Victoria as well as access to foremost Indigenous leaders and thinkers across the country. We propose to engage our networks to provide input on the design of the NICC, its service offering, business model and governance structure to ensure that the space meets the needs of Indigenous Australians, is culturally safe and appropriate, and Indigenous voices and actions are respectfully incorporated from the outset.

It is important to bring to attention the existence of two groups that have already tabled the concept of creating a new Indigenous Cultural Centre for Victorians and nationally. These are the Wurundjeri people (Traditional Owners of Victoria) and the Australian Institute for Aboriginal and Torres Strait Islander Studies (AIATSIS), noting the AIATSIS model has yet to confirm a location for the proposed expansion.

As outlined in Figure 1, we propose a four-stage approach to appropriately engage the Indigenous community in the ideation and build of the NICC.

Figure 1: Summary of our four-stage approach

	 Stage 1. Inception	 Stage 2. Design session build	 Stage 3. Co-designing the NICC	 Stage 4. Reporting
Purpose	<i>To prepare the project for success</i>	<i>To document prominent business models for cultural centres elsewhere</i>	<i>To facilitate a session to design the NICC and reach consensus on its core elements</i>	<i>To provide recommended steps for the development of NICC</i>

Stage 1: Inception

To commence the project, we propose to hold an inception meeting with you and key partners to confirm the expectations and scope of the engagement, responsibilities, risks and the timelines. At this meeting we will discuss the NICC in detail including work to date, the foundation partners and their respective roles, the drivers behind the NICC and the facets of incorporated activities and facilities.

The inception meeting will also allow you to meet our team, discuss any preliminary ideas and thoughts and confirm the project methodology. Following the inception meeting, we will complete a project plan to guide all activities associated with the project.

Stage 2: Design session build

Once the project plan has been completed and agreed upon, we propose to conduct a research piece to understand and document prominent business models associated with Indigenous cultural centres in other jurisdictions (i.e. in Australia and overseas). As part of the research, we will develop case studies outlining examples of successful cultural centres to determine key design elements or principles that could be adopted in the context of the NICC. The findings of this research can be used to help build and inform the session detailed in the next stage of the project.

Given the importance of embedding Indigenous community support and ownership of the NICC, it is critical that key Indigenous organisations and leaders are engaged in the design process. Accordingly, as part of this stage, we will work with you to determine the most appropriate individuals and/or organisations to invite to be foundation partners of the NICC and to champion its establishment.

As a starting point, we would like to offer you the opportunity to meet with the Federation of Traditional Owners to understand their views on the proposed establishment of the NICC in Melbourne.

We would also like to engage AIATSIS. Specifically, we would like to host a meeting with the AIATSIS Chief Executive Officer, Craig Ritchie, to unpack the NICC further and identify key risks and mitigation strategies particularly around securing the support of Indigenous community.

Other Indigenous organisations worth engaging to test the proposed establishment of the NICC are Bunjilaka and the Koorie Heritage Trust in Melbourne, the Redfern-based National Centre for Indigenous Excellence (NCIE) – an Indigenous space for arts and culture, innovation and learning in Redfern, NSW – and the leadership team of the soon to be established Aboriginal Centre of Excellence (ACE) in Western Sydney. We are more than happy to arrange introductions with each of these organisations.

Stage 3: Co-designing the NICC


We propose to bring together key Indigenous leaders, decision makers and organisations with the foundation partners to co-design the potential for a NICC in Victoria and outline the critical steps (including partners and approach) for its establishment and implementation.

To facilitate a design workshop, we propose to utilise the expertise of PwC's The Impact Assembly. The Impact Assembly is a new, independent venture that forms part of PwC's social impact program. It believes that the most complex problems and the biggest opportunities in Australian society can't be tackled by any one organisation alone. Rather, they need all parts of society to come together for big picture thinking, mutual learning and action.

The Impact Assembly draws on the collaboration tools and techniques of PwC's collective problem solving practice, The Difference, to work with groups of people – from across the social sector, government, business, philanthropy and the social innovation and start-up communities – to tackle society's biggest challenges.

Specifically, The Impact Assembly works in three key ways:

- 1 It assembles the right organisations, people and skillsets to come together around complex social issues and opportunities.

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- 2 It supports them to engage in mutual learning, providing neutral facilitation to align groups on what it is they're trying to achieve, develop a shared strategy, and continue to learn from each other over time
 - 3 It helps groups sustain progress and momentum, keeping groups connected and moving forward. Evaluating success and evolving the shared strategy along the way.

Given the complexity of developing a new institution and the fact that the foundation partners have been engaged individually to date, we will work with The Impact Assembly to design and facilitate a one-day Impact Session to reach consensus on the core elements and objectives of the NICC. The co-design session can be hosted at PwC and may cover a range of topics including:

- testing the efficacy of the idea as it currently stands with Indigenous community decision-makers, leaders and organisations
- confirming the idea, its objectives and design principles
- exploring potential governance arrangements and business model
- ultimately securing support from Indigenous decision-makers, leaders and organisations and other foundation partners.
- confirming the role of all partners moving forward, ensuring Indigenous people and the principle of self determination informs the future direction.

A d summary of The Impact Assembly's approach is attached separately.

As it is a unique service offering, we would really welcome the opportunity to arrange a private tour of our facilities at The Difference, and introduce you to our expert team at The Impact Assembly. This will also provide an opportunity to understand our innovative co-design process which creates an environment that promotes open communication, removes functional and hierarchical barriers and generates group alignment and commitment to a successful outcome.

Stage 4: Reporting

Following The Impact Assembly's design session, all discussion points will be summarised and developed into high quality deliverable documents. These will provide a comprehensive summary of points discussed and raised, a visual depiction of any business or governance models agreed upon and articulate the process of reaching consensus.

We propose that the ultimate deliverable will be a brief report which provides recommended steps to progress the NICC. This will be developed with respect to timelines and an appropriate strategy for the continuance of the engagement of both the foundation partners and the Indigenous community.

About us


We have proposed a joint PIC and PwC team to fully meet your project requirements and deliver value to you.

PwC's Indigenous Consulting (PIC):

- is a national Indigenous consulting business that is majority owned, led and staffed by Indigenous Australians with staff located in seven jurisdictions with extensive networks with Indigenous organisations reaching into regional and remote Australia.

- is based on a fundamental belief that real and lasting change happens when it is created by Indigenous people not for Indigenous people and that Indigenous people have the opportunity to fulfil their aspirations
- has a robust framework for Indigenous engagement that has now demonstrated success with over 240 projects nationally.

Figure 2 PIC’s capacity and reach

 **38 staff**
(70% Indigenous)

 **8 locations**
across Australia

 **Over 240**
successful projects
completed in the past 3 years.

 **Indigenous**
co-design approach
specialisation

Below shows PICS’s national reach including our regional hubs, BBF and CDP project community engagement delivered across the past 2 years



 PIC Hubs  BBF sites and communities  CDP sites and communities

The PwC team brings:

- understandings of your context, expectations and project requirements, driving greater efficiencies and enabling us to hit the ground running from day one
- significant experience in designing and executing strategies, business plans and proposals for government, corporate and not-for-profit organisations. PwC’s experience and capabilities have been developed through working collaboratively with our clients and our colleagues. This has been a key element of the success of our prior projects.

As member firms in the global PwC network, PIC and PwC bring a coordinated and coherent approach and the ability to draw the right expertise from both firms into the engagement project team. A summary of what our joint PwC and PIC approach brings to this engagement and how this will deliver value is set out in Table 1.

Table 1: Summary of how we will deliver value to you on this engagement

Core elements of our approach	What we bring
<p>1. Deep knowledge of Indigenous communities across Australia based on strong and established relationships and cultural sensitivity</p>	<p>A proven track record working with, and for, Indigenous communities across. We have strong relationships in the Indigenous community. We are credible and respected. PIC specialises in providing advice and developing strategies to help realise the commercial and community potential of Indigenous policies, programs, projects, organisations and businesses.</p>

Core elements of our approach	What we bring
<p>2. The right combination of skills brought seamlessly together</p>	<p>We bring expert technical skills relevant to requirements of this engagement including:</p> <ul style="list-style-type: none"> • facilitation and co-design • expert insights into the Indigenous community • access to analytics, research and legal insights • expertise in working with governments, funding bodies and Indigenous community organisations.
<p>3. An execution oriented lens to drive results in complex environments</p>	<p>We understand that this project is sensitive and complex and that the community environment in which it takes place has a diverse range of strongly held views. We will at all times manage the project in a culturally appropriate manner while at the same time driving an execution oriented and delivery approach to deliver you the results you need in the timeline you have set.</p>
<p>4. A commitment to self determination</p>	<p>We have a passionate belief that Indigenous people should have the opportunity to fulfil their aspirations. We use our professional expertise to assist communities, governments, and businesses to achieve the outcomes they are looking for.</p>

Our proposed team & fees

We are very excited by the prospect of working with you to develop the NICC. Accordingly we have proposed an experienced team with the appropriate skills to progress the project and deliver practical recommendations for implementation (see Figure 3). The CVs of our proposed team are attached in Appendix A.

Figure 3: Our proposed team



Given the immense potential of the NICC, we propose to offer you a significant discount on our typical fees. Specifically, in addition to leveraging the skills and resources of PwC's RAP Working Group, PwC will provide all services pro-bono and The Impact Assembly can offer you a subsidised pricing model which covers their costs.

An estimate of our discounted fees for the proposed project is outlined in Table 2.

Table 2: Summary of our proposed fees

Stage	Consulting hours	Discounted fee (excl. GST)	Discounted fee (incl. GST)
1. Inception	9.0	\$2,655	\$2,921
2. Design session build	44.5	\$12,754	\$14,029
3. Co-designing the NICC (incl. the Impact Session)	65.0	\$35,866**	\$39,453
4. Reporting	62.0	\$15,773	\$17,350
<i>Engagement Administration Charge (2%)*</i>		<i>\$1,341</i>	<i>\$1,475</i>
Total	180.5	\$68,389	\$75,228

**This is a flat fee on all PwC projects for the administrative expenses associated with project management.*

***Includes the discounted fee for The Impact Assembly of \$27,000 (excl. GST) which has been provided at cost.*

We note that this letter outlines a preliminary approach and fee based on our understanding of your requirements. We would welcome any feedback or the proposition of an alternative approach as you deem suitable.

If you would like to discuss any aspect of our assignment further or would like additional information, please contact Jodie on (03) 8603 1037 or James on (03) 8603 4814.

Yours faithfully,



Jodie Sizer
Co-CEO
PwC's Indigenous Consulting



James van Smeerdijk
Partner
PwC Australia

Appendix A: CVs



Jodie Sizer

Co CEO, PwC's Indigenous Consulting

Tel: +61 (3) 8603 1037, 0417 014 441

Jodie.sizer@pwc.com

Qualifications

Social Leadership Australia,
Hedland Leadership Program

Asialink Centre (University of
Melbourne), Asian Australian
New Leaders Program

Certified Practising
Accountants Australia
Melbourne, CPA Program

Australian Indigenous
Leadership Centre Darwin ,
National Leadership Program

University of Ballarat,
Bachelor of Commerce

Jodie is a Djab Wurrung/Gunditjmara woman, and part of the Framlingham Community of South West Victoria. Previously the Principal Consultant and Director of Ingenuity Australia, a consulting group that provides leadership, development and project management skills to Indigenous communities.

Jodie has been a significant contributor to the Indigenous governance space in being commissioned to comply significant pieces of work that have contributed to the advancement of knowledge around effective Indigenous governance

Jodie has also worked in Indigenous organizations and government. She was an ATSI Regional Councillor, a finalist in the Telstra Business Women of the Year award, listed in the Australian Women's Who's Who publication, inducted on the Victorian Women's Honour roll, recipient of the Prime Ministers Centenary medal and listed as one of the Australian Financial Review's 100 Women of Influence. Jodie is a member of the Council of the Australia Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) and also the Chair of Collingwood Football Club's Reconciliation Action Plan Committee.

Areas of expertise

- Workshop Facilitation
- Project Management
- Community engagement
- Co-design models with Aboriginal communities
- Indigenous Governance
- Business planning
- Modelling
- Financial Risk Management
- Strategy and planning Reconciliation Action Plans

Relevant experience

Department of Premier and Cabinet (Vic) – Mid-term Evaluation of the 10 year Indigenous Family Violence Plan.

This evaluation report from this robust evaluation was submitted to the Victorian Royal Commission into Family Violence. All 26 recommendations we accepted by the commission with a commitment to implement within 2 years. The evaluation research comprised a state-wide consultation process with community led groups, key stakeholder groups and agencies. This review employed co-design principles working closely with the Dept, the community and key agency



representatives.

Koori Education Transition Partnership Network (KETPN) – Lost in Transition.

Jodie, through Ingenuity Consulting, completed a detailed report highlighting the challenges for Koorie youth transitioning throughout the secondary school system, existing the secondary school system and entry or exit to TAFE Programs and alternative youth programs in the Northern Region of Melbourne. The report highlights gaps in the service system, undertakes a literature review of best practice transition models and provides recommendations for the KETPN to advocate the findings to key stakeholders.

ATO - Cashflow Education Package.

The 10 week sprint project was a strong collaboration between PIC and PwC. Together the 12 person team designed and produced a Cashflow Education Package to inform small businesses across Australia, supporting stronger management and tax debt minimisation. The process provided significant user testing research to inform the design and prototyping of a series of products to be utilised by businesses advisors, accountants and facilitators.

AFL – Valuing the AFL’s Indigenous Programs.

The AFL engaged PIC to undertake an initial baseline data audit of AFL programs that have a specific Indigenous focus. In order to express the value of the AFL’s Indigenous programs, a suite of work was undertaken, including, the collection and review of a range of data sources; mapping of data gathered using a program logic model; validation of data with key AFL staff, and; analysis and translation of data into key findings and future opportunities.

New model for cultural support planning for Aboriginal Children in Out of Home Care – Department of Human Services.

The development of the new model employed strong co-design principles, working closely with community representatives, department representatives, service agencies and Aboriginal community representatives. A literature review was undertaken to identify best practice models for cultural support planning, the outcomes of the literature review informed the consultation strategy in which key service sector staff, department representatives and community members.



James van Smeerdijk

Partner

Tel: +61 (3) 8603 4818

James.us@au.pwc.com

Qualifications & affiliations

MBA, Melbourne Business School

B.Sc. (Hons), University of Melbourne

Fellow, Institute of Public Administration, Victoria

Williamson Fellow

Member IPAA Victoria Indigenous Advisory Committee

Member, Indigenous Eye Health Unit Advisory Board, University of Melbourne

Background

James has 25 years of experience as a policy adviser in government and as a consultant. He specialises in undertaking strategic public sector reviews and advising business on policy issues. His experience covers a wide range of sectors and many indigenous projects as well as numerous governance projects.

James clients have included the Commonwealth Government, all State and Territory Governments, numerous statutory authorities and government businesses, major corporations, NGOs and international agencies.

James is PwC's lead partner for the Victorian Government. He led the development of PwC's first three Reconciliation Action Plans with the Aboriginal and Torres Strait Islander community and is a Board member of PwC's Indigenous Consulting.

James was previously at the Allen Consulting Group including six years as CEO/Executive Director. Before this, James held a range of senior policy positions in the Victorian Public Service, most recently in the Treasury.

Relevant experience – Indigenous projects

Department of Prime Minister and Cabinet Indigenous Business Sector Strategy.

The Federal Government is increasingly cognisant of the important role that Indigenous enterprises play in improving the social and economic outcomes of Indigenous Australians. PwC and PIC have been engaged to identify real business opportunities for Indigenous Australians to take advantage of growth sectors and to develop a roadmap to ensure Indigenous businesses have a clear understanding of the support and services they can access to succeed. (September to October 2016).

Profile of Indigenous Businesses in Australia.

Currently PwC and PIC are conducting an analysis of the Indigenous business landscape in Australia, including information on how Indigenous businesses are defined, how many Indigenous businesses exist, where they are located, what industries they are active in and the number of Indigenous employees they employ. This project utilising the capabilities of our PwC Geospatial Economic Model (GEM), providing a granular place-based platform. (July 2016 to present). Indigenous incarceration...

Commonwealth Department of Education and Training, early childhood – led a range of projects over a number of years on the review, design and implementation of programs to fund and support early childhood programs in regional and remote mainly Indigenous communities (2011-current)



Indigenous Eye Health Unit, University of Melbourne – an economic analysis of the costs and benefits of the completion of the Indigenous eye health strategy across Australia (2015-16)

Department of Planning and Community Development, aboriginal economic development strategy – advised on the development of a whole of government Aboriginal economic development strategy for Victoria (2012-2013)

Department of Education WA, small and remote schools.

A national project to undertake research and mapping for the national collaboration project on innovative strategies for small and remote schools including those serving indigenous communities (2010-2011)

Relevant experience – Governance projects

Department of Economic Development Jobs Transport and Resources, Establishment of Development Victoria – to review and advise on the governance and operating model options for the establishment of a single property development agency for the Victorian Government including implementation planning (2016-17)

Department of Planning and Community Development, Metropolitan Planning Authority governance review.

A review of governance options for the proposed new Metropolitan Planning Authority in line with the Victorian Government's new Melbourne metropolitan planning strategy (2013).

Worksafe Victoria, review of Institute for Safety, Compensation and Recovery Research – a strategic review of the performance and the future strategy for ISCR, a research joint venture focussing on of injury prevention, rehabilitation and compensation practice, for the three project partners, Worksafe Victoria, the Transport Accident Commission and Monash University (2012-2013)

Places Victoria, assessment of operating model.

An assessment of Places Victoria's operating model to assess the scope for efficiency gains (2012).

Department of Finance WA, Public Utilities Office review – a strategic review of the priorities, capabilities and structure of the newly established Public Utilities Office, which is intended to provide strategic advice to the government on energy and water utility industry and shareholder issues. The project included consultation with government and industry (2012).

Department of Planning and Community Development, Urban Renewal Authority review.

A financial and risk review of the model for the establishment of a new Urban Renewal Authority in Victoria (2011).

Department of Treasury and Finance, VicUrban review.



A strategic review of the Victorian government's property development agency, VicUrban, with a special focus on role realignment, capability and performance in line with the objectives of the government's broader housing and population strategies (2009-10).

Environment Protection Authority Victoria.

PwC has completed an assessment of future funding options for the Environmental Protection Authority. PwC was asked to review the current model, in parallel with research into best practice principles and models in use by other jurisdictions, to propose a set of funding model options for EPA (2014).

DRAFT



Shivaan Bardolia

Manager, PwC's Indigenous Consulting

Tel: +61 (3) 8603 1141

Shivaan.Bardolia@pwc.com

Qualifications

Master of Philosophy in Development Studies, University of Cambridge (Clare Hall)

Bachelor of Arts (Honours) (Political Science), University of Melbourne

Bachelor of Commerce (Economics), University of Melbourne

Shivaan is a Manager at PwC's Indigenous Consulting and has significant experience working in economic development, education and social justice. He has advised Commonwealth, State and Territory governments, major corporations and NGOs on policy issues across a wide range of sectors. Shivaan currently sits on the Board of Step Back Think Inc. and co-founded Teachabout (Tijimbat) Inc., a not-for-profit, youth led organisation that delivers cross-cultural school holidays programs in remote Aboriginal communities in the Northern Territory.


Relevant experience

Department of Premier and Cabinet (Vic), Aboriginal Procurement Research Project

The Victorian Aboriginal Economic Board and DPC sought to determine the level of engagement between Victoria's private sector and the Aboriginal business sector by commissioning PIC to research the current level of private Aboriginal procurement. In completing this work, PIC profiled Victoria's Aboriginal business sector, and developed and conducted primary research of a large sample of private sector businesses. Although the current level of Aboriginal procurement in Victoria's private sector as a percentage of total contract spend was estimated to be 0.16%, the research revealed a significant appetite from the private sector to increase the current level of Aboriginal procurement in the future. To assist the government formulate strategies to incentivise collaboration with the Aboriginal business sector, PIC recommended a range of evidence-based interventions that could be adopted in Victoria's contemporary policy context.

Department of Health and Human Services (Vic), The case for a local Aboriginal Community Controlled Organisations in the Latrobe Valley

PIC was recently commissioned by DHHS to co-design solutions with the Latrobe Valley Aboriginal community that improve the health and wellbeing outcomes in the region. PIC engaged in extensive consultations with the local Aboriginal community, service providers, Aboriginal Community Controlled Organisations (ACCOs) across Victoria and various government agencies to identify service gaps and inefficiencies, and to map the health and wellbeing needs in the region. The common theme that emerged from the consultations was the urgent need to establish greater Aboriginal community control over the existing services. The local Aboriginal community determined that the most effective way to do this is through the establishment of a locally-controlled ACCO. To facilitate the implementation of the community's preferred approach, PIC



outlined a staged pathway (over three years) that will see a local Aboriginal community controlled entity assume responsibility for a range of local Aboriginal services. Based on the principle of self-determination, the project was led and owned by the Latrobe Valley Aboriginal community (via a local Community Co-design Group), sponsored by DHHS and supported by PIC.

Department of the Prime Minister & Cabinet, Indigenous Business Sector Strategy.

PIC was recently engaged by the Department of the Prime Minister and Cabinet (PMC) to inform the development of the Indigenous Business Sector Strategy. PIC provided a comprehensive overview of the Indigenous business landscape, and established an evidence base that will be used by PMC to direct the focus and key priorities of the Strategy. This included: mapping the current profile of Indigenous businesses across Australia; a detailed analysis of how Indigenous businesses are able to harness opportunities arising from government expenditure; geospatial economic modelling of new and emerging markets (domestic and exports) across each state and territory and discussion of how Indigenous businesses are well placed to capitalise on these trends; and, the identification of the necessary business support mechanisms needed to grow the Indigenous business sector.

Yorta Yorta Nation Aboriginal Corporation, The Dharnya Centre Business Case.

PIC was engaged to assist the Yorta Yorta Nation Aboriginal Corporation (YYNAC) to develop a business case to support its lease of the Dharnya Centre for a term of 65 years. The business case investigated and provided recommend options for the Dharnya Centre as a focus for Yorta Yorta cultural interpretation and education of the Barmah National Park and the surrounding Central Murray region. It also articulated Dharnya's potential to encompass other synergies being developed by YYNAC such as the Bush Camp (Yenbena Education) concept and both the Yielima and Ulunja Farms.


City West Water, Reconciliation Action Plan.

PIC was engaged by City West Water in order to review and refine its RAP. PIC analysed City West Water's RAP and its internal structures to inform a range of recommendations to enhance the organisation's Indigenous programs and policies.

Ganbina, Program Evaluation, Agents of Change.

Ganbina is a not-for-profit Aboriginal organisation that provides a series of school-to-work transition programs for Aboriginal youth in the Shepparton area. PIC was engaged by Ganbina to evaluate progress against their purpose and vision including identification of program benefits and outcomes across participants, their families and the Greater Goulburn Valley community. The evaluation also involved reviewing the governance and operation of Ganbina as well as undertaking a value for money assessment of its programs.

Aboriginal Land Council of Tasmania, Business Case for wukalina Cultural Tourism Walk.



PIC completed a Business Case to support the establishment and sustainable operation of Tasmania's first iconic Aboriginal tourism experience. The development of the Business Case included: confirming the strategic direction; determining the demand and target market; aligning the itinerary with market expectations; conducting a competitor analysis; refining the operating model; defining the benefits to be realised; determining alignment with priorities of potential funders; leading a risk mitigation process; and developing a financial model for the venture to be self-sustaining within three years while providing significant economic development opportunities for Palawa people. The Business Case has been used as key source by ALCT when approaching potential funders to secure funding for the venture and establishment funding has recently been secured.

Department of Health and Human Services (Vic), New Approach to Cultural Support Planning.

PIC was engaged to assist in designing a new approach to the Cultural Support Planning Program to meet requirements under the legislative and permanency care reforms in Victoria. The role of PIC was to develop a suitably representative project advisory group, conduct a national and international scan of best practice in cultural care, design and conduct a comprehensive consultation approach with Aboriginal organisations and departmental and sector stakeholders. The findings were presented in a state wide workshop to test the model options for the program and presented to the DHHS for adoption. DHHS have recently obtained significant funding to implement the new approach.

Woodside Petroleum, Review and evaluation of Woodside's Reconciliation Action Plan.

PIC was engaged by Woodside Petroleum in order to review the achievement of the targets articulated in its RAP, assess the wider impact of Woodside's RAP activities and benchmark its RAP targets against requirements, peers and best practice.

Confidential Client, Aboriginal Health Services Banking Needs Analysis.

PIC conducted an analysis to assist a major bank to better understand the banking needs of the Aboriginal health sector. The project involved identifying key characteristics of Aboriginal Community Controlled Health Organisations (ACCHOs), key trends in the Aboriginal health sector and mapping ACCHOs current and future needs to banking products. The report was used to inform commercial decisions around future areas of focus and investment.

Department of Health and Human Services (Vic), Aboriginal Inclusion Action Plan (AIAP).

PIC developed an AIAP for the Department which was guided by the Victorian Government's Aboriginal Inclusion Framework (the Framework). The Framework is an initiative of the Secretaries Group on Aboriginal Affairs, which was developed after extensive consultation with Aboriginal communities emphasised the need to embed within the processes of government, inclusive, consistent and accessible



services to Aboriginal people through all departments, agencies and funded service providers.

Cricket Australia, Development of Australian Cricket's inaugural Reconciliation Action Plan.

PIC was engaged by Cricket Australia to develop Australian Cricket's inaugural Reconciliation Action Plan (RAP). Following extensive consultations with senior management at Cricket Australia and each State and Territory cricket association, the National Indigenous Cricket Advisory Committee as well as current staff and players to develop the actions, the RAP was formally endorsed by Reconciliation Australia as a Stretch RAP in November 2014.

Department of Premier and Cabinet (Vic), Evaluation of the MITW Program.

PIC conducted an evaluation of the Office of Aboriginal Affairs's Managing in Two Worlds governance training program. The program aims to enhance the capacity of directors, members and staff of Aboriginal organisations to govern their respective organisations. The evaluation examined the structure of the training program, determined whether it had met policy objectives and its desired outcomes and provided recommendations around alternative models of delivery.

PwC Thought Leadership, Putting a value on quality Education and Care.

Shivaan assisted in this report which formed a submission to the Productivity Commission review on Childcare and Early Childhood Learning. PwC's submission used CGE modelling to quantify the impacts to improving the quality of early childhood care in Australia. The report is available at: <http://www.pwc.com/gx/en/psrc/australia/value-early-childhood-education-care.jhtml>

Department of Education and Early Childhood Development (Vic), Evaluation of the In Home Support and Home Based Learning programs.

Shivaan evaluated the IHS and HBL programs, a program to support parents and/or carers with Aboriginal children aged 0-5 years that is delivered at six Aboriginal organisations across Victoria.


National Rugby League, Independent Performance Audit of the NRL's Reconciliation Action Plan.

Shivaan conducted an independent performance audit of the NRL's Reconciliation Action Plan and assessed its current impact to provide recommendations for improvement.

Abbotsford Convent Foundation, Economic and Social impact assessment of the Abbotsford Convent.

To assist the convent demonstrate their impact and need for restoration funding, Shivaan completed an assessment of its social and economic impact on Victoria.

Department of Education and Early Childhood Development (Vic), Development of a Performance Management framework.



Shivaan was engaged by the Department to develop and enhance a performance management framework for Victoria's education system. This involved the development of a framework in line with existing Victorian Government policies, and the adoption of change management processes to ensure whole of system implementation and integration.

**Department of Business and Innovation (Victoria),
Aboriginal Business Training Scoping Study.**

Shivaan engaged in an extensive consultation process with Aboriginal enterprises and business training service providers throughout Victoria in order to understand the business training needs of Aboriginal entrepreneurs. In this role, Shivaan mapped the service gaps in Victoria's business training sector and used these findings to develop and inform a quality service delivery model for implementation by the Department.

**BHP Billiton Iron Ore, Evaluation of a Child and
Maternal Health program delivered by a global NGO
in remote Indigenous communities.**

Shivaan reviewed the maternal and child health programs delivered by an NGO in remote Indigenous communities in Western Australia. In this role, Shivaan developed recommendations for improved service delivery and program design.



Clinton Benjamin

Associate, PwC's Indigenous Consulting

Qualifications

Melbourne Law School, 2015-
Juris Doctor

The University of Melbourne,
2009 - 2014 Bachelor of Arts

The Australian Indigenous
Leadership Centre, November
2011 Certificate II Indigenous
Leadership

Swinburne University of
Technology, 2008 - Starting
and Managing a Successful
Small Business (short course)

Clinton is new to PwC's Indigenous Consulting but brings with him a diverse range of skills and experience including in administration, communication and program management. He has had his recent work – 'An Indigenous Treaty Would Create a Virtuous Circle of Self-Determination' - published in The Guardian

Previous experience

- Legal Internship (Aurora Internship Program), Aboriginal Victoria, Department of Premier and Cabinet 2017 - As part of the Aurora Internship program I completed a legal internship at Aboriginal Victoria (AV) in June and July of 2017. Whilst at AV I supported the Treaty team as the Victorian Government continues the treaty process with Aboriginal Victorians. As a legal intern I also worked closely with the executive team at AV and gained a valuable insight into Government processes. I am also completing a research paper on the treaty process which will be published later this year
- Melbourne Law School, Research Assistant 2016-17 - As a research assistant, I helped examine and develop the Indigenous Study Communities Program at Melbourne Law School. This program is designed to support Indigenous JD students at Melbourne Law School and informs the law school's response to contested spaces and pedagogies.
- Aurora Project, The Aspiration Initiative 2013 – 2017 - The Aspiration Initiative (TAI) is a program for Indigenous high-school students which aims to increase opportunities and support helping to ensure the students realise their potential for school, university and beyond. As a mentor on all TAI camps in Victoria, New South Wales, and Western Australia my role includes providing academic, social, emotional, and cultural support to ensure the safety and wellbeing of all students as well as coordination and/or delivering and planning camp sessions for students in collaboration with the TAI camp team.
- Allens, Indigenous Legal Internship Program 2016 - Whilst at Allens I was placed within the litigation and dispute resolution practice. Here I worked closely with Partner Peter Haig looking into the relationship between Bitcoin and Anti- Money Laundering. I also helped prepare an international human rights case note for the Human Rights Law Centre monthly bulletin.
- Victorian Bar, Indigenous Clerkship Program 2016 - As part of the Victorian Bar Indigenous Clerkship program



I spent a week at the Federal Court of Australia with Justice Bromberg, a week at the Supreme Court of Victoria with Justice T Forrest and a week at the Victorian Bar with several prominent barristers. At the Supreme and Federal Courts I was based in the Judge's chambers and attended court with the Judges, here I was able to observe and discuss the cases they were sitting on and gain a unique insight into the legal profession.

- Sessional Tutor, Australian Indigenous Studies, The University of Melbourne 2014 – ongoing - As a sessional tutor with the Australian Indigenous Studies program I prepared and conducted weekly tutorials, consulted with students, and undertook assessment for the First Year Subject Aboriginalities. Furthermore, I helped plan and coordinate the lecture program, which included many guest lecturers who were often-prominent Indigenous community members. As an Aboriginal person I aimed to provide a safe and supportive environment for the Indigenous students undertaking the subject and coordinated extra weekly tutorials with support from Murrup Barak.
- Murrup Barak, Melbourne Institute for Indigenous Development, The University of Melbourne, Indigenous Tutorial Assistance Scheme Tutor, 2013 – ongoing - As an ITAS tutor I tutor and provide educational support for a number of Indigenous students at the University of Melbourne.
- Custodial Role Model Program with Whitelion, 2007-2012 - Whitelion is a not-for-profit organisation that supports young offenders and other youth at risk. As part of the Custodial Role Model and Bundji Bundji programs I helped develop, coordinate and deliver programs to young men across all three Juvenile Justice centres in Victoria, and Indigenous youth at risk.

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