



Australian Government  
National Indigenous  
Australians Agency



# National Roadmap for Indigenous Skills, Jobs and Wealth Creation

Indigenous Australians are integral to the strength and diversity of the Australian economy, a situation which will only become more important as the demands of the future economy intensify. This Roadmap will drive actions that enhance connections for Indigenous Australians to skills, jobs and business opportunities.



# Minister's Foreword

As we emerge from the COVID-19 pandemic, there is renewed opportunity for Indigenous businesses to make their mark on the Australian economy.

The Morrison Government is committed to working in partnership and having Aboriginal and Torres Strait Islander peoples at the table to take full advantage of the economic opportunities before us.

My vision for the National Roadmap for Indigenous Skills, Jobs and Wealth Creation is to provide a clear plan to get more Indigenous Australians job-ready, increase employment and entrepreneurship, and provide opportunities for more Indigenous Australians to start and grow a business. Indigenous businesses empower our people, and this economic empowerment provides increased opportunities right across our nation.

While government is playing an important role, it is critical the private sector support these efforts and continue to partner and encourage the growth of Indigenous businesses.

There is tremendous goodwill from industry to create an environment where new Indigenous businesses thrive and the entrepreneurial pipeline is strong. We only want to see this accelerate in the future.

I would like to thank my Industry Champions who have accompanied me on this journey to date to ensure the Roadmap captures the perspectives, experiences and ambitions of industry. I am heartened that so many industry experts and leaders have come on board to assist me to develop and deliver the Roadmap, demonstrating leadership and encouraging greater Indigenous engagement in their respective domains.

I commend those Indigenous leaders, businesses, entrepreneurs and employers who have demonstrated commitment to working within the broader business community to realise positive change. Over 85 Indigenous industry representatives contributed to the development of this Roadmap through roundtable discussions – infusing their energy, ideas and solutions into the process. I look forward to their continued engagement as we develop tangible actions under this Roadmap.

There are immense opportunities to increase Indigenous participation in all areas of Australian industry. The contributions of the business sector to date have been very encouraging, but we are not finished. Much more can be done to grow Indigenous participation, particularly in the areas of mining, energy, financial services, infrastructure, tourism, health and human services, agriculture, manufacturing, defence, and international trade.

The National Roadmap will complement and help realise the National Agreement on Closing the Gap, recognising that a flourishing Indigenous business sector remains an unrealised source of economic growth for the broader Australian economy post-pandemic.

It is my dream that generations from now, we will have young Indigenous Australians from every corner of this country being extremely successful in every field of endeavour. I call on all governments, industries and businesses to work in partnership with Aboriginal and Torres Strait Islanders to lift Indigenous economic aspirations and realise the full economic potential of Indigenous Australians across our nation.

THE HON KEN WYATT AM MP

MINISTER FOR INDIGENOUS AUSTRALIANS



# Executive Summary

The National Roadmap for Indigenous Skills, Jobs and Wealth Creation (National Roadmap) provides a long-term commitment and organising framework to implement actions that will substantially lift economic outcomes for Indigenous Australians, and support their aspirations to thrive in the mainstream economy.

It will drive Government and industry investment in human, social and economic capital and connect Indigenous Australians to jobs and industry opportunities. The National Roadmap and its focus on enabling economic opportunity will complement the National Agreement on Closing the Gap and its focus on addressing social inequalities.

Indigenous Australians will play an important role in Australia's economic recovery and long-term economic prosperity. Aboriginal and Torres Strait Islander people represent a population cohort that is younger and growing faster in comparison to non-Indigenous Australians.

As the Australian economy emerges from the coronavirus pandemic, fully activating and supporting Indigenous Australians to gain the skills and confidence needed to enter into jobs, upskill into more technical, managerial and leadership positions and to establish and thrive in their careers, will be a key part of Australian businesses resolving skill and workforce shortages and the Australian economy's future growth.

The National Roadmap recognises the unique skills, knowledge, culture and role of Indigenous Australians and that fostering and protecting these strengths is integral to the success of government, business and the economy. The National Roadmap acknowledges that a reciprocal relationship with country is fundamental to Indigenous culture and identity. This relationship shapes how Indigenous Australians participate in the economy and the economic opportunities available across urban, regional and remote locations. The National Roadmap will facilitate partnerships with local communities and establish the conditions for investment to deliver on aspirations for jobs and economic development.

Making a meaningful difference to economic outcomes for Indigenous Australians requires long-term commitment and well-targeted initiatives. This job is not just for governments. It is a shared responsibility. The National Roadmap reflects a collaborative effort between the Australian Government, business, the non-government sector, state and territory governments and Indigenous Australians - all working together to bring about change to the wider socio-economic opportunities and outcomes available to Indigenous Australians.

As part of the development of the National Roadmap, input was sought from Indigenous and non-Indigenous leaders across a variety of Australian industries. This consultation has confirmed some of what we already know.

There are a wealth of opportunities for Indigenous Australians to apply their talents in a range of industry sectors, including renewable energy and low emissions technologies, mining, tourism and the arts, agriculture and land management, education and training, financial services and health and human services.

Any initiatives to take advantage of these opportunities must be Indigenous-led and government and industry-enabled to ensure they are successful, sustainable and relevant to community aspirations.

Leaders from across industry sectors recognise their shared responsibility and are ready and willing to play a partnership role in the National Roadmap. The Minister for Indigenous Australians, the Hon Ken Wyatt AM MP, has been working closely with business and industry, including the Business Council of Australia and the Minerals Council of Australia, to develop the National Roadmap. The Minister will continue to engage with other peak industry organisations and companies, inviting them to work together to identify and implement specific actions in their industries to advance the National Roadmap.

The National Roadmap celebrates diversity and aims to facilitate choices that enable Aboriginal and Torres Strait Islander participation in competitive markets in a way that is Indigenous-led and enabled, and supported by government and industry.



# Indigenous Economic Participation

## – current state of play

While there have been some gains made in Indigenous skills, jobs and participation there is still much work that needs to be done.

Significant challenges exist in increasing Indigenous participation in the mainstream economy. Barriers include racism, lack of cultural safety in the workplace, ineffective engagement, and low levels of the social determinants of health including education, housing and economic stability. A lack of access to information about opportunities and pathways to training, jobs and business, limited access to technology and financing opportunities also contributes significantly to the challenges Aboriginal and Torres Strait Islander people face.

Overcoming these barriers and supporting Indigenous economic empowerment will have transformative effects on the lives and livelihoods of Indigenous Australians.

A recent House of Representatives Standing Committee on Indigenous Affairs (August 2021) Report on Indigenous Participation in Employment and Business<sup>1</sup>, found *“having a job or running a business can be life changing. Witnesses told the committee that owning a business gives people greater freedom, choice and independence. It can also provide pride, purpose, a legacy and a sense of achievement. Many of those sentiments are also true of having a job.”*

### Indigenous Employment

There is significant potential for Indigenous Australians to contribute to Australia’s future workforce needs. According to the National Skills Commission, Australia will need to fill an estimated one million new jobs in the next five years.

Australia’s Indigenous population is growing faster than the non-Indigenous population. As a result, the Indigenous population is projected to grow from approximately 800,000 in 2016 to 1.05 million in 2031<sup>2</sup>, becoming more important to future labour supply, particularly for some regional economies.

However, at the current time, the Australian economy is not fully utilising this potential Indigenous human capital. In 2018-19, just under half (47 per cent) of Aboriginal and Torres Strait Islander people were employed<sup>3</sup>.

Men were more likely than women to be working (51 per cent compared to 43 per cent, respectively), with differences across age ranges.

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<sup>1</sup> House of Representatives Standing Committee Report on Indigenous Participation in Employment and Business, August 2021.

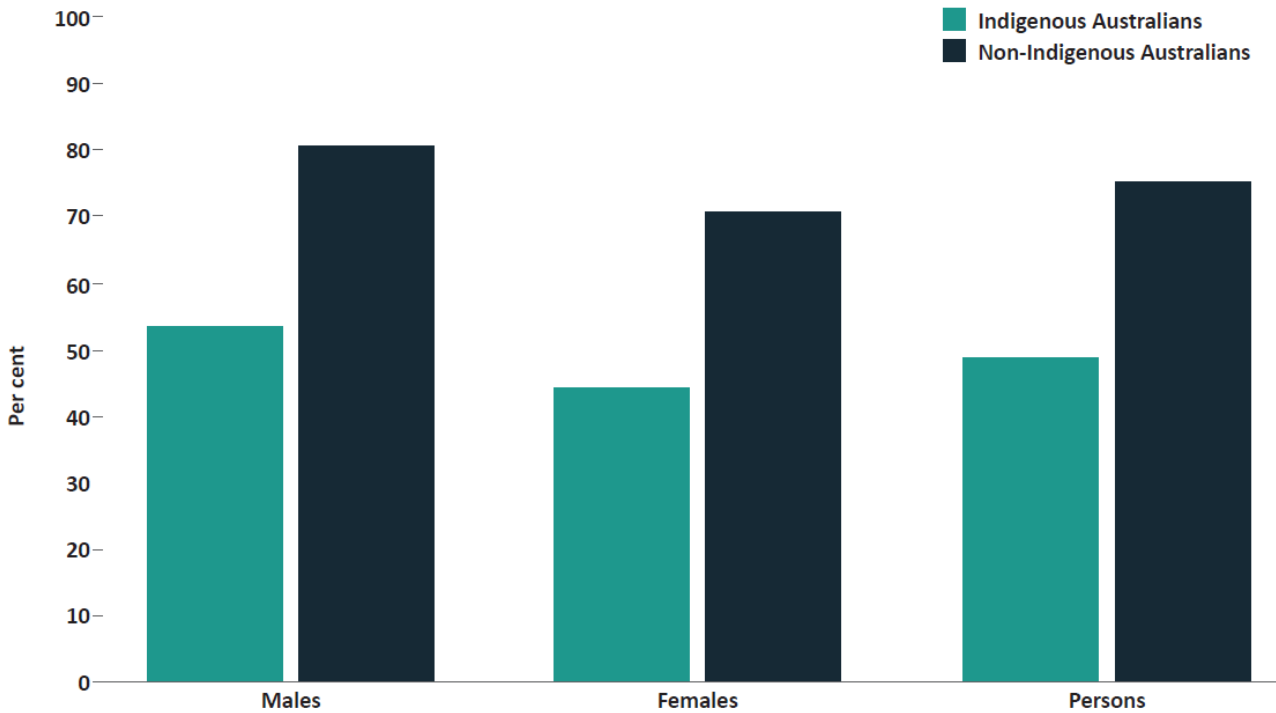
[https://www.aph.gov.au/Parliamentary\\_Business/Committees/House/Indigenous\\_Affairs/Indigenoopportunities/Report](https://www.aph.gov.au/Parliamentary_Business/Committees/House/Indigenous_Affairs/Indigenoopportunities/Report).

<sup>2</sup> Australian Bureau of Statistics, Estimates and Projections, Aboriginal and Torres Strait Islander Australians, July 2019

<sup>3</sup> Aboriginal and Torres Strait Islander People at Work using Australian Bureau of Statistics’ (ABS) [Microdata: National Aboriginal and Torres Strait Islander Health, Australia, 2018–19](#) (NATSIH). Retrieved from: [https://www.aph.gov.au/About\\_Parliament/Parliamentary\\_Departments/Parliamentary\\_Library/FlagPost/2021/August/ATSI\\_people\\_at\\_work](https://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/FlagPost/2021/August/ATSI_people_at_work).



**Figure 1: Proportion of employed Indigenous Australians aged 15-64 by sex in comparison to non-Indigenous Australians**



*Note: Data categorised as 2017-19 are from 2018-19 for Indigenous Australians and 2017-18 for non-Indigenous Australians.*

*Source: AIHW analysis of ABS 2019a, ABS 2019b; Steering Committee for the Review of Government Service Provision (SCRGSP) 2020. [www.aihw.gov.au](http://www.aihw.gov.au)*

In the 2017–18 to 2018–19 period, Indigenous Australians were over-represented in labouring, community and personal service occupations, and under-represented as professionals and managers relative to the working age non-Indigenous population.<sup>4</sup> This highlights the lack of clear pipelines and pathways to connect Indigenous Australians to opportunities at key career transition points.

In terms of the main industries with Indigenous participation, Indigenous Australians are over-represented in the construction, public administration and safety sectors, and under-represented in the professional, scientific and technical services sectors.

Improving educational outcomes is key to increasing Indigenous employment opportunities and increased wellbeing across all other aspects of life. According to the Australian Institute of Health and Welfare (AIHW), the employment rate of Indigenous Australians has consistently shown an increase with higher levels of education. In 2018-19, the observed employment rate pattern to the highest level of education completed was:

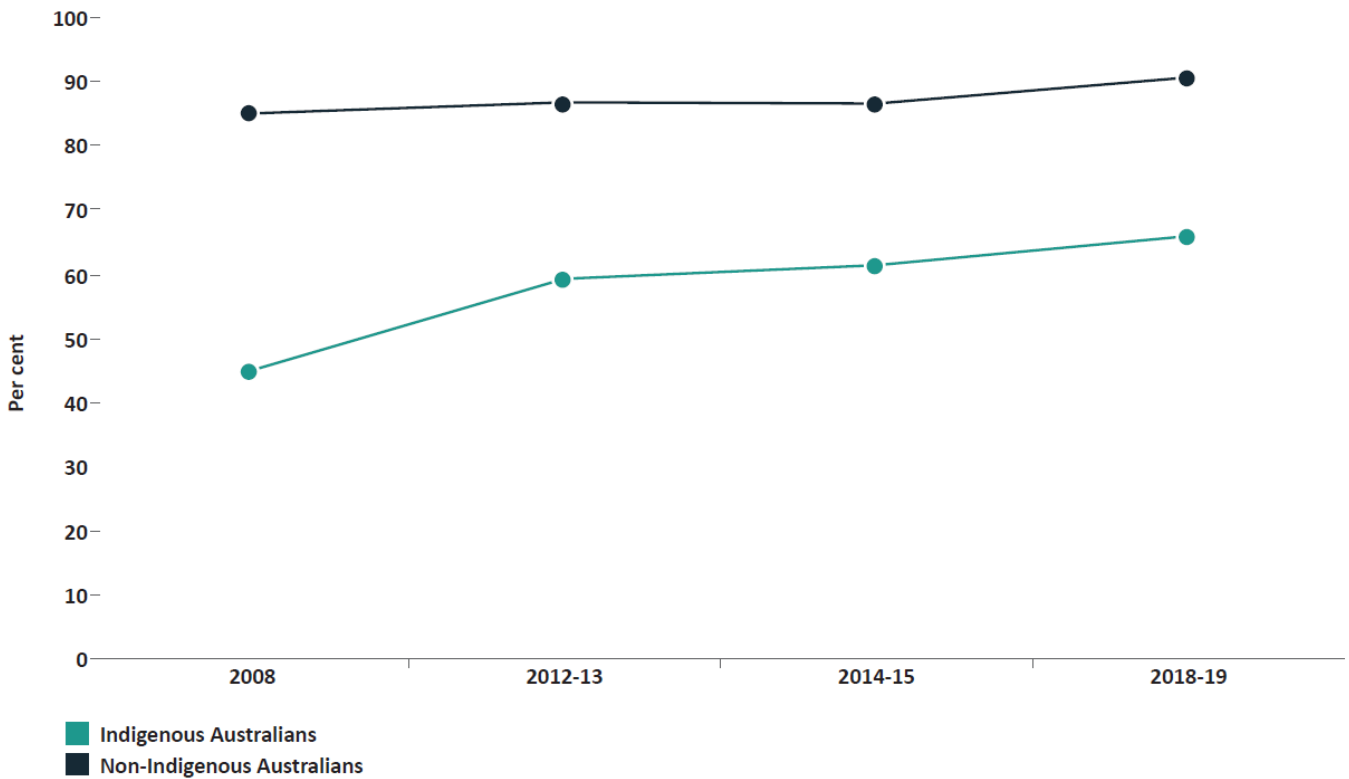
- 79 per cent for those with Bachelor’s degrees or above;
- 59 per cent for those with a Certificate III or IV; and
- 22 per cent for those with secondary year 9 and below<sup>5</sup>.

<sup>4</sup> Australian Institute of Health and Welfare (2021). Indigenous Employment. Retrieved from: <https://www.aihw.gov.au/reports/australias-welfare/indigenous-employment>.

<sup>5</sup> Ibid.



**Figure 2: Proportion of people aged 20-24 who had attained a Year 12 or equivalent (Certificate II or above) by Indigenous status 2008-2018-19.**



Source: National Aboriginal and Torres Strait Islander Social Survey 2008 and 2014-15; Australian Aboriginal and Torres Strait Islander Health Survey 2012-13; National Aboriginal and Torres Strait Islander Health Survey 2018-19; Survey of Education and Work 2008, 2012, 2014, 2018. [www.aihw.gov.au](http://www.aihw.gov.au)

## Opportunities in key sectors

According to the Department of Education, Skills and Employment, one in every four new jobs is projected to be in the Healthcare and Social Assistance Industry – the industry which already has a participation rate of 14 per cent of working age Indigenous Australians and about 22 per cent of Aboriginal and Torres Strait Islander women. This will provide a foundation to continue to build employment participation for Aboriginal and Torres Strait Islander people in this growth sector.

There continues to be high representation of Indigenous Australians working in the mining and resources sector. Mining companies recognise the benefits of employing a local workforce which is bolstering Indigenous participation. Indigenous Australians make up around 3.8 per cent of workers in the mining and resources sector, which is higher than their share of the population.

Similarly, the Indigenous tourism sector is an important and growing source of employment and economic opportunity, particularly in regional and remote Australia. Since 2013, the number of international tourists taking part in an Indigenous tourism activity has increased by over 40 per cent and the number of Indigenous tourism visitors has grown by an average of 9 per cent per year.



## Indigenous business

The Indigenous business sector is growing rapidly, and faster than the rest of the economy. Indigenous businesses are crucial for the economic self-determination of Indigenous communities and are a key driver of jobs and wealth creation.

Analysis of Supply Nation's register of Indigenous businesses indicates Indigenous-owned firms are between 40 and 50 times more likely to hire Indigenous employees than non-Indigenous firms. Some studies estimate this figure is closer to 100 times.<sup>6</sup>

Based on a 2021 study undertaken by the University of Melbourne<sup>7</sup>:

- In 2018 (latest data available), the sector consisted of 3,619 active businesses (registered through Indigenous business directories, e.g. Supply Nation) employing more than 45,000 people (Indigenous and non-Indigenous).
- Gross income for the sector was \$4.88 billion in 2018.
- From 2006-2018, Indigenous businesses enjoyed a 115 per cent growth in gross income, and created more than 22,000 jobs (Indigenous and non-Indigenous).
- From 2006-2018, there was a 74 per cent increase in the number of Indigenous businesses.

The industry representation of Indigenous owner-managers in the Australian economy is similar in composition to the industry representation of non-Indigenous owner-managers.<sup>8</sup>

- The largest share of Indigenous owner-managers operates in the 'other services' sector (34.8 per cent) similar to the share of non-Indigenous owner-managers (38.8 per cent).
- Of note is the high proportion of Indigenous business operators in construction (27.5 per cent) compared with 20.1 per cent of non-Indigenous businesses in construction.

Indigenous businesses have a potentially significant comparative advantage across a range of sectors that rely on traditional knowledge, such as environmental services (including the emerging carbon abatement sector), bush foods and nutraceuticals, and arts and cultural experiences, including through tourism. Indigenous businesses also deliver services to Indigenous communities, including health and education services, in a culturally sensitive manner which is essential for ensuring trust and accessibility of services for the Indigenous people that rely on them.

With the growth of Indigenous business, there needs to be a focus on: strengthening the "brand" of Indigenous business (including efforts to address issues such as "black cladding" – the practice of a non-Indigenous business entity or individual taking unfair advantage of an Indigenous business entity) and supporting Indigenous businesses to protect their intellectual property and to use their Indigenous Knowledge (including efforts to address misappropriation of Indigenous Knowledge and providing education and guidance for non-Indigenous businesses and individuals on how to approach getting free, prior and informed consent to use Indigenous Knowledge).

Focus is also needed on building stronger links into broader supply chains, and as part of this, training and support for Indigenous business in tendering processes, as well as developing stronger architecture for business to business links (including establishing networks like a National Indigenous Chamber of Commerce). Current structures which underpin business to business engagement are not strong enough to support larger business and investment opportunities.

Australia is an exporting nation. There is unrealised potential for Indigenous businesses to contribute to our export supply chains, particularly in sectors like agriculture. It will be important to link those Indigenous businesses which have a growing interest in engaging in international markets both for export and investment with opportunities.

Indigenous businesses, like many other Australian businesses, need to resolve issues in access to reliable and affordable internet and access to capital in order to thrive. Reducing regulatory burden, such as removing impediments for economic development in existing laws and policies, may also be relevant.

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<sup>6</sup> Shirodkar et. al 2018 <https://openresearch-repository.anu.edu.au/bitstream/1885/148675/1/CAEPR-WP-GROWTH-PUBLISH.pdf>

<sup>7</sup> Evans et. al. 2021 <https://fbe.unimelb.edu.au/ibl/assets/snapshot/RFQ03898-M-and-M-Snapshot-Study.pdf>

<sup>8</sup> Shirodkar et. al 2018 <https://openresearch-repository.anu.edu.au/bitstream/1885/148675/1/CAEPR-WP-GROWTH-PUBLISH.pdf>



## Linkages between the National Roadmap and Closing the Gap

The National Roadmap and its focus on enabling economic opportunity will complement and help realise the National Agreement on Closing the Gap. The Roadmap will contribute to achieving the Priority Reforms which lie at the heart of the National Agreement, by facilitating greater partnership and engagement between industry and Aboriginal and Torres Strait Islander people (Priority Reforms One and Three), building the enabling environment for Indigenous organisations (Priority Reform Two) and addressing issues of racism (Priority Reform Three).

### National Agreement on Closing the Gap related targets

Outcome 6	Outcome 7	Outcome 8	Outcome 15
Aboriginal and Torres Strait Islander students reach their full potential through further education pathways.	Aboriginal and Torres Strait Islander youth are engaged in employment or education.	Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities.	Aboriginal and Torres Strait Islander people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters.
<b>Target</b> By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-34 who have completed a tertiary qualification (Certificate III and above) to 70 per cent.	<b>Target</b> By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (15-24 years) who are in employment, education or training to 67 per cent.	<b>Target</b> By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 years who are employed to 62 per cent.	<b>Target</b> By 2030, a 15 per cent increase in Australia’s landmass subject to Aboriginal and Torres Strait Islander people’s legal rights or interests.  By 2030, a 15 per cent increase in areas covered by Aboriginal and Torres Strait Islander people’s legal rights or interests in the sea.





## Process for developing the National Roadmap

The process for developing the National Roadmap engaged the expertise, resources and innovative capacity of Indigenous and non-Indigenous leaders in business and industry.

The Minister for Indigenous Australians invited sixteen Industry Champions – selected based on their strong contributions and demonstrated ambitions to improving economic outcomes for Indigenous Australians – to guide the process.

Between August and October 2021, the National Indigenous Australians Agency hosted twelve Industry Roundtables, co-hosted by Industry Champions, and thirteen policy deep dives with senior policy-makers from across the Australian Public Service, to develop and discuss ideas.

Over 200 industry representatives, Indigenous and non-Indigenous, from a diverse range of business sectors, community-controlled organisations, industry peak bodies, business chambers, employer groups, government, education and service providers, unions, academia and entrepreneurs, participated in the sessions. Importantly, more than 40 per cent of participants in the Industry Roundtables identified as being of Aboriginal and/or Torres Strait Islander descent.



The Roundtables demonstrated a shared commitment by all participants to enabling Indigenous Australians to build the skills they need to get a job, pursue a career, and to start or grow a business.

“Business stands ready to work alongside government and Indigenous communities to create jobs, Indigenous businesses and the conditions to share in the prosperity of the country.”

Jennifer Westacott AO, Chief Executive Officer, Business Council of Australia

“The [mining] industry is committed to increasing the number of Indigenous leaders and professionals – including executives and engineers – its spend with Indigenous businesses, and the number of First Nations-owned mining projects.”

Tania Constable PSM, Chief Executive Officer, Minerals Council of Australia

The development process was guided by the principle that individual initiative, jobs, and free enterprise are key to improving life outcomes for Indigenous Australians.

It focused on areas with potential to generate significant economic opportunities for Indigenous Australians, including education and training, employment, business, and the commercial activation of land, sea and water assets.

Roundtable participants were asked questions on the current state and desired future state of Indigenous skills, jobs and business in their sectors – and to generate ideas on how the National Roadmap could assist in getting there.

The Industry Roundtables reinforced the important role industry will need to play in achieving the economic aspirations of Aboriginal and Torres Strait Islander peoples across this nation. The Australian Government is committed to working with industry and Indigenous Australians to advance Indigenous skills, jobs and business.

## Findings of the Industry Roundtables

Discussion across industries recognised the potential for innovative actions driven by Indigenous entrepreneurs, leaders and corporate Australia, creating more and better job and business opportunities for Aboriginal and Torres Strait Islander people across the nation.

There are many success stories of Indigenous Australians succeeding in the economy – but more can be done to ensure success is broad and deep enough to drive sustainable change in economic outcomes.

The current state of play of Indigenous skills, jobs and business varies between the diverse sectors of Australian industry. All sectors overwhelmingly agreed there is a need for significant increases in Indigenous participation across each of these domains. Significant challenges around increasing Indigenous participation were discussed. These range from racism, lack of access to information about opportunities and pathways into training, jobs and business, and limited access to finance.

There are a number of success areas that can be built upon to overcome these challenges – such as high Indigenous skills and employment in health and human services, tourism and the arts, an increasing rate of Indigenous participation in vocational education and training, and the success of the Indigenous Procurement Policy in driving demand for Indigenous business.



Industry participants recognised the Australian economy will benefit significantly through greater appreciation and utilisation of the unique skills, knowledge and culture held by Indigenous Australians. Highlights and suggested areas for increased focus included:

#### Higher demand for skilled workers

Need for skilled workers in the near future will require greater investment in education and training opportunities.

Establish clearer pathways for students and trainees into industries of the future, particularly in STEM fields.

#### Investment in careers and long-term economic sustainability

Shift focus to career development and establishing long-term, sustainable employment options.

Transferable skills, knowledge and experiences that enable flexibility across sectors.

#### Culturally appropriate and safe workplace cultures

Building cultural competencies in staff (including managers and leaders), systems and processes, to achieve the desired state of culturally safe workplaces.

Establish widespread mentoring and wrap around services to support and develop Indigenous employees.

Showcase Indigenous role models across sectors.

#### A shift to focus on local and place-specific opportunities

Greater support to enable local and regional opportunities, in particular in decarbonisation, sustainable land use, and bush fire prevention opportunities.

Invest in building the capabilities of communities to strategically access the potential of available resources.

Enabling traditional owners to activate the commercial potential of land and sea assets and grow businesses and jobs.

#### A need to ensure all efforts are Indigenous-led

All work to develop, implement and deliver the National Roadmap should reflect Indigenous wants and needs and ensure Indigenous voices are at the forefront.

#### Increased emphasis on technology, digital literacy and digital infrastructure

Address inequalities in digital skills and access to technology, with a particular focus on regional and remote Australia.

Ensure provisions are in place for digital infrastructure to support the development of digital skills and digital literacy in the current and future Indigenous workforce.

#### Improved access to capital and finance opportunities

Explore alternative and innovative finance and investment options, including options to connect Indigenous business and entrepreneurs to partners and capital providers.

Support Indigenous business ventures into global markets, in particular global trade markets and mainstream capital markets.

## Developing Roadmap Actions – three critical domains

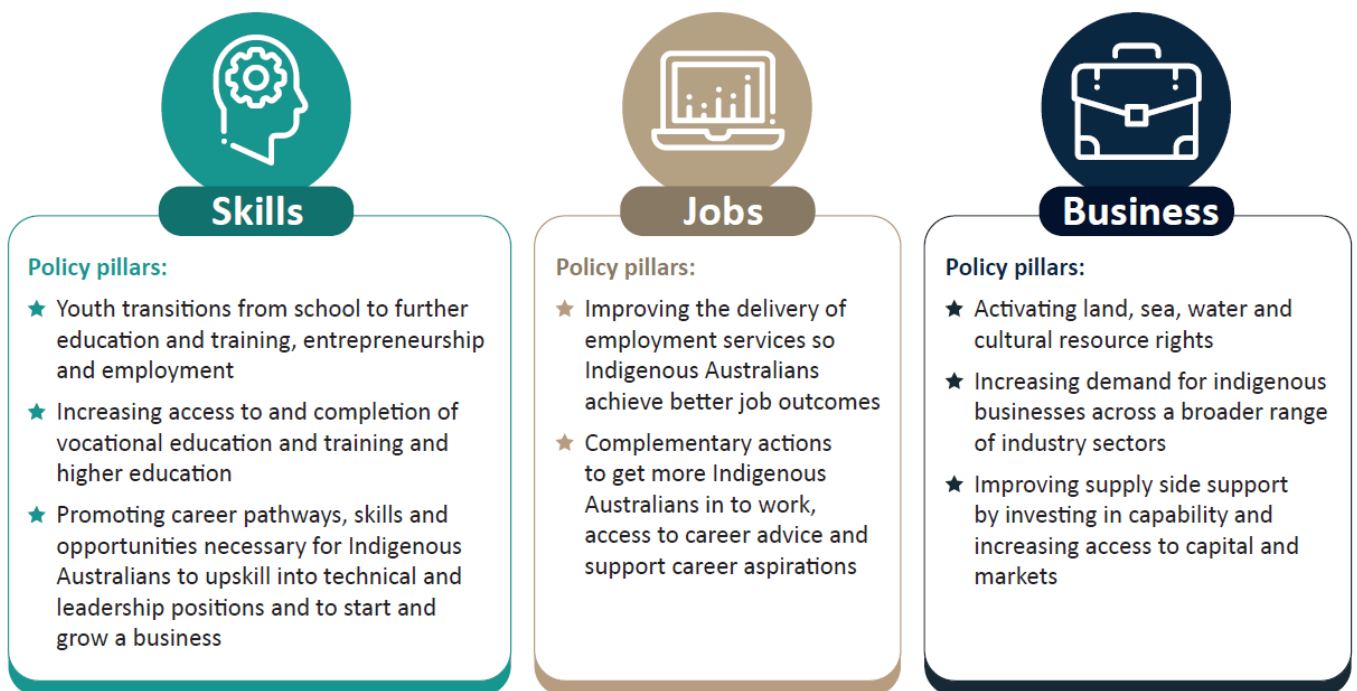
To effectively target actions applicable across all industries, and to drive sustainable and effective pathways for Indigenous participation and success, the National Roadmap identifies the three key domains of **skills, jobs** and **business opportunities**. These domains are underpinned by a series of policy pillars which will help to inform short, medium and long term actions that will be driven by industry leaders, Aboriginal and Torres Strait Islander businesses and organisations, with the support of government.

**Skills** – Recognising the unique skills, culture and knowledge held by Indigenous Australians and the opportunity to better utilise these strengths to support stronger outcomes. Better supporting Indigenous Australians to successfully complete post-secondary education and training that meets industry needs, and shifting the focus to supporting Indigenous Australians to build the skills and confidence needed to have successful, long-term careers, and to establish and grow thriving businesses.

**Jobs** – Focus on getting more Indigenous Australians into jobs and advancing those in jobs beyond entry level roles into technical, leadership and managerial roles, encouraging Australian employers to provide culturally appropriate and safe workplaces and showcasing successful role models to overcome barriers to employment, information gaps and discrimination.

**Business** – Drawing on Indigenous expertise, culture and knowledge to better support Indigenous Australians to start and own a business, engage in higher value added sectors, and address informational, skills and finance gaps and regulatory barriers to activate assets and participate in value chains.

Figure 3: The framework of the National Roadmap for Indigenous Skills, Jobs and Wealth Creation





## Areas for targeted effort in the National Roadmap

The National Roadmap recognises the considerable work already underway to support stronger skills, jobs and business outcomes for Indigenous Australians. This was evident during discussions with industry. However, this is not enough. Additional effort is required to unleash the full potential of Indigenous Australians and boost Australia's economic recovery. More focused effort – particularly joined up effort in partnership with industry – is fundamental to future success.

Based on consultations and as direct outcomes from discussions with industry, the following areas will be explored in partnership with industry and Indigenous Australians, over the coming months to identify specific additional actions which industry and/or governments can take to effect meaningful change.

### Skills

- Strategies to move Indigenous Australians from entry-level roles into higher skilled and paying technical, managerial and leadership careers.
- The role of mentoring and showcasing successful role models.
- The inclusion of Indigenous knowledge, cultures and perspectives in curriculum.
- The importance of additional culturally safe wrap around support to keep Indigenous Australians in education and employment.
- Partnerships between industry, schools and higher education to deliver a pipeline of talent.
- Other strategies to encourage Indigenous Australians to upskill and enhance their education and training in skills necessary for Australia's future workforce.

### Jobs

- The importance of industry partnerships and flexible, place-based training solutions that provide a real pathway to employment.
- The important role for Indigenous workers in meeting supply and skill shortfalls in regional and remote locations.
- The role of targets and affirmative action commitments.
- The need to invest in wrap around support and culturally appropriate and safe policies and workplaces.
- Addressing racism and discrimination in the workplace.
- The importance of showcasing successful role models.

### Business

- Strategies which incentivise joint venture and partnering with Indigenous businesses, including Indigenous participation and supplier use targets.
- Working with industry and individual firms to ensure Reconciliation Action Plans are embedded, bold and delivered.
- Strategies to better support the protection of Indigenous Knowledge and Indigenous businesses to protect their intellectual property.
- Access to capital for Indigenous businesses, especially early stage and patient capital.
- The role of business networks and mentors.
- Addressing regulatory burdens.
- Better connecting Indigenous business to international trade and investment opportunities.
- Investment in the provision of services and expert advice (especially focused on governance, leadership, financial and business skills) to build the capacity and capability of emerging Indigenous businesses.
- Creating a better enabling environment for traditional owners to grow businesses in sectors such as energy and agriculture, and to leverage the unique skills, connections to country and knowledge of Indigenous Australians.
- Strategies to ensure organisations are listening to Indigenous voices, including achieving a significant penetration of Indigenous Australians on company and organisational Boards.



And across all these three domains, the importance of ensuring better data is collected to measure outcomes, and of access to technology and digital skills to support on-line learning and business.

A list of the work already underway across the three domains of skills, jobs and business opportunities by the Australian Government is at [Appendix A](#).

## Delivery of the National Roadmap

The delivery of the National Roadmap for Indigenous Skills, Jobs and Wealth Creation will be a collective effort from industry representatives and leaders, Indigenous Australians and governments at all levels.

The involvement and leadership of the business sector, industry, the public sector and the non-government sector will be required to effect meaningful change in partnership with Indigenous Australians.

Over the coming months, the Minister for Indigenous Australians will work closely with Industry Champions and Indigenous Australians to consider specific additional actions – both from government and from industry – which can be taken across the above areas for additional targeted effort. Once agreed, these actions, alongside existing initiatives, will constitute the National Roadmap Action Plan.

To ensure Indigenous Australians are partners in the development of the National Roadmap Action Plan, an Indigenous Reference Group will be established to provide advice and feedback on possible actions and to help guide initiatives. The Indigenous Reference Group will work collaboratively with Industry Champions and Government to ensure that initiatives developed are truly responding to the needs of Indigenous Australians.

Additionally, the National Federation Reform Council’s Indigenous Affairs Taskforce will enable engagement from all levels of government to create opportunities and influence outcomes of the National Roadmap. The efforts of all levels of government and industry will be required to deliver the Roadmap.



# Appendix A - Areas for action

## Domain 1 – Skills

### Context

The Australian Government's skills policy settings are focused on ensuring Australians can access high-quality and relevant training to ensure they have the skills to take on the jobs that emerge throughout the next decade and beyond. The Australian Government is currently negotiating a new National Skills Agreement with states and territories. Governments have agreed to pursue a range of reforms including establishing a funding model that improves national consistency for students, integrates subsidies and loans and is linked with efficient pricing and skills needed by employers; increasing real investment in VET; and enhancing transparency and accountability. Reforms proposed under the National Skills Agreement would encourage lifelong learning, promote the uptake of apprenticeships and traineeships, and pursue reforms to improve national consistency in apprenticeship/traineeship arrangements to enhance labour supply and mobility. The Australian Government is working with states and territories to ensure all Australians with low level English language, literacy, numeracy and digital literacy skills have access to foundation skills training, and that training is designed with a culturally-appropriate understanding of the learning context of Indigenous language speakers.

The Australian Government's higher education policy reform, under the Job-ready Graduates package, delivers more job-ready graduates in the disciplines and regions where they are needed most. The package also provides more opportunities for regional, remote and Indigenous students.

The National Agreement on Closing the Gap recognises the importance of skills development for Indigenous Australians by aiming to increase tertiary qualification attainment for Indigenous youth aged 15-24. Priority actions for Indigenous Australians that enable individuals to secure and maintain rewarding and sustainable jobs should focus on addressing the following opportunities and challenges:

- **Recognising the vulnerability of Indigenous youth in a more competitive labour market:** The proportion of Indigenous youth aged 20-24 not engaged in employment, education and training is 38 per cent compared to 12 per cent for non-Indigenous youth. Increased efforts will help to better foster career aspirations and link schooling with industry and employment pathways.
- **Indigenous Australians in regional and remote locations are more likely to be engaged in lower skilled occupations, and casual and seasonal employment.** Increased efforts are required to support more Indigenous Australians through higher education, improving education outcomes and developing skills in areas of skills need.
- **Indigenous Australians outside of the labour force tend to face complex and multi-faceted barriers to employment and training participation.** To be effective, mainstream services and programs must be able to support the needs and aspirations of individuals, families and communities of Aboriginal and Torres Strait Islander peoples. Facilitating connections with employers, cultural competency and local community engagement, mentoring, and non-vocational education and training services could result in improved employment participation.
- **Regional and remote students have difficulty accessing vocational education and training opportunities.** A higher proportion of the Indigenous population lives in remote and very remote areas (19 per cent compared to 2 per cent of the non-Indigenous population). Key challenges relate to accessibility, lack of economies of scale and infrastructure.
- **Supporting the attainment of skills necessary to achieve a secure career path and to successfully set up and maintain new businesses.** Whilst there has been some success in supporting Indigenous Australians to gain employment, these jobs tend to be in relatively low skill occupations. Similarly, building stronger capacity in business and governance skills is needed to support Indigenous Australians establishing and maintaining new business opportunities.



## What the Australian Government is already doing

- The **JobTrainer Fund** provides free or low-fee training places in areas of identified skills need for job seekers and young people. An additional \$500 million was provided through the 2021–22 Budget to extend and expand the Fund over two years, with matched contributions from state and territory governments. Subject to state and territory agreement, this will bring the total funding available to \$2 billion and deliver around 463,000 additional free or low fee training places. Eligibility for the Fund will be expanded to include anyone wishing to study an aged care, digital skills, disability care or childcare course, regardless of age or employment status.
- \$3.9 billion under the **Boosting Apprenticeships Commencements** measure to increase apprenticeship commencements across Australia with an additional \$716 million through the **Completing Apprenticeship Commencements** measure.
- \$10.7 million for the **Digital Skills Cadetship Trial** to design, trial and deliver cadetship work-placements with tailored training and mentoring, to meet industry digital skill requirements.
- \$550.3 million for **additional university places** and short courses which includes \$298.5 million for an additional 12,000 university places for Australian students in 2021.
- **National Priorities Linkage Fund** to support increased engagement with universities and industry to support students, including Indigenous students, to study and graduate in core STEM courses.
- \$177.8 million over four years for **Tertiary Access Payments** for school leavers from regional and remote Australia, including Indigenous students.
- The **Indigenous Student Success Program** provides around \$72 million each year to 40 universities to support Aboriginal and Torres Strait Islander students enter and succeed at university through scholarships, tutorial support, mentoring pastoral care and other culturally safe programs.
- Around \$400 million was spent under the **ABSTUDY Scheme** in 2020-21 to support Aboriginal and Torres Strait Islander students to take full advantage of available educational opportunities and improve their employment opportunities. Financial support provided under the ABSTUDY Scheme includes living allowances and a range of supplementary allowances.
- \$25.3 million under the **Indigenous Ranger Biosecurity Program** to support Indigenous Rangers to build the skills and capacity to undertake biosecurity fee for service work. Includes funding for rangers to undertake a Certificate IV in Tropical biosecurity and support for a bespoke Indigenous Biosecurity Traineeship.
- \$38.2 million to support an additional 76,000 disadvantaged young Australians to complete secondary school and move into work, training or further study through the **Smith Family’s Learning for Life program**.
- \$27.3 million to improve STEM skills in early learners and school students through a range of STEM programs, including the **Australian Academy of Science’s STEM** programs.
- **Student Support package** worth \$146.3 million to improve education outcomes for young Australians, particularly disadvantaged students and regional students.
- \$50.3 million through the **Rural Health Multidisciplinary Training program** for infrastructure to deliver new training across health disciplines from nursing to allied health, underpinning services to aged care, disability, rehabilitation, childcare and Indigenous health.
- **The Transition to Work service** provides young people with intensive, pre-employment support to improve work-readiness and help them into work (including apprenticeships and traineeships) or education. The 2021-22 Budget provided an additional \$481.2 million for this successful service to expand and will operate as the Government’s youth-specialist employment service for young people under the New Employment Services Model from 1 July 2022.
- **The Individual Placement and Support (IPS) Program** integrates employment and vocational education and training support with clinical mental health services, and focuses on the individual needs of young people aged 12 to 25 years with mental illness who are seeking to enter or remain in education or employment. Of the 50 headspace sites offering the IPS program, there are currently 28 delivering IPS in regional/remote areas, three of which are Aboriginal community-controlled organisations (located in Alice Springs, Broome, and Mount Isa).
- **The Digital Work and Study Service (DWSS)** delivers work and study support to young people with mental illness, aged 15 to 25 years, via a digital platform. It complements the intent of the IPS Program by providing work and study services nationally and prioritises regional locations and Indigenous young people. The total administered funding for the IPS Program and DWSS from 2021–22 to 2023–24 is \$57.6 million.
- Support to Indigenous Allied Health Australia to implement its **Health Academy program**, an education and training program aimed at providing information, support and opportunities for Aboriginal and Torres Strait Islander high school students to consider, explore and pursue a career in health.
- The **Indigenous Health Workforce Traineeships (IHWT) program** provides \$13.6 million over three years from 2020-21 to increase the number of skilled Indigenous Australians working in the Aboriginal and Torres Strait Islander primary health care sector and create viable career pathways.

## Areas of current focus

Policy pillar	Short-term (within 2 years)	Medium-term (3-5 years)	Long-term (5-10 years)	Destination
Youth transitions from school to further education and training, entrepreneurship and employment	<ul style="list-style-type: none"> <li>• Work with business to increase the number of Indigenous youth accessing apprenticeships and traineeships (e.g. provide better information and guidance to young Indigenous Australians to link in with existing careers information services and employment services).</li> </ul>	<ul style="list-style-type: none"> <li>• Link a growing number of Indigenous students in STEM and digital courses to internships and traineeships.</li> <li>• Focus on supporting higher-level apprenticeship programs to better link Indigenous Australians to</li> </ul>	<ul style="list-style-type: none"> <li>• Support a growing number of Indigenous-owned social entrepreneurs creating positive pathways for Indigenous youth.</li> </ul>	Improved participation and access for youth to ensure they have the skills and opportunities to take on the jobs of the future.





Policy pillar	Short-term (within 2 years)	Medium-term (3-5 years)	Long-term (5-10 years)	Destination
	<ul style="list-style-type: none"> <li>Consider increasing the number of qualified Aboriginal and Torres Strait Islander early educators, including at the diploma and degree level.</li> <li>Encourage more Indigenous youth to choose STEM and other subjects that will better support jobs of the future.</li> <li>Strengthen the focus of existing Indigenous school and transition programs on career aspirations and job pathways, and foster stronger industry partnerships to deliver better outcomes. This includes strengthening and expanding existing junior rangers' activities, to support attainment of relevant qualifications and transitions into Indigenous Ranger roles and related careers.</li> <li>Work with state and territories to support local employer-school-based partnerships that facilitate mentoring, pathways, traineeships and apprenticeships for Indigenous youth aged 15-19, including through the existing P-Tech (Pathways into Technology) program.</li> <li>Include measures for Indigenous youth participation in activities that support entrepreneurship and business start-up delivered under the Indigenous Business Sector Strategy.</li> <li>Encourage the attainment of vocational Year 12 equivalent qualifications where Indigenous youth have not completed the qualification in a school-setting and are not already undertaking further education or employment.</li> </ul>	<p>higher education qualifications at the diploma level or above.</p> <ul style="list-style-type: none"> <li>Leverage the social impact market and support social entrepreneurs to develop innovative solutions for Indigenous youth.</li> <li>Identify ways to assist job seekers to keep record of and better showcase, skillsets to employers.</li> </ul>	<ul style="list-style-type: none"> <li>Support a growing Indigenous cohort into corporate leadership roles.</li> <li>Support a growing cohort of Indigenous Australians providing mentoring support for emerging Indigenous leaders.</li> </ul>	
<p>Increase access to and completion of vocational education and training and higher education</p>	<ul style="list-style-type: none"> <li>Support reforms through the National Skills Agreement, currently under negotiation, that will increase investment to support greater access to training opportunities, including in regional and remote Australia.</li> <li>Work with state and territories, and industry to further develop a network of local hubs to enable co-location of skills, employment and business support services in remote areas. This will include a focus on increased accessibility for Indigenous youth to training opportunities and pathways into employment and entrepreneurship.</li> <li>Promote leading practices and support for training organisations and further education institutions and industry to implement cultural awareness training for employers and staff where Indigenous Australians study.</li> <li>Utilise existing measures that support Aboriginal and Torres Strait Islander students including: <ul style="list-style-type: none"> <li>Indigenous Student Success Program – providing \$72 million annually in supplementary funding to universities to support around 21,000 students, through scholarships, tutorial support, mentoring etc.</li> <li>Away from Base programs which support students studying via mixed mode with travel costs (flights, accommodation and meals) to undertake block study or other essential course requirements.</li> <li>Job Ready Graduates package - demand driven funding for Indigenous regional and remote students - a guaranteed place at</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Establish local outcomes-based partnerships delivering skills development programs that lead to higher-level accredited qualifications for Indigenous Australians.</li> <li>Scope service gaps to inform the roll-out of future community-controlled integrated early years services in locations of high Aboriginal and Torres Strait Islander population and high child vulnerability.</li> <li>Support Indigenous-owned registered training organisations delivering integrated training and employment packages.</li> <li>Support Indigenous Australians, particularly in remote areas, to engage in module-based learning to upgrade skills.</li> <li>Support, develop and resource community-based workforce development initiatives led by Aboriginal and Torres Strait Islander early childhood education and care services.</li> <li>Support the development of a new Northern Territory Aboriginal controlled-community housing sector that will create vocational education and training opportunities in key trades in</li> </ul>	<ul style="list-style-type: none"> <li>Support a more coherent approach to Indigenous leadership development across the public, private and community sectors.</li> </ul>	<p>Increased proportion of Indigenous Australians learning new skills.</p>

Policy pillar	Short-term (within 2 years)	Medium-term (3-5 years)	Long-term (5-10 years)	Destination
	<p>a university of their choice when accepted into their course of study.</p> <ul style="list-style-type: none"> <li>- Higher Education Participation and Partnerships program – providing \$138 million to universities to support low SES, Indigenous and regional and remote students to aspire to and access higher education.</li> <li>- Consider options to support on-country training.</li> </ul>	<p>infrastructure and property and tenancy management and a pipeline of works.</p> <ul style="list-style-type: none"> <li>• Engage local industry and Indigenous communities in the 26 Regional University Centres (plus up to 8 additional centres to be established from 2022) to support students to succeed in higher education whilst staying in their community, and foster career aspirations and pathways into employment.</li> <li>• Work with universities to strengthen accountability for outcomes of Indigenous students through the design of the Indigenous, Regional and Low SES Attainment Fund, to be implemented from 2024.</li> </ul>		
<p>Promoting career pathways and the skills and opportunities necessary for Indigenous Australians to upskill into technical and leadership positions and to start and grow a business</p>	<ul style="list-style-type: none"> <li>• Work with Indigenous Australians and industry to identify clearer career pathways and opportunities to advance from entry level positions into technical and managerial positions.</li> <li>• Work with Industry, education institutions and Indigenous businesses and organisations to develop a more coordinated and strategic approach to personal leadership development (with separate cohorts for Indigenous men, women and youth).</li> <li>• Invest in the governance, business and management capability of Indigenous businesses.</li> <li>• Consider options to lift the representation of Indigenous Australians on Australian company and other Boards.</li> <li>• Consider opportunities to encourage more Indigenous Australians into higher education and training.</li> <li>• Promote careers in the visitor economy to the Aboriginal and Torres Strait Islander cohort.</li> <li>• Consider lifelong learning through short courses (both formal and on the job) alongside higher education and vocational education and training – recognising the importance of all jobs in assisting sectors such as the visitor economy which has a large proportion of small to medium sized enterprises that rely on lower skilled and seasonal workers.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider establishing an Indigenous leadership centre to provide Indigenous Australians with access to qualifications, knowledge, experiences and networks needed to become leaders in business, community and the public sector. The centre could support entry-mid level, emerging leaders, and executive leadership streams.</li> <li>• Consider increased funding for mentoring services.</li> <li>• Build the financial literacy of Indigenous Australians through the implementation of the National Financial Capability Strategy.</li> <li>• Consider the merit of job guarantee traineeship schemes.</li> </ul>		<p>More Indigenous Australians establish successful careers, start and grow thriving businesses and are represented on company boards.</p>



# Domain 2 – Jobs

## Context

The Australian Government's focus is on increasing job opportunities in an economic recovery context. Employment generates income, encourages personal responsibility, economic security, independence and builds strong families. The 2021-22 Budget provided income tax relief for low to middle income earners to support household income and generate economic activity. Combined with ongoing infrastructure investment, business tax incentives and ongoing investment in skills and training this will support job creation. The 2021-22 Budget also included transformational reforms to employment services with the New Employment Services Model replacing jobactive from 1 July 2022. The new model will deliver a modern and sophisticated service, enabling job-ready job seekers to self-manage through Digital Services. This will allow for increased investment to be targeted to job seekers most in need, who will be supported by Enhanced Services providers. The new model will also include specialist providers to provide more targeted support to particular groups of job seekers that may have different needs to other job seekers. Cohorts will include Indigenous Australians, ex-offenders, people with a disability and youth.

The 2021-22 Budget also included \$42.8 million annually to develop a new Indigenous Skills and Employment Program, designed in consultation with Indigenous Australians, and which will provide flexible, locally-informed investment to better suit local industry needs and markets and respond swiftly to emerging employment opportunities.

In remote Australia, the Government will develop reforms that build better pathways to upskill, get a job and support entrepreneurship. The National Agreement on Closing the Gap includes a target to increase the proportion of Aboriginal and Torres Strait Islander youth (15-24 years) who are in employment, education or training to 67 per cent by 2031, and a target to increase the employment rate of Indigenous Australians (aged 25-64) from 51 per cent to 62 per cent by 2031. In a more competitive and fast changing labour market, governments, industry and Indigenous Australians will need to continue to focus on addressing the following opportunities:

- **Advancing Indigenous Australians into technical, managerial and leadership roles.** There is a need for greater focus on workforce development and encouraging advancement of Indigenous Australians beyond entry level positions and into more technical, managerial and leadership roles, addressing bias and discrimination that create barriers to employment and career advancement, and shifting from individual jobs to a focus on building sustainable and successful careers across a range of different industry sectors. This can build on existing good practices such as the Aboriginal Workforce Development model in the health sector.
- **Addressing vocational and non-vocational education and training barriers to better support Indigenous job seekers to get into and maintain employment.** There is scope to further improve how employment services are delivered by increasing awareness and understanding about Indigenous labour demand and supply issues, improving planning and coordination between service providers to enable tailored and integrated approaches that better meet the needs of individuals, families and local communities, and improving cultural competency outcomes and strengthening Aboriginal community-controlled organisations that deliver employment and training services.
- **There is a need to improve job opportunities and career pathways in remote areas.** Demand for labour is limited because local markets are small, local service jobs tend to be filled by people from outside of the community and opportunities in the trade sector are constrained by the regulatory framework and access to markets, natural resources and amenities. Indigenous Australians tend to be over-represented in entry level positions. More can be done to create local jobs and business opportunities by supporting traditional-owner led economic development, facilitating partnerships with the private sector to match people with job opportunities, and with government service providers to create employment pathways for local residents. More can also be done to encourage employed Indigenous Australians to upskill and move into longer term career pathways in technical and managerial roles.

**Remote employment services must be tailored to a unique context.** Remote employment services include a very high proportion of Indigenous participants, high barriers to employment and limited work experience, and the motivation of participants to have a pathway to employment and make a meaningful contribution to the local community. Future changes in remote employment services will need to facilitate a broader range of choices and aspirations regarding economic participation including by better supporting work readiness and pre-employment outcomes, creating opportunities for labour mobility, linking with employers, supporting local planning and community engagement, and pathways to economic participation through self-employment.

## What the Australian Government is already doing

- Implementation of the **New Employment Services Model (NESM)** that will include enhanced services for disadvantaged job seekers and specialist providers for Indigenous Australians, ex-offenders, people with disability and youth.
- The **Local Jobs Program** that brings together expertise, resources and access to funding at the local level to focus on reskilling, upskilling and employment pathways for local people.
- The new **Business Assistance with NEIS (New Enterprise Incentive Scheme)** program is being enhanced and streamlined to give more Australians the opportunity to create their own job by starting a new small business.
- **Jobs created through government funded infrastructure projects** including through Indigenous participation targets (based on working age population) that apply to most projects under the \$110 billion transport infrastructure spend over the next 10 years (through the Indigenous Employment and Supplier-use Infrastructure Framework), \$155.6 million in funding for drought and flood recovery, an additional \$2 billion in water infrastructure and the Recycling Modernisation fund.
- **Jobs generated in social sectors** where government provides funding are growing strongly. This includes the National Disability Insurance Scheme, aged care, mental health, and early childhood education.
- **Social sector workforce development strategies** such as the National Aboriginal and Torres Strait Islander Health Workforce Plan and Strategic Framework and Implementation plan 2021-2031. This supports the attraction, recruitment and retention of Aboriginal and Torres Strait Islander people across the workforce to increase representation and build workforce capabilities.
- **Jobs created through investments** that are given major project status by the Australian Government.
- Exploring **new data around the skills and experience of Indigenous Australians** to help them gain better employment outcomes.
- **Aligning Government activities so they work better for Aboriginal and Torres Strait Islander people.** For example, adopting a 'look local, train local' employment approach to engage staff to undertake biosecurity and compliance activities across Northern Australia.

- **Enabling business growth and development in remote communities** through the creation of secure tenure under the Township Leasing Model, providing business owners with the confidence to invest in their businesses.
- Under the **National Indigenous Visual Arts Action Plan 2021-25**, increased funding of over \$27 million each year will support and build capacity in the Indigenous visual arts sector, including through funding to support Indigenous art centres to attract and retain professionally qualified staff, Indigenous arts workers and studio managers and to increase digital literacy and skills. Other actions will seek to increase professional capacity through training for Indigenous art centre boards and connection to business skills programs for independent artists.

## Areas of current focus

Policy pillar	Short-term (within 2 years)	Medium-term (3-5 years)	Long-term (5-10 years)	Destination
Improving the delivery of employment services so Indigenous Australians achieve better job outcomes	<ul style="list-style-type: none"> <li>• Support better employment outcomes for Indigenous Australians in non-remote Australia by providing effective and tailored support through the New Employment Services Model (NESM).</li> <li>• Trial a new Remote Engagement Program tailored to local conditions and includes incentives and support for the following features: <ul style="list-style-type: none"> <li>- local economic planning that is underpinned by a comprehensive understanding of business and workforce demand and supply, and assets and relationships that provide opportunities for future business and job creation;</li> <li>- strong partnerships and engagement with employers in the public and private sector (e.g. NDIS services, out of home care, school education, Rangers, mining and energy, housing and property maintenance, and agriculture) to link with jobs, and self-employment opportunities;</li> <li>- pathways to work readiness, shorter and longer term job outcomes, and self-employment/ micro-enterprise;</li> <li>- business and employment mentoring to support participants through employment and business pathways and outcomes; and</li> <li>- mechanisms to facilitate the mobility of participants to support movement to where jobs are available, including by connecting to remote skills, jobs and business hubs.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continue to improve the cultural competency of mainstream employment service providers.</li> <li>• Support mainstream employment service providers to access skills and training opportunities for Indigenous participants.</li> <li>• Implement a new remote jobs program that links job seekers with job, and micro-enterprise opportunities across a range of different sectors.</li> <li>• Development of a long-term Aboriginal and Torres Strait Islander workforce development plan that identifies priorities and actions for Aboriginal and Torres Strait Islander workforce development, in conjunction with the implementation of the National Children’s Education and Care Workforce Strategy.</li> <li>• Reduce service gaps and establish new Aboriginal and Torres Strait Islander community-controlled integrated early years services in locations of high Aboriginal and Torres Strait Islander population and high child vulnerability.</li> <li>• Support the entry of more Indigenous organisations into the delivery of mainstream employment and training services.</li> <li>• Assess the needs, and increase involvement, of Aboriginal and Torres Strait Islander community-controlled organisations in the delivery of Australian Government child and family sector programs.</li> <li>• Support a growing number of remote employment participants to start and grow micro-enterprises that meet local needs and grow external markets.</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous job seekers have access to culturally safe and supportive mainstream employment and training services.</li> <li>• Support a vibrant Indigenous employment and training sector developing diverse linkages with industry.</li> </ul>	Better employment services are linking Indigenous job seekers to a broader range of jobs and business opportunities across different sectors.
Complementary actions to get more Indigenous Australians into work, access to career advice and	<ul style="list-style-type: none"> <li>• Support delivery of improved mainstream employment services by: <ul style="list-style-type: none"> <li>- engaging Indigenous Australians and organisations in the Local Jobs Program to ensure visibility in Local Jobs Plans and local projects that support those returning to work following the impacts of COVID-19;</li> <li>- supporting Indigenous parents to plan and prepare for work through the ParentsNext program.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Work with state and territories on local decision making models that accelerate the transfer of local assets and services to Indigenous community ownership.</li> <li>• Encourage industry specific partnerships (such as the mining, construction, agriculture, manufacturing and health and social assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate investment in a growing Indigenous social economy in remote Australia that is employing local people.</li> </ul>	More Indigenous people are advancing through a broader range of jobs through innovative solutions in partnership with industry.



Policy pillar	Short-term (within 2 years)	Medium-term (3-5 years)	Long-term (5-10 years)	Destination
support career aspirations	<ul style="list-style-type: none"> <li>- establishing a place-based Indigenous Skills and Employment Program (ISEP) that will contribute to Closing the Gap in employment by supporting pathways to employment for Indigenous Australians, through flexible, locally informed investment. The ISEP will be co-designed with Indigenous Australians, in consultation with key stakeholders;</li> <li>- leveraging funding to strengthen the community-controlled sector through the National Agreement on Closing the Gap to invest in the capability and professionalisation of Indigenous employment and training organisations;</li> <li>- working with state and territories, and industry to further develop a network of local hubs across remote Australia, which enables the co-location of skills, employment and business support services for Indigenous Australians (combination of building on existing hubs with the flexibility to support short term hubs linked to major projects);</li> <li>- linking existing labour force and administrative data sets to provide more accurate and up to date data about local Indigenous employment outcomes; and</li> <li>- leveraging National Skills Commission insights into the labour market for Indigenous Australians, including the occupations and skills profiles of employed and unemployed people to have a complete picture on where they are, what skills and experience they have so we can better recommend employment opportunities for unemployed Indigenous Australians and transition options for those currently in employment.</li> <li>• Work with industry sectors to encourage them to commit to workforce participation targets for Indigenous Australians and ensure cultural awareness training for individuals is included in these plans.</li> <li>• Consider opportunities to showcase successful role models.</li> <li>• Explore options to encourage more Indigenous Australians into roles in the public sector (e.g. internships, graduates and senior leaders).</li> <li>• Improve the delivery of the Army Aboriginal Community Assistance Program with a greater focus on local capability building, and generating skills, employment, and micro-enterprise opportunities for local residents.</li> <li>• Explore avenues to improve data availability on labour force outcomes for Indigenous Australians.</li> </ul>	<p>sectors) that facilitate the entry of Indigenous Australians into jobs across regional and remote Australia.</p> <ul style="list-style-type: none"> <li>• Continue to support and develop local community-led solutions, in partnership with industry, to get Indigenous Australians into a job, maintain employment and upskill.</li> <li>• Continue to support the professionalisation and development of an Aboriginal community-controlled employment and training sector.</li> <li>• Support Aboriginal Workforce Development models across an increasing number of social service sectors.</li> <li>• Implement ways to improve data availability on labour force outcomes for Indigenous Australians.</li> <li>• Increase job opportunities for Indigenous Australians by: <ul style="list-style-type: none"> <li>- working with state and territories through the National Federation Reform Council Indigenous Affairs Taskforce on a shared strategy to increase local Indigenous employment in community services funded by states, territories and local governments across remote Australia;</li> <li>- working with the Northern Territory Government and Northern Territory Land Councils to foster a local community-led approach to housing construction and property maintenance;</li> <li>- trialling industry specific partnerships that create traineeships, apprenticeships and job opportunities for Indigenous Australians in remote Australia (e.g. in agriculture, mining and resources); and</li> <li>- engaging with business to lift ambition in their Reconciliation Action Plans regarding Indigenous employment, and develop a focus on Indigenous career and leadership mentoring.</li> </ul> </li> <li>• Work across the Australian Government and state and territories to extend and strengthen workforce development models in the social services sector that aim to build, attract and retain a skilled Indigenous workforce and build ongoing capability. This includes:</li> </ul>		





Policy pillar	Short-term (within 2 years)	Medium-term (3-5 years)	Long-term (5-10 years)	Destination
		<ul style="list-style-type: none"><li>- setting Indigenous employment, training and career pathway targets in existing and planned workforce development strategies;</li><li>- including a focus on sector strengthening strategies as part of the National Agreement on Closing the Gap on workforce development; and</li><li>- applying Indigenous workforce development and participation objectives into Commonwealth-State funding agreements.</li></ul>		



# Domain 3 – Business

## Context

Successful businesses help to generate wealth, create employment opportunities and are the engine room of the Australian economy. Competitive enterprises and wealth creation are a proven means by which individuals and families can increase prosperity and improve well-being. The Government has taken a range of actions to improve the environment for businesses to invest and create jobs including through tax relief, new free trade agreements, cutting red tape, and targeted support for traded sectors such as agriculture, mining and manufacturing. This support includes through institutions such as Indigenous Business Australia who provide capital to finance Indigenous economic activity and home ownership and supporting Indigenous entrepreneurs through the provision of loans and business support.

Fostering Indigenous business growth is key to fostering independence and self-reliance – these businesses can activate new assets, create wealth and prosperity, and they are much more likely to create jobs for Indigenous Australians. The Indigenous business sector is still emerging - only 0.8 per cent of business owner managers are Indigenous (compared to a population share of 3 per cent). To help build this market, in 2015, the Government released the Indigenous Procurement Policy (IPP) and set a target of 3 per cent of Commonwealth contracts awarded to Indigenous businesses by 2020 – a target that has been exceeded. The Indigenous Business Sector Strategy (IBSS) was released in 2018 to build the capability of the market and stimulate the Indigenous Entrepreneurial growth. This included investment in business and employment hubs in Sydney, Perth and Adelaide, increasing the micro finance and business support footprint across remote Australia via the expansion of Many Rivers and the provision a business incubator pilot, and greater opportunities for business to connect with Commonwealth procurement contracts. In October 2021, the Australian Government announced that the network of Indigenous business and employment hubs will expand into northern Australia, with a hub in Darwin to be co-designed with local Indigenous business leaders and other key Northern Territory stakeholders.

The 2015 Northern Australia White Paper and 2019 Northern Australia Indigenous Development Accord set up the commitment of Government to support traditional owners and Indigenous communities to activate the commercial potential of their land, sea, water and cultural resource rights. Amendments to the *Native Title Act 1993* in 2021 will improve native title claims resolution, agreement-making, Indigenous decision-making and dispute resolution processes. The Aboriginal Land Rights Reforms will establish a new Aboriginal-controlled investment body, streamline land administration and improve mining and exploration provisions in the Northern Territory. This National Roadmap will build on these efforts and drive an integrated strategy to improve the enabling environment for individual and community enterprises. It will focus on addressing the following opportunities and challenges:

- **Continuing proactive efforts to increase demand for Indigenous businesses.** This includes working toward the appropriate application of employment and supply use targets in all major government spending, influencing procurement practices of tier 1 companies to facilitate the entry of smaller Indigenous enterprises, using joint venture arrangements to build Indigenous business capability, and working with the corporate sector to advance initiatives such as the Business Council of Australia’s Raising the Bar to grow diversity and increase the resilience of the Indigenous business sector.
- **Creating a better environment for Indigenous businesses to invest and grow by improving access to capital.** Indigenous businesses face a number of generic challenges in terms of accessing capital including information gaps, discrimination and cultural bias, tenure insecurity, and lack of collateral. This is particularly the case in remote areas where governments can play a valuable role in demonstrating ‘proof of concept’ and increasing business confidence along with de-risking to attract private sector investment through supporting co-investment models to facilitate access to funding and concessional finance at the start-up stage, and when business have the opportunity to scale up and grow.
- **Building entrepreneurial skills, capabilities and networks.** Historical exclusion from markets and discrimination have restricted the ability to build entrepreneurial skills and networks that can support Indigenous entrepreneurs in getting advice and operational experience, skills that are needed at different points of the business cycle, and in forming business relationships. Continued and increased efforts are needed by governments and the corporate sector to develop business skills, forge commercial relationships, create opportunities for mentoring and peer support, and make mainstream support more accessible.
- **Empowering traditional owners through land, water, sea and cultural resource rights.** These rights and interests can provide the basis for successful enterprises in areas such as arts and culture, tourism, and agriculture. In some cases, Indigenous entrepreneurs and communities may need additional support or resources to protect traditional and cultural knowledge while forming partnerships and commercialising their products and services. To navigate land and water rights and responsibilities, there is also the opportunity to build partnerships and enhance commercial opportunities, enabling economic infrastructure and more tailored data and knowledge would help build commercial capabilities and realise business opportunities.
- **Improving information and data for Indigenous businesses.** There is currently no systematic and agreed way to collect and link data about the Indigenous business sector. This makes it more difficult to target policies, coordinate action and investment, monitor and evaluate programs, and track progress. Indigenous entrepreneurs also have difficulty in accessing information about the range of support and opportunities that are available to start, manage, and grow a business.

## What the Australian Government is already doing

- The **unprecedented economic support provided by the Government in response to the COVID-19 pandemic creates** abundant opportunities, but it is important we focus our effort and resources where Indigenous Australians will get the greatest return. Our focus will continue to be determined by:
  - Size of the overall economic potential;
  - Potential to apply already tested Indigenous participation target approaches;
  - Ability to leverage existing Indigenous businesses to expand the sector;
  - Availability of existing government and private sector resources to support the sector; and
  - Leveraging opportunities through Government’s mainstream business and industry policies.

- The **2020-21 and 2021-22 Budgets provided opportunities for direct Indigenous economic benefit**. Indigenous employment and supplier use targets have been included in land transport projects being delivered through the \$110 billion infrastructure package and the water infrastructure fund, while Aboriginal and Torres Strait Islander Engagement and Participation Plans are a requirement of the Manufacturing Collaboration Stream of the Modern Manufacturing Initiative. Indigenous communities are being assisted to build their capacity to participate in the Emissions Reduction Fund. Leveraging these opportunities in the short to medium term to develop the skills and experience of Indigenous businesses and employees will better position them to engage in the longer term business-led economic recovery.
- The 2021-22 Budget provided additional support to **Indigenous women to start social enterprises**, in line with the Government's focus on women's economic security, including the 2020 Women's Economic Security Statement by supporting women as entrepreneurs, leaders and positive role models, rebuilding women's workforce participation and closing the gender pay gap.
- In the 2021-22 Budget a \$189.6 million package of measures to support **Our North, Our Future from 2021-26** was announced. This includes the Northern Australia Development Program (NADP), delivered through the Office of Northern Australia in collaboration with the Department of Industry, Science, Energy and Resources, which seeks to identify and support businesses in Northern Australia to grow and strengthen their performance.
- Developing a framework to inform the delivery of the **Township Leasing Model** and enable more Traditional Owners in the Northern Territory and beyond to access the benefits of secure tenure.
- Working on measures within the Intellectual Property system to **better support Aboriginal and Torres Strait Islander people to protect and benefit from their Indigenous Knowledge**. The Australian Government has also commissioned a study into the scope and feasibility of stand-alone legislation to protect Indigenous Knowledge. This is in response to the House of Representatives Standing Committee on Indigenous Affairs' Report on the impact of inauthentic art and craft in the style of First Nations peoples which found that existing laws do not provide an appropriate framework for protecting traditional communal rights. This work also contributes to the objectives of the National Indigenous Visual Arts Action Plan 2021-2025, to support participation and economic opportunities for Indigenous Australians through continued production of Indigenous visual art.

## Areas of current focus

Policy pillar	Short-term (within 2 years)	Medium-term (3-5 years)	Long-term (5-10 years)	Destination
Activating land, sea, water and cultural resource rights	<ul style="list-style-type: none"> <li>• Develop an Indigenous Rangers Strategy that includes a focus on: <ul style="list-style-type: none"> <li>- commercialisation opportunities for Indigenous Ranger Groups, including activities that capitalise on existing strengths such as biosecurity services, and vehicles to support the aggregation of local activities to achieve scale and increase revenues;</li> <li>- working with the vocational education and training and higher education sectors to develop curriculum and post-secondary education pathways in Indigenous land, sea and water management;</li> <li>- strengthening mechanisms for professionalisation, capability building and learning between groups to support commercialisation and economic development; and</li> <li>- utilising a reformed Remote Jobs Program to build pathways into Ranger employment, and into the broader labour market.</li> </ul> </li> <li>• Support access for Indigenous enterprises into the carbon and biodiversity offset markets, including development of a new Emissions Reduction Fund method for savannah fire management projects to enable wider participation in the Fund in 2022.</li> <li>• Support economic reforms in the <i>Aboriginal Land Rights (NT) Amendment (Economic Empowerment) Bill</i> to: <ul style="list-style-type: none"> <li>- establish the Northern Territory Aboriginal Investment (NTAI) Corporation, funded by the Aboriginals Benefit Account (ABA), to take local control for community payments and determine a Strategic Investment Plan for Aboriginal Territorians;</li> <li>- build capacity and strengthen the township leasing model to facilitate increased utilisation across more communities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continue to facilitate traditional owner-led entrepreneurship and job creation by: <ul style="list-style-type: none"> <li>- linking a growing number of Ranger groups to commercial opportunities and investors in the domestic and international markets; and</li> <li>- supporting Indigenous youth into post-secondary qualifications, including STEM, linked to land, water and sea management.</li> </ul> </li> <li>• Support Indigenous-owned businesses to connect with the research sector and engage in collaborative research projects.</li> <li>• Provide start-up support for a growing number of Indigenous-owned businesses leveraging traditional and cultural knowledge.</li> <li>• Continue to support traditional owner economic aspirations by: <ul style="list-style-type: none"> <li>- supporting reforms to State and Territory water legislation to facilitate Indigenous voices in water planning and governance, and advance commercial interests; and</li> <li>- supporting traditional owners to leverage commercial activity from private monies held through agreements with traditional owners.</li> </ul> </li> <li>• Continue to maximise the benefit of the Aboriginal Land Rights reforms by:</li> </ul>	<ul style="list-style-type: none"> <li>• Assess the progress of Aboriginal Land Rights in the Northern Territory and determine further opportunities by: <ul style="list-style-type: none"> <li>- undertaking a statutory review of the performance of the NTAI Corporation;</li> <li>- considering the strategic direction of funding remaining in the ABA; and</li> <li>- facilitation of the transfer of EDTL leases to community entities and establishment of a mechanism for ongoing land administration support to ensure consistency and sustainability of secure tenure arrangements to encourage development and investment on Indigenous held land.</li> </ul> </li> <li>• Continue to empower PBCs and re-orientate system support in a post-determination environment by finalising engagement with states and territories to ensure native title trust arrangements, including those which were put in place native title pre-determination, have the necessary transparency and accountability to native title holders.</li> </ul>	Indigenous traditional owners are proactive participants in markets and activating an increasing number and diversity of commercial opportunities through the use of land, water, sea and cultural resource rights.





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	<p>and prepare Traditional Owner organisations for the transition of leases from the Executive Director Township Leasing (EDTL) to community entities; and</p> <ul style="list-style-type: none"> <li>- support investment on Aboriginal Land Rights land by modernising mining and exploration provisions as well as supporting improved land administration and local decision making.</li> </ul> <ul style="list-style-type: none"> <li>• Empower Prescribed Body Corporates (PBCs) and native title holders to take advantage of opportunities from their rights and interests by:               <ul style="list-style-type: none"> <li>- investing in building the capacity of PBCs through increased basic support funding and targeted grant opportunities announced in the 2021-22 Budget as part of transition to post-determination environment;</li> <li>- supporting PBCs and native title holders that have commercial experience and acumen to mentor and support other PBCs and native title groups, including through mechanisms such as the PBC Forums and PBC training;</li> <li>- improving transparency and accountability to native title holders and streamlining PBC decision-making, including updating their rulebooks from 2021 changes to the <i>Native Title Act 1993</i>;</li> <li>- supporting traditional owner participation in Geoscience Australia’s on-the-ground activities such as surveying and data collection, through the Exploring for the Future Program; and</li> <li>- trialling a small number of PBC commercial demonstration projects across Northern Australia to blueprint a commercial activation model.</li> </ul> </li> <li>• Continue to support the functioning of the native title system by:               <ul style="list-style-type: none"> <li>- including post-determination performance and milestones like PBC support and compensation by reviewing the funding and performance requirements of Native Title Representative Bodies and Service Providers; and</li> <li>- implementing the recommendations in the <i>Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act)</i> review in relation to native title benefits, including amendments to the PBC regulations for PBCs to report to native title holders about the management and use of native title benefits, and the publication of best-practice guidance on trusts by the Office of the Registrar of Indigenous Corporations (ORIC).</li> </ul> </li> <li>• Incentivise and support actions that enable research and development to support Indigenous commercial end users by designing and implementing a national Indigenous Knowledge commercial roadmap to activate business and job opportunities linked to traditional and cultural knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>- reviewing the performance and implementation of the Northern Territory Aboriginal Investment Corporation’s Strategic Investment Plan;</li> <li>- considering the strategic direction of funding remaining in the Aboriginals Benefit Account;</li> <li>- supporting the establishment of additional community entity township leases where they are desired by communities; and</li> <li>- facilitating the transition of EDTL leases to community entities, including the provision of necessary capability development and support to ensure sustainable tenure security.</li> </ul> <ul style="list-style-type: none"> <li>• Continue to empower PBCs and re-orientate system support in a post-determination environment by:               <ul style="list-style-type: none"> <li>- establishing mechanisms to support the provision of high quality advice to PBCs (financial, business, legal, marketing, corporate governance etc.) to assist in maximising the use of assets.</li> </ul> </li> <li>• Explore PBC funding models to empower PBCs and native title holders in a post-determination environment.</li> <li>• Support economic empowerment in the post-Native Title determination environment by transitioning Native Title Representative Bodies and Service Provider funding from supporting the gaining of rights and interests to supporting the management of these rights and interests and opportunities for economic development.</li> </ul>		



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	<ul style="list-style-type: none"> <li>• Implement measures within the Intellectual Property system that enable better support for Aboriginal and Torres Strait Islander people to protect and benefit from their Indigenous Knowledge, including:               <ul style="list-style-type: none"> <li>- exploring policy and legislation changes for consideration and transparency of Indigenous Knowledge in Intellectual Property right applications;</li> <li>- providing information for Indigenous business on how to protect and benefit from their intellectual property; and</li> <li>- providing information to support non-Indigenous businesses to work respectfully with Indigenous Knowledge and provide guidance on how to approach getting free, prior and informed consent.</li> </ul> </li> <li>• Providing information to Indigenous Knowledge custodians to assist them in understanding the impact of consenting to the use of Indigenous Knowledge in a commercial context.</li> <li>• Continue cross-government scoping, feasibility, and development work into stand-alone legislation to protect Indigenous Knowledge to support traditional owners using and commercialising Indigenous Knowledge as a cultural resource with confidence of its protection.</li> </ul>			
<p>Increasing demand for Indigenous businesses across a broader range of industry sectors</p>	<ul style="list-style-type: none"> <li>• Improve the coverage and operation of Indigenous procurement policies by:               <ul style="list-style-type: none"> <li>- working with state and territories to identify key pain points for Indigenous businesses that arise from having different rules for Indigenous procurement;</li> <li>- continuing to work with Australian Government entities to develop procurement models that facilitate the entry of smaller Indigenous enterprises; and</li> <li>- continuing to engage with industry to grow markets for Indigenous business, including through the Business Council of Australia’s Raising the Bar initiative and getting more Indigenous Australians into key decision making roles.</li> </ul> </li> <li>• Continuing to work with the Indigenous business sector to take action against black cladding, including by supporting Indigenous Australians to get the most out of joint venture arrangements.</li> <li>• Continuing to identify opportunities to include targets in large spending programs not currently covered by the IPP (e.g. future tranches of the Modern Manufacturing Initiatives requiring an Aboriginal and Torres Strait Islander Engagement and Participation Plan) and election commitments.</li> <li>• Prioritise efforts to support Indigenous engagement plans and the mobilisation of Indigenous supply capability in relation to:               <ul style="list-style-type: none"> <li>- major Australian Government funded infrastructure projects such as Inland Rail, the Sydney Metro project and the Perth City Deal;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the entry of a greater number and diversity of Indigenous businesses into overseas markets.</li> <li>• Support the establishment and expansion of Indigenous-owned businesses in manufacturing value chains (e.g. clean tech and recycling, and resources tech and critical mineral processing).</li> <li>• Support increasing economies of scale and scope in the Indigenous bushfoods sector.</li> <li>• Enable a greater number of traditional owners to act as proponents for energy, mining, forestry, fisheries, and agricultural business ventures.</li> <li>• Support development of an Indigenous supply chain to build and maintain water infrastructure.</li> </ul>		<p>More Indigenous Australians are participating in competitive markets with successful businesses across urban, regional and remote areas.</p>



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	<ul style="list-style-type: none"> <li>- major private sector mining and resource projects, including the development of a series of Gas Basins, and investments granted major project status by the Government; and</li> <li>- projects funded through the Northern Australia Infrastructure Facility.</li> <li>• Implement the National Agreement on Closing the Gap commitment to working with the Coalition of Peaks to develop a grant connected policy that will preference Aboriginal and Torres Strait Islander organisations, particularly community-controlled organisations, across all Commonwealth grants.</li> <li>• Include Indigenous economic development in the charter for Regional Development Australia Committees.</li> <li>• Work with Austrade and the Department of Foreign Affairs and Trade to develop international market opportunities for Indigenous businesses, including by supporting:               <ul style="list-style-type: none"> <li>- export readiness training and mentoring;</li> <li>- inclusion of Indigenous commercial and economic development issues in the work of multi-lateral organisations;</li> <li>- participation of Indigenous businesses and economic organisations in the benefits of Free Trade Agreements and trade summits; and</li> <li>- engagement between Indigenous business and foreign companies investing in Australia.</li> </ul> </li> <li>• Continue supporting Indigenous tourism businesses through the Indigenous Tourism Fund, providing critical pandemic relief and positioning businesses to take advantage of opportunities in the visitor economy.</li> <li>• Work with the National Indigenous Australians Agency (NIAA), Austrade, and visitor economy businesses to respectfully embed Aboriginal and Torres Strait Islander cultures into Australia’s tourism branding.</li> </ul>			
<p>Improving supply side support by investing in capability, and increasing access to capital and markets</p>	<ul style="list-style-type: none"> <li>• Establish a National Indigenous Chamber of Commerce and Industry with a focus on professionalising and building the commercial acumen of the Indigenous business sector (including PBCs), and strengthening linkages with corporate Australia.</li> <li>• Continue to review business support and capital access for Indigenous businesses, including:               <ul style="list-style-type: none"> <li>- service providers currently funded by NIAA (such as Remote Indigenous Business incubator Pilot, Supply Nation, IBA, and Many Rivers);</li> <li>- support for the development of business skills and capabilities;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate access for traditional owners to green finance (green bonds, markets for carbon and biodiversity offsets).</li> <li>• Support larger strategic investments from the ABA into Aboriginal community infrastructure projects and businesses that generate own source revenue opportunities.</li> <li>• Continue to welcome Indigenous input into free trade agreement negotiations.</li> <li>• Support Indigenous participation in trade missions.</li> </ul>		<p>Indigenous Australians have access to the support they need to grow businesses.</p>



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	<ul style="list-style-type: none"> <li>- efficacy of concessional debt and equity finance instruments targeted to Indigenous businesses and traditional owners;</li> <li>- access to other forms of concessional finance, and opportunities to develop co-investment models; and</li> <li>- inclusion in mainstream financial markets, including opportunities associated with social impact investing and green finance instruments.</li> <li>• Continue to improve access to finance for Indigenous Australians by:               <ul style="list-style-type: none"> <li>- providing targeted investment to de-risk investment in productivity enhancing business infrastructure; and</li> <li>- supporting use of the Northern Territory Aboriginal Benefits Account (ABA) to invest in traditional owner-led economic development opportunities; and</li> <li>- supporting IBA to provide finance to viable projects and businesses, including early start-up businesses.</li> </ul> </li> <li>• Continue to expand the Boosting Female Founders initiative to provide more funding for regionally-located applications and Indigenous businesses.</li> <li>• Improve the environment for investment in remote economic infrastructure by:               <ul style="list-style-type: none"> <li>- supporting access to funds for feasibility studies from Indigenous proponents through the Northern Australia agenda;</li> <li>- working with Infrastructure Australia to develop shared guidance and assessment methodologies for remote infrastructure; and</li> <li>- leveraging existing funding for energy micro-grids and telecommunications infrastructure for remote communities.</li> </ul> </li> <li>• Continue to enhance the Indigenous Business Hub network currently consisting of Hubs located in Western Sydney, Perth and Adelaide, and the hub in development in Darwin.</li> <li>• Develop a strategy to facilitate the entry of Indigenous social entrepreneurs and community organisations into the delivery of the NDIS, aged care and out of home care.</li> <li>• Work with industry partners through the Australian Government’s Entrepreneurs’ Programme to better understand, enable and target the participation of Indigenous businesses and Indigenous products in domestic and international markets. This could include changes to eligibility criteria, program design principles, communication strategies and building expertise in program management and delivery cohorts.</li> <li>• Support the Raising the Bar Initiative through the Entrepreneurs’ Programme, especially through its SMART Projects and Supply</li> </ul>	<ul style="list-style-type: none"> <li>• Work with bodies such as Indigenous Land and Sea Corporation and Indigenous Business Australia on co-financing models that drive investment in enabling infrastructure projects and commercial ventures in remote Australia.</li> <li>• Expand training through the Office of the Registrar of Indigenous Corporations (ORIC) to build commercial capabilities including corporate leadership, financial literacy and management, agreement making, and corporate structures and ventures.</li> <li>• Embed changes to mainstream industry and business programs to improve access for Indigenous Australians.</li> <li>• Develop an Indigenous social economy strategy that includes the following dimensions:               <ul style="list-style-type: none"> <li>- social financing mechanisms – this may include social impact bonds (to leverage social impact financing), a revolving social impact loan fund (equity and debt finance), and direct grants to support purchase plant and equipment; and</li> <li>- training and capability building – availability of support for social enterprise start-ups and operation, to build business skills and capabilities, and managerial competencies.</li> </ul> </li> <li>• Build stronger research, evaluation and measurement instruments – building the evidence-base to improve outcomes over time.</li> <li>• Increase digital connectivity by:               <ul style="list-style-type: none"> <li>- increased emphasis on technology, digital literacy and digital infrastructure;</li> <li>- addressing inequalities in digital skills and access to technology, with a particular focus on regional and remote Australia; and</li> <li>- ensuring provisions are in place for digital infrastructure to support the development of digital skills and digital literacy in the current and future Indigenous workforce.</li> </ul> </li> </ul>		



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	<p>Chains initiative, which is working with Lendlease and 13 EP Indigenous businesses to build their capability so they can procure large commercial contracts, apply successfully for major projects, and develop long-term supply relationships. As of 31 August 2021, \$520,000 of joint investment has been committed to this initiative.</p> <ul style="list-style-type: none"> <li>• Tailor procurement learning events and master classes to Indigenous businesses and engage non-Indigenous clientele through the Entrepreneurs’ Programme.</li> <li>• AusIndustry’s Outreach Network to explore additional ways to collaborate, research, identify and promote opportunities to provide tailored support for Indigenous businesses.</li> <li>• Develop and implement the Indigenous Digital Inclusion Plan to support improved access to services and market opportunities for Indigenous Australians, through the use of digital technology.</li> <li>• Leverage the Cyber Security Skills Partnership Innovation Fund, which will provide up to \$70.3 million over four years to increase the diversity of the cyber security workforce, including lifting the participation of women, Aboriginal and Torres Strait Islander peoples, regional and remote workers, and neuro diverse individuals.</li> <li>• Improve data and information about the Indigenous business sector by:               <ul style="list-style-type: none"> <li>- exploring mechanisms to consistently identify Indigenous businesses for use across Commonwealth administrative data sets;</li> <li>- leveraging IPP data to increase knowledge about the sector, and increase connections between suppliers and Indigenous businesses; and</li> <li>- creating easy to understand tools that explain the different forms of support available for Indigenous businesses from different levels of government across the business life cycle.</li> </ul> </li> </ul>			