



Institute for Sustainable Regional Development

ATSIC Feasibility Study 2001

CQ Economic
Development Centre



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***FEASIBILITY STUDY
FOR THE ESTABLISHMENT
OF A CENTRAL QUEENSLAND
ABORIGINAL AND TORRES STRAIT ISLANDER
ECONOMIC DEVELOPMENT CENTRE***

August, 2001

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EXECUTIVE SUMMARY

1. This Study investigates the feasibility of establishing an Aboriginal and Torres Strait Islander Economic Development Centre and its core services to serve Central Queensland. It includes background information on the CQ region, the demographic and socio-economic characteristics of the Indigenous population, general information on business support organizations at a national, state and regional level and examples of some models of Indigenous enterprise development in other regions in Queensland and Australia.
2. The ATSIC Central Queensland region contains a small population (approximately 12, 436 people) spread over a large area (391,300 square kilometres). There is the problem of critical mass and isolated and dispersed communities with remote communities and individuals in particular, in need of assistance. There is a growing development of Indigenous enterprises in the CQ region, including CDEP projects, individual enterprises and a diverse and much larger number of enterprise ideas and potential businesses.
3. Research by means of a business survey was conducted in May-July 2001 and has identified a clear and very strong demand for business advice, training and assistance. The majority of people interviewed by the Business Survey were business intenders with 24 out of 40 people interviewed being business intenders. The survey identified a very strong demand for business assistance in the pre-feasibility stages of establishing a business and in the development of ongoing businesses. This research supports the experience of a number of Indigenous Enterprise Development Officers employed in Queensland and studies at a national level which show a great need for nurturing Indigenous enterprises, especially time to be spent with people developing relationships and helping them improve their general level of business skills.
4. The Business Survey has also shown a strong demand and community support for, an Aboriginal and Torres Strait Islander Economic Development Centre, and for Business Advisory Services. 37 out of 40 respondents indicated they would use an Independent Indigenous Business Advisory Service and 39 out of 40 respondents indicated they would use Marketing and Sales services. Comments from respondents indicated that the most important reasons for wanting these services were the combination of the need for professional skilled business advice and the need to have this advice from indigenous people/organisations.
5. The findings of this research are that for an Economic Development Centre to work well in the CQ region it should be:
 - Indigenous owned and controlled
 - Culturally appropriate — providing Indigenous business assistance
 - Geographically dispersed — providing assistance to the whole region
 - Be community based, independent
6. The Business survey has also shown that there is support for a Small Business Incubator, very strong support for an Incubator Without Walls and a willingness to pay for these services. 35 out of 40 respondents indicated support for an Incubator Without Walls (ie remote business advice, support and professional office services).

7. There are clear benefits for Indigenous communities to be gained from an Indigenous owned and operated community based organization, providing professional and culturally aware business advice, training and mentoring as well as more regional strategic and economic planning and networking services.
8. In developing a plan for such a centre there are a large number of existing networks and resources which have to be factored into the identification of the specific niche and role for a CQ Economic Development Centre. These resources and networks include those provided by a range of government departments, educational institutions, community organizations and private enterprise groups and committees which need to be further identified and consulted with.
9. The Department of Employment, Work Relations and Small Business provides funding for Feasibility Studies for Small Business Incubators. These grants are for approximately \$20-\$25 000 and would provide the opportunity to develop a business plan, and identify in detail, funding and management structures and the scope and role for an Economic Development Centre/Regional Enterprise Network/Incubator Without Walls.
10. The Indigenous Enterprise Partnership which includes representatives from The Bodyshop, Westpac and the Myer Foundation has indicated a willingness to work with Central Queensland ATSIC in further developing ideas and planning for an Economic Development Centre.
11. The Rural Transaction Centres program and the current Networking the Nation project being developed by Nulloo Yumbah provide important potential links for developing the infrastructure and community capacity to establish remote computer and telecommunication capacities ie for developing shared offices/facilities/remote hubs for providing business advice and assistance. Initial contact with Project Officers responsible for both of these programs in the CQ region suggests that there is good potential to establish shared facilities/offices in remote communities and these potentials need to be investigated further with respect to particular communities and sites.
12. Nulloo Yumbah could also play a very important role in developing business training programs and short courses tailored to meet the needs of Indigenous community groups and individuals. They could also provide a resource for Indigenous Business studies students to do practicum in Indigenous business organizations including the proposed CQ Economic Development Centre.

1. INTRODUCTION

Nationally, there is a growing recognition by Indigenous people of the need for - and the benefits to be gained from - developing enterprises as a move to greater self sufficiency and decreased dependence on government-based support services. This includes the development of individual small businesses, community enterprises and enterprises which make sustainable use of lands that are increasingly being acquired through Native Title legislation.

The Centre for Aboriginal Economic Policy Research has recently quantified the magnitude of the task at a national level for Indigenous enterprise development and job creation, in the following terms .

To approach equality with the rest of the workforce in the level of self employment will require the creation of ten times more jobs and a five fold increase in the overall number of self employed Indigenous people.
(Taylor and Hunter 1998: 22-23)

At a state level the Queensland Government launched its *Queensland Aboriginal and Torres Strait Islander Economic Development Strategy* in February 1998. The strategy is a statement of the intent and means by which it can accelerate sustainable economic development in partnership with Aboriginal and Torres Strait Islanders. The Strategy reported that while the Indigenous population makes a significant contribution to the State s cultural resources, the economic position of many Indigenous people is characterised by high levels of long term unemployment, low incomes and very low levels of enterprise formation.

The *ATSIC Central Queensland Regional Development Plan, 1996-2001*, identified the importance of moving towards economic self-sufficiency by developing viable business enterprises. In a section entitled *Where do we want to go?* , the report identifies the following goals including:

- We want to move towards economic self sufficiency with a number of viable business enterprises;
- We want better utilisation of our land;
- We want to build an asset base that will support further development of our economic independence;
- We want to make credit union services available to our people; and
- We want to provide opportunity for building purposeful lives for our people.¹

¹ P14., ATSIC Central Queensland Regional Council, Central Queensland Regional Development Plan, 1996 -2001

2. CENTRAL QUEENSLAND REGION

Population

The Central Queensland Region represents just over five per cent of the Queensland population and employment. The main population centres are Rockhampton and Gladstone. Population and employment growth in Central Queensland have been slower than in Queensland as a whole with the highest growth recorded in the Gladstone sub-region, Livingstone shire (Yeppoon) and Emerald within the Central Highlands. Most of the inland rural areas have experienced declining population and employment.

Industry Structure

The Industry structure in the region has been historically based on agriculture and associated industries, in particular, beef production and processing, large coal mining and electricity projects and railway equipment and operation. Coal mining and agriculture are expected to be the mainstays of the region's economy for some time.

It is widely acknowledged that the Fitzroy basin has a particularly rich resource base, and is one of the most important export-earning areas of the state. In 1999, Central Queensland's exports accounted for 3% by value of Australia's international trade — principally due to coal, beef, cotton and grain. The region, however, retains very little in terms of value added wealth and most major decisions relating to the marketing of Central Queensland products are made from distant head offices of Australian and international companies.²

Employment

In terms of employment, industries in the Central Queensland economy have been restructuring leading to disparities in growth rates among industries (declining employment in beef, food manufacturing and rail transport but high employment growth in mining, retail trade, business services, health services and education).³ Retail trade is the largest labour market type in the region followed by education, mining and beef production.⁴

Identified Strengths and Growth Opportunities

The Central Queensland Regional Economic Audit (1997) has suggested that among other things, regional strategic planning should centre on provision of competitive energy and the development of suitable infrastructure to attract and support energy clusters.⁵

Another identified area of economic growth has been in education. Educational courses and services are available through Central Queensland University, the Central Queensland Institute of TAFE, two agricultural colleges, a number of secondary schools and private providers.

In the past few years Central Queensland University (CQU) as a regional university, has undergone significant changes in its functions and operations and now comprises an

² p 2., CQ A New Millennium, Draft Economic Development Technical Paper

³ p128., Central Queensland Economic Profile and Strategy

⁶ p1., CQ A New Millennium, Draft Economic Development Technical Paper

⁵ p12., The Central Queensland Regional Economic Audit (1997)

international network of campuses with over 14 500 students in, Rockhampton, Bundaberg, Emerald, Gladstone, Mackay, Brisbane, Sydney, Melbourne, Hong Kong, Singapore and Fiji.

CQU is the fastest growing university in Australia and the biggest employer in Rockhampton. In 1998, it was estimated that the Rockhampton campus employed a total of 1728 staff with the equivalent of approximately 890 full time staff.⁶ The number of students at CQU has more than doubled in the past decade with student numbers increasing from 4877 in 1989 to 12677 in 1998.⁷ Approximately 15% of students were from overseas.

⁶ Rockhampton Campus Staff, Estimates, June 1998

⁷ DEETYA Higher Education Statistics (as reported at 31 March, 1999)

3. THE CQ – ATSIC REGION

The Region

The ATSIC Central Queensland region covers an area of 391,300 square kilometres extending along the central south coast of Queensland and inland some 1,000 kilometres to the west of Winton and Longreach. The region is divided into five wards including Rockhampton; Gladstone; Wide Bay; Longreach and Woorabinda wards.⁸

Population

Based on 1996 Census figures, the overall Indigenous population of the region is approximately 12,436 people which represents 3% of the total population of the region. The Indigenous population is growing rapidly and has increased by 40% (or 3,249 people) since 1991. Compared to the non-Indigenous population, the Indigenous population is comparatively young with a median age of 18 years compared to 34 for the non-Indigenous population of the Region (ie half of the Indigenous population in the Region is 18 years old or less). The main concentrations of Indigenous population are located in the following centres:

- Rockhampton - 2868
- Bundaberg - 1105
- Woorabinda - 1001
- Gladstone - 839
- Hervey Bay — 739
- Maryborough - 463⁹

Social and Economic indicators

The statistics concerning the economic and social position of Indigenous peoples and communities in the Central Queensland region are in keeping with those throughout the rest of the state and the nation. The statistics show that the social and economic position of Indigenous people is greatly disadvantaged compared to the non-Indigenous population. This includes:

- low levels of education, the majority of people only going to grade 10, (however an increasing number of people are going onto higher education); low incomes;
- lower level occupations;
- higher unemployment levels;
- lower levels of home ownership; and
- lower rates of business/enterprise development.

A recent *Draft Economic Development Technical Paper* prepared for the CQ A New Millennium planning process, concludes that many of the Indigenous communities in the region are disadvantaged economically and are seeking to improve their circumstances, both economically and socially, by pursuing native title and through the development of business enterprises.¹⁰

⁸ ATSIC Central Queensland Regional Council, Central Queensland Regional Development Plan, 2000 - 2003

⁹ ABS, Population Distribution, Indigenous Australians, 1996.

¹⁰ p4, CQ A New Millennium, Draft Economic Development Technical Paper

Education

The National Aboriginal and Torres Strait Islander Survey 1994, found that approximately 80% of the Indigenous population in the region left school by age 15 or 16 years. The levels of education attained by people in the region were:

- Below year 10 - 40%;
- Year 10 - 33%;
- Year 12 - 14%; and
- Qualifications - 13%. ¹¹

Figures from the ATSIIC Annual report 1999/2000 show that:

- Only 11% (or 732) of Indigenous people age 15 years or over have tertiary qualifications with a further 7% in the process of studying for a tertiary qualification
- In comparison 27% of the non-Indigenous population of the region have tertiary qualifications.

These figures also correlate with low rates of education and training for Indigenous people at a state level. Only 18% of the State's Indigenous population aged over 15 years have completed Year 11 or 12. The equivalent rate for the wider population stands at approximately 38%.

Employment

*The CQ A New Millennium Technical papers: Social and Cultural Development*¹², found that Indigenous workers were largely employed in labouring occupations. A breakdown of the figures shows:

- 3 % of Indigenous people employed as Managers and Administrators, compared with 10% for non-Indigenous people;
- 14.8% of Indigenous people employed as Professionals and Associate professionals, compared with 22.4 % for non-Indigenous people;
- 14.5% of indigenous people employed as trades persons and related workers;
- 17% Intermediate clerical, sales and service workers; and
- 23% of Indigenous people employed as labourers and related workers, compared with only 10 % for non-Indigenous people

Figures from the ABS Census of Population and Housing, 1996 (Unpublished data) quoted in the technical paper, show Indigenous people employed in the following occupations in the Central Queensland Region.

¹¹ Figures quoted in The National Aboriginal and Torres Strait Islander Survey 1994, quoted p 6., ATSIIC Central Queensland Regional Council, Central Queensland Regional Development Plan, 2000 - 2003

¹² CQ A New Millenium, (Draft) Social and Cultural Development Technical Paper, 15 February, 2001

Employment by Occupation	Indigenous			Non- Indigenous		
	C.Q		Qld	C.Q		Qld
	No.	%		No.	%	
Managers and administrators	52	3.0	3.0	9003	10.4	8.9
Professionals	115	7.1	9.0	10437	12.1	15.2
Associate professionals	127	7.8	8.0	8948	10.3	11.6
Tradespersons & related workers	236	14.5	10.6	14028	16.2	13.7
Advanced clerical & service workers	33	2.0	1.9	2530	2.9	4.0
Intermediate clerical, sales & service workers	277	17.1	15.7	11043	12.8	16.3
Intermediate production & transport workers	228	14.1	10.3	11653	13.5	9.0
Elementary clerical, sales & service workers	112	6.9	7.8	6871	7.9	9.4
Labourers & related workers	377	23.3	29.0	8626	10.0	9.5
Inadequately described & not stated	60	3.7	4.6	2084	2.4	2.4
Total	1617			86254		

At a State level an examination of employment on the basis of occupation confirms that Indigenous people are under-represented in managerial and professional occupations and over-represented in unskilled labouring work.¹³

The employment profile for the State s Indigenous people shows that Indigenous people are clearly under-represented in wholesale trade, retail trade, finance and insurance, and communication services. The public sector is a major source of employment for Aboriginal and Torres Strait Islander people, accounting for around 29% of total Indigenous employment in Queensland.¹⁴

Unemployment

According to information based on the ABS 1996 Census of Population and Housing, Indigenous people in the region also experience higher levels of unemployment than the non- Indigenous population with unemployment rates of 33% for Indigenous people compared to 11% for the non-Indigenous population of the region. Participation rates for Indigenous people were also lower than for the total population (52% compared to 58%)¹⁵. The figures for the Indigenous workforce were as follows:

- Employed - 2,245 people
- Unemployed - 1,124 people

These figures are in line with high rates of unemployment at the state and national level. In 1996, the rate of unemployment for the State s Aboriginal and Torres Strait Islander people was approximately 23%, if employment on CDEP projects is excluded this rate rises to 35%. Indigenous youth employment is as high as 32% (excluding employment on CDEP, this rate rises to just over 45%). The non-Indigenous rate for youth unemployment is 26%.

¹³ p14., Queensland Aboriginal and Torres Strait Islander Economic Development Strategy, February 1998

¹⁴ p13., Queensland Aboriginal and Torres Strait Islander Economic Development Strategy, February 1998

¹⁵ Figures are based on the ABS, 1996 Census of Population and Housing, quoted in the ATSIC Central Queensland Regional Council, Annual Report 1998/99

Income levels

The lack of sustainable employment and business opportunities for Indigenous people in the State is reflected in their income status relative to the broader State population.

Census figures for 1996 indicate that around 47% of Queensland's Indigenous population aged 15 years and over had an annual income of \$10 000 or less. For 50% of ATSI people, government payments were the main source of income.

Indigenous household incomes were on average lower than those for other households. Of those households where all income data is available 47% of Indigenous households earned less than \$500 per week, the same proportion as other households although Indigenous households tend to be larger. At the upper income levels, 5% of Indigenous households had incomes over \$1 500 per week compared to 8% of other households.¹⁶

Housing

In the Central Queensland region, 28% of Indigenous people owned or were purchasing their homes compared to 67% of non-Indigenous people. For households with Indigenous occupants the average household size was 3.6% persons per dwelling compared to 2.7% for dwellings with non-Indigenous occupants.¹⁷

Enterprise Development

It has not yet been possible to ascertain levels of self employment (or enterprise development) amongst Indigenous peoples in the Central Queensland region. At a State level it is thought that only 2% of those Indigenous people who are employed are self employed or employers. This compares broadly with a rate of business ownership of 17% for the overall State population.

¹⁶ p15., Queensland Aboriginal and Torres Strait Islander Economic Development Strategy, February 1998

¹⁷ p84, Central Queensland Regional Council, Annual Report, 1999/2000, figures from the ABS, 1996 Census of Population and Housing

4. INDIGENOUS ENTERPRISE DEVELOPMENT

National Studies

Studies of Indigenous enterprise development at a national level have found that Indigenous Australians have markedly lower rates of self-employment than the Maori people of New Zealand. In 1991, Maori people were almost twice as likely as Aboriginal and Torres Strait Islander people to be employers or self employed, with 7.4 % of the labour force running some type of business. The self-employment rate for Australia s Indigenous people was thought to be approximately 2.7 %, although this has significantly increased and by the time of the 1996 census was thought to be closer to 5-6%.

Daly (1993) points to several factors contributing to the low rate of self-employment among Indigenous people including:

- the historical emphasis of government funding on community enterprises, especially in urban settings where Indigenous communities are relatively dispersed;
- poor education and training in the organization of viable commercial enterprises,
- shortages of capital;
- limited opportunities in remote areas;
- Indigenous artists and hunter-gatherers may not classify themselves or be recognised as self-employed under existing definitions;
- the role of traditional value systems can act as a brake on the efficient organization of a viable commercial enterprise; and finally
- relatively high transport costs and a low level of local demand especially in remote areas, may inhibit the growth of Indigenous small business.¹⁸

National studies¹⁹ have found a number of key characteristics of Indigenous enterprise development to include:

Generally low levels of enterprise formation

5-6% compared with non-Indigenous people establishing enterprises. Previous studies based on census data have shown the level of self-employment among Indigenous people to be low compared to the rest of the population but with signs that the gap has narrowed slightly over time (Daly 1995: 85-98). The 1994 National Aboriginal and Torres Strait Islander Survey estimated that some 3,500 individuals were in self-employment representing about 5 per cent of the Indigenous workforce. (Taylor and Hunter 1998: 22-23)

Rapid recent increase in enterprise development

Taylor showed that while Indigenous self-employment remained low, when compared to other Australians, it grew relatively fast between 1986 and 1991 and this relative improvement continued to 1996.²⁰

¹⁸ P1, Hunter, B.H., 1999, *Indigenous self-employment: miracle cure or risky business?*, Discussion paper No 176/, Centre for Aboriginal Economic Policy Research, Australian National University, Canberra

¹⁹ pv Hunter, B.H., *ibid*

²⁰ p2, Hunter, B.H., *ibid*

Low occupational level

Almost two-thirds of the Indigenous self employed were working in agriculture, construction and the retail trades. These industries were important sources of employment for Indigenous enterprises in both remote and settled Australia.²¹ These three industries only accounted for 22.7 per cent of wage and salary employment.

Low educational levels

Daly also found that Indigenous people who were self-employed had spent less time in education and were less likely to have formal qualifications in comparison with other self-employed Australians. They were mainly employed in trade occupations and in the lower-skilled occupations of plant and machinery operators and labourers. Self-employed Aborigines were under represented among managers and administrators and professionals compared with other self employed Australians.²²

An increase in business and managerial training

While low educational attainment remains a substantial constraint on increasing the number of Indigenous people who are self-employed, there appears to have been some improvement in the proportion of Indigenous males whose highest field of qualification is either business or administration. In the ten year period between 1986 and 1996 the proportion of Indigenous males with a qualification that is relevant to running a business increased by over 500 per cent.

Potential amongst Indigenous women to form businesses

The relative number of Indigenous females with business-related qualifications remained closer to the non-Indigenous females than the equivalent statistic for males. Daly concludes that there is probably some untapped potential for conducting businesses among Indigenous females *.the fact that Indigenous females are not in business probably reflects difficulty in securing financial capital and their social position in their communities.*²³

Queensland

The Queensland Aboriginal and Torres Strait Islander Economic Development Strategy has identified a number of factors which particularly affect economic development for Queensland's Aboriginal and Torres Strait Islander people. These include: the generally remote location of communities; cultural values; insufficient regional and local infrastructure; and the lack of an Indigenous asset base.²⁴

Indigenous people are involved in a diverse range of enterprises, with ownership ranging from informal groups based around individuals, families, partnerships and joint ventures, to community groups, formal corporations and co-operative structures. These enterprises vary from commercially-focused businesses to community-focused organizations.²⁵

²¹ p 4., Hunter, B.H., *ibid*

²² p6, Hunter, B.H., *ibid*

²³ p7 Hunter, B.H., *ibid*

²⁴ p1 Queensland Aboriginal and Torres Strait Islander Economic Development Strategy, February 1998

²⁵ p15., Queensland Aboriginal and Torres Strait Islander Economic Development Strategy, 1998

The Strategy, has identified the keys to assisting the development of Indigenous businesses are by:

- raising awareness of opportunities for Indigenous business development;
- providing access to a range of business services;
- promoting joint ventures and partnerships; and
- developing commercial opportunities in identified key industries.

The Strategy has also identified a number of sectors which it believes offer potential for Indigenous enterprise development including:

- Tourism;
- Indigenous Arts and Culture;
- Aquaculture and Horticulture: Emu farming and marketing of emu products and marketing of native fruit and plants (Establishing various business networks and co-operatives);
- Mining, Petroleum and Extractive Industries: (employment and joint venture activities); and
- Natural Resource Management: particularly in forestry, national parks and native title tenures.²⁶

Department of State Development – Office of Regional Development

The Office of Regional Development (DSD) chairs the Economic Development Working Group of the Queensland Government's Ten Year Partnership with Indigenous Queenslanders. The Working Group (a whole-of-State Government group) has the Vision that *By the year 2010, Indigenous Queenslanders will be equal participants in the Queensland economy*. The Indigenous Economic Development Working Group has identified commercial opportunities for Indigenous businesses in some of the following areas:

- Consulting - Undertaking cultural heritage studies for project proponents
- Arts and Crafts - many examples including shops, dance troupes,
- Tourism, Eco-Tourism (Indigenous Cultural Tourism is not as attractive for the domestic market as it is for the overseas visitor market. Western Australia and Northern Territory have secured the bulk of the overseas visitors attracted to the indigenous cultural tourism market
- Mainstream Agribusiness (cattle, sheep, wheat, sorghum, etc)
- Alternative Agribusiness (tea-tree, wildflower production, organic production, bush tucker)
- Aquaculture - looking at a joint venture with an aquaculture company for beche-de-mer project on Stradbroke Island (DPI/ DSD)
- Construction, Mining and Associated Trades²⁷

²⁶ p45-49., Queensland Aboriginal and Torres Strait Islander Economic Development Strategy, 1998

Central Queensland

The Central Queensland Regional Economic Audit 1997

The Central Queensland Regional Economic Audit 1997 contains very little information specifically relating to Indigenous enterprise development. However, it has identified a number of opportunities in the areas of:

- Niche tourism — Indigenous tourism, outback or ecotourism. The study has identified strengths in the large number of significant Aboriginal/Cultural heritage sites and undiscovered natural product i.e. Isla Gorge.
- Agriculture/horticulture - New crops such as native flowers, herbs, and Indigenous plants;
- Education - Indigenous arts training; and
- Community workshops in specific areas identified opportunities including in Theodore - Indigenous art development and in Boulia - Aboriginal artefact marketing.²⁸

The CQ ANM: Social and Cultural Development, Technical Paper

This Draft Technical Paper has also identified a growing interest in eco-tourism linked to Indigenous people and interest from international markets for both Indigenous culture and arts.

The Central Queensland Strategy for Sustainability, October 2000

The Central Queensland Strategy for Sustainability, October 2000 produced by the Central Queensland community through the Fitzroy Basin Association, has identified the importance of Indigenous cultural heritage in the CQ region. The report identifies a wealth of cultural heritage, with many sites still unidentified and unrecorded.

The report notes that the Central Queensland region contains a wealth of Indigenous cultural heritage including: occupation shelters, rock art, stone quarries, shell middens, scarred trees, burial sites and ceremonial and spiritual places. Other types of places are also significant, such as initial contact sites, massacre sites, travel routes, settlements, missions and reserves and town and station camps.

These places are located across all land tenures including agricultural land, in urban areas and on state owned land areas such as the region's National parks.

The occupation and art sites located in the Carnarvon Ranges such as the well known the Art Gallery, Kenniff's Cave and Cathedral Cave are considered by the Aboriginal community to have four types of significance:

- linkage with the past;
- sensitivity related to burials;
- direct association between the people and the region; and
- cultural education.

²⁸ The Central Queensland Regional Economic Audit 1997

These sites are also significant because the Art Gallery and Cathedral Cave are two of the hand full of sites in the Central Highlands where examples of all four art techniques (stencil spray painting, freehand painting, drawing and engraving) occur together: Kenniff s Cave and Cathedral Cave have also been dated and are significant for scientific reasons.

To give some indication of the number of cultural sites and places across the region, in the proposed Comet Dam inundation area, some 70 sites were identified and recorded (with some areas still not covered) in the Comet Valley Steering Committee report.

Many sites remain unidentified or recorded; much knowledge may also be retained by the traditional owners. Regarding both Indigenous and European cultural heritage, the sites we are aware of are relatively small in number compared to what is actually there.

Despite the abundance of significant Indigenous cultural places in the region, only a small number of Indigenous sites appear on the Australian Heritage Register.²⁹

DSD Indigenous Enterprise Development Officer (IEDO)

The Department of State Development (DSD) has employed an Indigenous Enterprise Development Officer for the past two and half years who has worked with a range of Indigenous enterprises in the region. The IEDO found there was a need for intensive and ongoing business small business support especially in the early stages with pre-feasibility studies, including completing initial forms and the development of business plans and financial planning. A small sample of some of the enterprises the IEDO worked with are mentioned to give some idea of the kind of enterprises being developed in the region.

- A Cafe
- Yuvarn Wuvarn Waiber Foundation - Education — a group in Gladstone, developing alternative education and working with young people, identifying business opportunities and developing a plan which was presented to Cabinet.
- GTOCHC Gladstone Traditional Owners Cultural Heritage Consultants - Cultural Heritage Consultants
- Wooroobinda CDEP - Developing a retail outlet in Rockhampton selling arts and crafts, Indigenous designs and timber furniture.
- Kabalbarada Aboriginal Corporation - enterprise planning
- Central Highlands Aboriginal Corporation - feasibility for a tourist park
- Darumbul Noolar Murree Aboriginal Corporation - this group has just formed a company to look at enterprises from a major project.
- Dreamtime Cultural Centre

The experience of a number of Indigenous Enterprise Development Officers employed in Queensland generally is similar to studies at a national level which show a great need for nurturing Indigenous enterprises, especially time to be spent with people developing relationships and helping them improve their general level of business skills and

²⁹ p102, Central Queensland Strategy for Sustainability, October 2000, Produced by the Central Queensland Community through the Fitzroy Basin Association.

currently a fairly low level of business start up. The IEDO in Rockhampton also found a high level of initial inquiries versus a small number of concrete enterprises developed.

The high drop out rate of business intenders is typical of small and micro enterprise start ups in non-Indigenous business development and the Rockhampton Enterprise Centre s experience for example with the New Enterprise Incentive Scheme is that there will be approximately 160 initial inquiries resulting in only approximately 50-60 business start-ups, the experience of the Indigenous Enterprise Development Officer would suggest that the ratio of inquiries resulting in start-ups maybe even lower for non-Indigenous businesses.

This experience would tend to indicate the difficulty experienced by Indigenous business intenders in negotiating their way through the start up phases of business development and the consequent need for Indigenous people with Business development skills to assist and provide encouragement during the start up phase.

Dreamtime Cultural Centre and Dreamtime Lodge

The Dreamtime Cultural Centre opened in 1988. The Centre generates income from a convention centre and 80 seat theatrette, catering mainly to the corporate market. It also includes a Torres Strait Islander village, which depicts the culture and way of life of the people of the Torres Strait Islands.³⁰

The Centre recently received funding to construct a Motel Complex on their property adjacent to their existing premises. It is envisaged that the Motel operation will be able to sustain the financial operations of the Dreamtime Lodge and Cultural centre and create further employment and economic opportunities for the Central Queensland region. The Centre employs twenty-five full-time and part-time Aboriginal and Torres Strait Islander people.³¹

Darumbal Noolar Aboriginal Corporation For Land and Culture

Darumbal Noolar Aboriginal Corporation for Land and Culture was incorporated in 1994 and now has two full time staff. The Corporation lodged the Darumbal Native Title claim, registered on 5th July 2000. The registration of this claim was the result of seven years work and it provides for some of their traditional rights to their traditional country to be recognized.³²

The corporation has been involved in negotiations with Marlborough Nickel , the State Government and Barada, Barna, Kabalbarra and Yetimarala peoples over the development of the Marlborough Nickel project. An agreement was signed in August 1998. As a result of the agreement:

- Two people have been employed as rangers working with the Queensland Parks and Wildlife Service in management of marine and national parks;

³⁰ P38., ATSIIC, Central Queensland Regional Council, Annual Report 1999/2000

³¹ p3., ATSIIC, Central Queensland Regional Council, Annual Report 1999/2000

³² Darumbal Corp. News, Issue 26, August 2000

- Twenty eight Indigenous people have completed TAFE training in numeracy, literacy, computers, administration, machinery and other skills;
- There will be Darumbal people employed directly on the project. A benchmark of 10% Indigenous employment has been agreed upon and the identification of business development opportunities are important aspects of the agreement.
- Other aspects of the agreement focus on youth development through training, scholarships, bursaries etc, support for Indigenous Elders and management of cultural heritage values.
- Darumbal have received a 25 year lease on Coorumburra Station and have recently had a business plan developed to provide training, employment and enterprise opportunities for Darumbal people. The Corporation is currently considering a range of community enterprises including: beef cattle, farm stay; training Indigenous people on the property; and Cultural tourism

Dhugamin CDEP – Scrub Hill Community Farm

- The Tourism enterprise has matured to the point of weekly tours for backpackers and school groups;
- Arts and Crafts centre;
- Native Flower exports to Japan and the Netherlands;
- Farming enterprises have expanded and consolidated. 22,000 hectares hand planted tea-trees. Research is being carried out to establish the viability of producing value added products including soaps and shampoos from the tea tree oil.³³

Wooroobinda Community Development Working Group

Wooroobinda CDEP provides part-time employment for approximately 195 Indigenous people throughout Central Queensland. The Wooroobinda Community have established a working group to investigate economic and employment opportunities. The working group is made up of members from the Wooroobinda Aboriginal Council, Wooroobinda CDEP, ATSIC Central Queensland Regional Council, and the Department of Aboriginal and Torres Strait Islander Policy Development.³⁴

Rockhampton CDEP

A new CDEP project has recently been established in the Rockhampton area in July 2001 with approximately 100 CDEP places.

The Central Queensland Area Consultative Committee

The Central Queensland Area Consultative Committee have recently formed an Indigenous Employment Advisory Committee based in Rockhampton.

³³ p41., ATSIC, Central Queensland Regional Council, Annual Report 1999/2000.

³⁴ p3., ATSIC, Central Queensland Regional Council, Annual Report 1999/2000

Central Queensland Regional Indigenous Housing Organisation

The Central Queensland Regional Council of ATSIC has now established the Central Queensland Regional Indigenous Housing Organisation in response to the Indigenous Housing Reform Strategy endorsed by the Board of Commissioners some time ago. This body hopes to enable local organizations to become sustainable, viable and also create a base for economic development.

The newly established Central Queensland Regional Indigenous Housing Organisation (CQRIHO) Limited is a non -profit company limited by guarantee and operating from a head office in Rockhampton. Its initial members are the Local Indigenous Housing Organisations (LIHOs) based in Central Queensland Region and one Deed Of Grant In Trust (DOGIT) Community (Wooroobinda), spread across a substantial geographic area. These organisations differ considerably in their size and the number of indigenous housing units managed by them. A total in excess of 460 housing units are owned and managed at present by these organisations.

Some of the objects of the Central Queensland Regional Indigenous Housing Organisation (CQRIHO) Limited include to:

- Implement housing programs supportive of Aboriginal self-determination; and
- To employ and train local Aboriginal people wherever possible in the construction, maintenance, management and repair of houses and to develop housing skills by consulting with the member organisations.

CQRIHO considers there is potential for Indigenous businesses to be established to service the housing needs of indigenous people in the CQ region which is estimated to involve expenditure of between \$1-2 million per annum on construction, maintenance management and repair of Indigenous housing.³⁵

Returning to Country

This project began in August 1998 with 16 —17 older indigenous men who had been involved in the pastoral industry and had the vision of passing on their skills to young people. The project is investigating the potential to develop a rural training facility in Central Queensland to train indigenous people in aspects of cattle raising and property management. To date a company structure has been established with 7 indigenous people on the board of management and a site for the facility is being investigated. The project is also concerned with the broader questions of the economic sustainability of properties that are gained through Native Title legislation and the cultural and spiritual connection of Indigenous people to their land.

Geffanda Enterprises

Geoffrey Saunders and Geffanda enterprises is an extraordinary example of regional indigenous business development. Beginning with the invention of an Anti-cavitation tunnel which greatly enhances the performance of outboard motors and has been described as a high performance and revolutionary product by people in the industry including wholesalers and fishermen, a company has been established for the design,

³⁵ Personal Communication, CQRIHO, July 2001.

development and distribution of the Anti-Cavitation Tunnel, and a market presence is being established in Queensland. The AC Tunnel has been patented with an international focus covering 109 countries around the world and Geffanda enterprises now have an exclusive agent presenting this product in the USA, Europe and the United Arab Emirates.

5. REGIONAL BUSINESS SUPPORT STRUCTURES AND SERVICES

ATSIC

The Aboriginal and Torres Strait Islander Commission (ATSIC) has a well established policy of encouraging self-determination and economic independence. Programs of direct relevance to this study include:

- The Business Development Program (BDP); and
- The Community Development Employment Projects Scheme (CDEP)

Business Development Programme (BDP)

ATSIC's Business Development Program (BDP) offers an alternative to mainstream financial institutions by providing a variety of business development facilities. The aim is to promote Indigenous economic development by enabling Indigenous people and communities to acquire or develop commercially successful enterprises.

The Business Development Program combines the former Business Funding Scheme (which mostly offered loans) with the Indigenous Business Incentive Program (which offered grants and training).

The Business Development Program includes the Indigenous Business Incentives Program (IBIP), which provides seed funding, training and other support for new businesses, and the Business Funding Scheme, which offers low interest loans and business advice to borrowers. The BDP tailors assistance to the needs of individual businesses, and provides two basic types of services:

Business finance — which is available as loans, grants, guarantees or a combination of these. Interest charged on loans is linked to the lowest commercial bank business rate. Interest concessions, interest-free loans and grants are also available where a project needs assistance to be commercially viable and will produce sufficient benefits to Indigenous people.

Business support — which may include, at no cost to the client, professional assistance to develop and present a business plan and application, business or management training, or ongoing access to professional assistance.

The Community Development Employment Projects Scheme (CDEP)

CDEP started in 1976 and now involves at a national level, more than 235 communities with almost 25,000 participants. It is essentially an employment program where Aboriginal and Torres Strait Islander communities voluntarily forgo unemployment benefits to work part time on projects that directly benefit their communities. In addition

to providing services for the community, some of the projects communities have established have the potential to earn money for the community.

ATSIC – Rockhampton Region Business Funding

This information was kindly provided by the ATSIC Brisbane office, Commercial Development Unit. The information concerns business **loans** only as it is not possible to access a list of **grants** for the region. Nor does this information provide statistics on businesses which are started by Aboriginal and Torres Strait Islander people who have accessed private finance from other sources such as banks.³⁶

Type of Business	\$ Amount Financed	Operating/ Non- operating
3 x Cattle/crops	\$ 660,334.36	Operating
4 x Transport	\$ 169,000.00	Operating
3 x Building and Construction	\$ 180,000.00	Operating
2 x Accommodation	\$3,619,000.00	Operating
1 x Glass	\$ 33,000.00	Non Operating
1 x Bakery	\$ 150,000.00	Operating
2 x Garden maintenance	\$ 28,400.00	Operating
1 x Sawmill	\$ 115,000.00	Non Operating
2 x Mechanic/car maintenance	\$ 110,000.00	Operating
Total	\$5,064,734.00	

CDEP Business Preparation Scheme

The CDEP — BPS provides funding for a wide range of business development and support services to CDEP organizations to identify business opportunities, develop new business proposals or improve existing income generating activities.

ATSIC – Business advisers

ATSIC- Brisbane Office, have recently begun a pilot program with the Rockhampton and Bundaberg Enterprise Centres who have been engaged for business support purposes. The scheme seeks to provide community based business advisers to assist Indigenous business intenders in these regions.³⁷

Department of Employment, Workplace Relations and Small Business

Indigenous Small Business Fund (ISBF)

The Federal government established the Indigenous Small Business Fund, a joint initiative between the Department of Employment, Workplace Relations and Small Business and the Aboriginal Torres Strait Islander Commission. The aim of the ISBF is to provide support to Indigenous people at all stages of business development, from identifying and developing business ideas, to helping existing businesses expand their markets. Funding ranges from \$5,000 to \$100,000.

³⁶ Information provided by ATSIC Brisbane Office, Commercial Development Unit., May 2001

³⁷ p52., ATSIC, Central Queensland Regional Council, Annual Report 1999/2000.

The ISBF provides funding for projects which identify and facilitate Indigenous business opportunities, including:

- providing entrepreneurship and business facilitation training;
- identifying possible business opportunities, including feasibility studies at the local level or more broadly;
- clarifying business opportunities and developing business plans and proposals; and
- providing advice or support services to small business owner/operators in developing their skills, markets and networks.

Area Consultative Committees – Wide Bay and Central Queensland Area Consultative Committee

ACCs are a regional network working in partnership with government, business and the community in identifying priorities for their local regions and facilitating the best use of the services available to the community. The Central Queensland ACC employs someone specifically to assist with Indigenous Business development.

Support For Small Business Incubators

DEWRSB also provide funding for Small Business Incubators. In 2001 a National Review of Small Business Incubators in Australia was completed, the review assessed the effects of small business incubators on local communities, regional economies, job creation and failure rates among small business and found that small business incubators had effectively contributed to job creation and assisted the development and survival of new small businesses around Australia..

The Federal Government has recently announced that it will provide \$5°million in funding for small business incubators. Funds are available to conduct feasibility studies to establish small business incubators and also to help cover the costs of setting up an incubator.

Small business skills

The Federal Government has also recently announced in the 2001/2002 budget that it will provide \$2.2°million towards funding small business skills development

Queensland State Government

Department of State Development - Indigenous Business Development Initiative

Specialist advisors for Aboriginal and Torres Strait Islander clients are located in State Development Centres located in State Development Centres in Rockhampton, Mount Isa, Townsville and Cairns. A Regional Business Advisor is also located on Palm Island.

In 1998, the Department of State Development launched a Pilot initiative called the Indigenous Business Development Initiative which involved the employment of Indigenous Enterprise Development Officers (IEDO) at State Development Centres in Townsville, Mount Isa, Rockhampton and Cairns. The initiative was co-funded by the Commonwealth Department of Employment, Workplace Relations and Small Business (DEWRSB). The aims of the initiative were to:

- provide information and assistance to Indigenous clients and communities starting a business;
- conduct seminars on business operations;
- provide assistance in preparation of business plans and support in accessing Government business programs.

Dollar-for-dollar support for projects is available through the Department of State Development s, Regional Business Development Scheme (RBDS).

Aboriginal and Torres Strait Islander Development Grants

The Department has established the Aboriginal and Torres Strait Islander Business Development Scheme and is finalising an Indigenous business intender product which will be available later this year.

The Aboriginal and Torres Strait Islander Business Development Scheme seeks to provide one-off funding for projects that have the potential to continue beyond the period of funding.

This Scheme is an assistance program for indigenous business organisations based in Queensland and, in limited circumstances, individual business owners. The scheme aims to assist indigenous businesses to develop their entrepreneurship and management skills and identify and capitalise on business opportunities.

Grants are available to be used for small business programs designed to enhance the applicant s readiness to apply for larger grants such as those administered by ATSIC. Such programs are aimed at enhancing the operational efficiency of the applicant's business and at improving their attractiveness to grants funds administrators. Indigenous organisations can apply for grants from \$3000 to \$20,000 while individual businesses can apply for grants from \$3000 to \$5000 .

DSD - Rockhampton Office

The Department of State Development has employed an Indigenous Enterprise Officer for the past two and a half years. Negotiations are currently underway concerning the future of this position.

Rockhampton & Bundaberg Enterprise Centres

The Rockhampton and Bundaberg Enterprise Centres have signed contracts with ATSIC in March 2001. Under these contracts ATSIC can refer Indigenous business intenders in the region to either the Rockhampton or Bundaberg Enterprise Centres.

Both centres can provide intensive assistance pre-feasibility businesses planning including market research and in developing business plans.

The Enterprise Centres provide incubator services to small business intenders including cheap rental for office space and access to shared services such as security, electricity, lighting, signage, and secretarial services. The Managers of the centres also provide small business tenants with on-site free business facilitation and advisory services. Both centres are also agents for the New Enterprise Incentive Scheme and provide business and financial planning, mentoring and marketing advice to start-up businesses.

According to the Rockhampton Enterprise Centre there are approximately 180 New Enterprise Incentive Scheme (NEIS) inquiries per year with approximately 54 new start-up businesses resulting from these inquiries. The main areas for new businesses are in trades and services (ie painting, cleaning, mechanical, glaziers, graphic arts, and desktop publishing).

Nulloo Yumbah – Central Queensland University

Nulloo Yumbah, the Centre for Indigenous Research and Learning at Central Queensland University, is an important stakeholder in the CQ region and would be an important resource for an economic development centre, particularly in the area of business training. The figures provided below show a very big increase in the number of Indigenous students enrolling for tertiary education with the number of students enrolled having increased from 19 students in 1985 to 168 in 2000 and the number of graduates steadily increasing from 1 graduate in 1985 to 23 in 2000.

Nulloo Yumbah — Students and Graduates 1985 - 2000³⁸		
Year	Students	Graduates
1985	19	1
-	-	-
1991	157	3
1992	168	13
1993	169	16
1994	182	20
1995	147	18
1996	169	18
1997	245	10
1998	260	30
1999	199	40
2000	168	23

The Capricornia Aboriginal & Torres Strait Islander Education Centre (CAITEC), the predecessor of Nulloo Yumbah completed a study in 1997 entitled *Whose Business is Business?* This report studied the reasons for the very low number of Indigenous students who commenced and successfully completed studies in the Business discipline (approximately 20%). The report concluded with a number of recommendations for the CQU as a whole and for CAITEC and the Business School in particular. Although there were a great many important recommendations in the report some of the specific recommendations relevant to this feasibility study include:

- CAITEC and the faculty of Business should collaborate to develop programs and short courses tailored to meet the needs of Indigenous community groups and individuals. **This process would facilitate both community development efforts as well as University equity access strategies;**
- CAITEC and the Faculty of Business should collaborate to develop a Foundation program for Indigenous people wanting to study Business. While this program could serve as an introductory mechanism to Business studies, it could also benefit Indigenous students who may wish to contribute their cultural knowledges to the Business discipline. **This could be achieved by designing the course so**

³⁸ Figures provided by Nulloo Yumbah, Central Queensland University, May 2001.

that it provides prerequisite skills and knowledge required to undertake business studies, introducing units of study relevant to the ways in which Indigenous peoples conduct business and offers opportunity for Indigenous students to do practicum in Indigenous organizations. This program should have University accreditation or at least partial accreditation for University award units.³⁹

Networking the Nation

This projects' objectives are to:

1. Establish a consortium of stakeholders (including the Central Queensland University) and 15 Indigenous organisations, to develop, monitor and evaluate the project and develop training, education, resourcing, back-up and support needs of the project and participants over a 3 year period.
2. Connect 16 hub-sites to a network using the Internet and other technology systems, with 15 of the hub sites located in Indigenous organizations.
3. Create a network of indigenous people in the CQ region with portable Information Technology skills and the ability to access services despite geographical isolation.

Currently there are 13 sites established, with the remaining 3 sites to be connected over the coming months. Each site has been equipped with a computer, scanner and printer. A first round of training has been provided focusing on basic skills such as accessing the internet and email and future training is planned to provide some skills in E - business development and marketing. The aim of the project is for each community site to become self sufficient before funding finishes at the end of the year 2002. In addition to the original 16 sites planned, an additional five community groups are also seeking to join the project. The sites currently established include:

- Darumbal Community Youth Services (Rockhampton)
- Bidgerdii (Rockhampton)
- Winton District Aboriginal Corporation (Winton)
- Saima Torres Strait Islander Corporation Inc. (Rockhampton)
- Gladstone Traditional Owners Cultural Heritage Consultants (Gladstone)
- Central West Aboriginal Corporation (Barcaldine)
- Biloela Women s Group (Biloela)
- Mudth-niyleta Aboriginal and Torres Strait Islander Corporation (Sarina)
- Mackay Aboriginal and Islander Legal Service & Mackay Aboriginal and Islander Justice Advisory Group (Mackay/Bowen)
- Magani Malu Kes (Townsville)
- Torres Strait Islander National Secretariat (Townsville)
- Keriba Mina (Townsville)

³⁹ P33., Alcock, R., Anderson, L., Luck, J., Stehbins, C., Tennent, B., and Brennan, M., 1997, *Whose Business is Business?*, Capricornia Aboriginal & Torres Strait Islander Education Centre (CAITEC),

Department of Transport and Regional Services - Rural Transaction Centres

The Rural Transaction Centres program provides important links for possibly developing the infrastructure and community capacity to establish remote computer and telecommunication capacities ie for developing shared offices/facilities/remote hubs for providing business advice and assistance.

Initial contact with Project Officers responsible for this program in the CQ region suggests that there is potential to establish shared facilities/offices in remote communities and these potentials need to be investigated further with respect to particular communities and sites.

Currently Rural Transaction Centres (RTCs) are being established in a number of remote aboriginal communities to provide them with access to banking facilities. Ex-ATSIC Commissioner David Curtis has been contracted by Department of Transport and Regional Services as their Indigenous expert for Department of Transport and Regional Services s national field officer network.

Under the Rural Transaction Centres Programme, funds have been made available to help small communities establish their own centres providing access to basic transaction services such as banking, postal services, Medicare easyclaim facilities, phone and fax, and other government services.

Rural communities with populations up to 3,000 are eligible for assistance. However, the programme is open to other towns with a strong case for assistance. Any non-profit organisation representing a community group can apply for funding under the Rural Transaction Centres Programme. Potential applicants include local government councils, community groups, and Chambers of Commerce.

There are two types of assistance under the Rural Transaction Centres Programme: *Project Assistance* and *Business Planning Assistance*.

Project Assistance: The main funding available is Rural Transaction Centres Project Assistance for the capital and operating costs of Rural Transaction Centres. All applicants for this type of funding are required to submit a business plan before an application can be approved.

Business Planning Assistance:

A network of Rural Transaction Centre Field Officers is now available to help applicants develop Rural Transaction Centre business plans.

6. MODELS OF ECONOMIC/ENTERPRISE DEVELOPMENT

Small Business Incubators

The first business incubators were established in Australia in the late 1980s. There were more than 60 in Australia by the mid 1990s with plans for more. Small business incubators have proved a very effective way of assisting new businesses to be successful, create employment and stimulate regional development. They do this by promoting small business development and helping small businesses succeed during the vulnerable start-up and early growth phases. By reducing the establishment and operating costs at the same time as giving a new-start business access to the professional services usually only enjoyed by larger, more established businesses, incubators help businesses become established and profitable and increase the likelihood of success. Studies show that between 60% - 80% of businesses that start in an incubator succeed.

A typical business incubator provides:

- A home for the business (on month-to-month terms);
- Comprehensive office services including: secretarial support; telephone answering; fax; photocopying; bookkeeping; conference and meeting facilities; and
- On site business advice and support; mentor support; and networking opportunities with other businesses on site.

In recent years most incubators are being established only where free buildings can be found. In Australia and overseas, the main rule of thumb is to access free buildings at a peppercorn rental or to secure funding to purpose build or buy.

A traditional Incubator derives its income from the tenants paying rent for space and pay-as-you-use services. Typically an incubator rents space on month-to-month terms (ie no long lease is required) and allows tenants to expand and contract as needed, provides fax, photocopying, secretarial, bookkeeping and phone answering services. Business advice is available free of charge and business training is organised for training. Management is there to support the business person as well as help with the technical aspects of running a business. Being in a building with other businesses in the process of establishment encourages networking, reduces the isolation often experienced by new start businesses and creates a dynamic and entrepreneurial environment.

Incubators are usually owned by a community based organization, either specifically formed by local stakeholders for the purpose of setting up and running the incubator, or an existing organization with wide community acceptance and a strong enterprise/business orientation.

All incubators need external support in the form of sponsorship especially in such areas as peppercorn rentals for land or buildings, telephone systems, office equipment and furniture. Incubators are usually expected to be self-funding after three years. Standard sized incubators can potentially support themselves once established and have no need of external funding but smaller incubators often need some kind of on-going support.

For larger communities, the generally accepted rule, where there is sizeable demand, is to try to establish sizeable facilities with 1500 to 2000 metres of useable, mostly office quality, space (broad use definition) in buildings that are not paid for commercially. Larger facilities are more generally more financially viable as economies of scale come into play.

This model has been proved with a number of larger facilities established in disused schools, TAFE colleges, a bus depot, an electricity authority building and other types of publicly owned buildings.

Small Business Incubators - Diversified Models

Where incubators have been established in less populated regions diversified models of incubators have been developed which combine the business incubation function with a range of complimentary support activities that ensure the incubator has a diversified financial base. The range of activities which may be involved include:

- Business incubation;
- New Enterprise Incentive Scheme;
- Business advisory and training services;
- Business networking and professional development activities (seminars, training, brokering);
- Development of a small business loan fund; and
- Many others⁴⁰

Incubators Without Walls (IWOW)

Incubators without Walls is a new concept that attempt to provide a comparable level of service and support to businesses that cannot be located in the same building, because of geographic isolation and dispersion.

The Canberra Business Centre have been contracted to develop feasibility studies and business plans for the development Incubators without Walls in relation to remote Aboriginal businesses in the Northern Territory, one for the Barkly Enterprise Development Network (BEDN) and the second for the East Arnhem Business Development Association.

On the basis of the feasibility studies and the business plans the Barkly Enterprise Development Network (BEDN) have recently been funded \$715,000 over three years to establish and manage a small business incubator in Tennant Creek and outreach (Incubator without Walls) services throughout the Barkly region and Borroloola. The Federal government through the Northern Territory Area Consultative Committee have provided \$465,523, ATSIC - \$125,000 and the Northern Territory Government, \$125,000. The project is a national pilot for this type of activity and there is significant interest in the concept.

⁴⁰ P76., Barkly Enterprise Development Plan, Business Plan, Canberra Business Centre, July 1998.

The Incubator without Walls concept being developed in these regions includes a number of linked components:

The Hub – A central physical hub

The first component is the hub, a small building offering accommodation, office services, business advice and support to growing and emerging businesses. This is the traditional incubator model which provides cheap space for new businesses and shared access to a range of services including business advice from the centre manager, shared access to accounting, advertising, business and financial services.

Outreach

The second component involves the outreach or virtual incubator services consisting of :

- Mobile business advisers who travel to the outlying communities and homelands to provide business training, advice and support.
- Provision of remote comprehensive office and communication services; An electronic network capable of delivering business support, advice and training from a distance to augment the mobile Business Adviser's service.
- The communications device would allow for central telephone messaging, fax and Face to face communications via live video-conferencing and the ability to work on the same document (eg bookkeeping, budget, legal document etc) with another person at a distance.
- Remote training, on-line mentoring and counselling secretarial work to be done centrally and distributed confidentially to clients on the communications network;
- Other aspects could include on-line PC support, internet capability, data access

Specialist Value Adding Services

Additional services that the IWOW could provide through both its component parts include:

- A marketing service for the region's businesses
- Sub-contracting services
- Management and administrative services.

Cape York – Indigenous Enterprise Partnership - Enterprise Development Network Concept

A similar concept to the Incubator without Walls is being developed in Cape York, although the traditional incubator approach of tenanted space does not appear to be involved.

Indigenous communities in Cape York are currently developing an Enterprise Development Network Concept directed at the 15 Communities on Cape York. The aim of the network is to provide expert advice for Indigenous people with business ideas, a network to create opportunities and ongoing support.

Balkanu, with the assistance of the Body Shop, have proposed the establishment of an Indigenous Enterprise Partnership to develop and provide culturally appropriate business skills, training and mentoring that will assist in development of robust and sustainable Indigenous business enterprises. The network consists of the Centre — (the Indigenous Enterprise Partnership) and a network of Community Enterprise Hubs. Planning discussions have identified the hindrances to Indigenous enterprise development as:

- Many projects fail through lack of support and communication;
- Training needs more emphasis including business planning and marketing skills;
- A need for business mentoring;
- A need for assistance and support when things get tough, need for motivation to keep going;
- A need for regional branding of products and services; and
- A need to undertake basic community development planning, identify ideas in the community and building on these.

Community Enterprise Hubs

The Indigenous Enterprise Partnership would be linked to Community Enterprise Hubs throughout the region which would provide direct business assistance resources in each community. It was recognised that a Community Enterprise Hub would be useful in being a central reference point for business knowledge and information that could be used by business aspirants. The community business hubs would

- Help develop business skills and provide business management training
- Provide access to expertise and information, a point of reference for business knowledge
- Assist business aspirants to test the feasibility of their business ideas and to develop sound business plans.

The Indigenous Enterprise Partnership has recently employed two enterprise advisers to work in the eastern part of Cape York, with plans to assist in the establishment of five businesses in the first year. Although the partnership has initially concentrated on Cape York they plan to provide assistance and business advice to other interested indigenous communities in Queensland and Australia.⁴¹

⁴¹ Personal Communication, Bodyshop, 20 July 2001.

7. CQ ECONOMIC DEVELOPMENT CENTRE – TOWARDS A MODEL

The start of the process of self-sufficiency lies in the development of an entrepreneurial culture within Aboriginal communities. Ideally, Aboriginal people working with and for Aboriginal people, should do this. To assist in the development of an entrepreneurial culture in Aboriginal communities, it is imperative that skilled workers provide hands on advice and assistance, not only in the set up stages of the business, but if the initiative is to succeed, they must also provide support on an ongoing basis.⁴²

Small Business Incubators have been proven to play a role in fostering confidence and enterprise activity and it is realistic to assume that, over time, the existence of an incubator and the services proposed would stimulate activity.⁴³

Existing situation

The general impression of the current situation in the CQ region is of a growing development of Indigenous enterprises, including CDEP projects, individual enterprises and a diverse and growing number of enterprise ideas and potential businesses. The main areas of activity and opportunities for Indigenous enterprise development include, but are not confined to, the following areas:

- Indigenous art, crafts and artefacts;
- Cultural and eco tourism;
- Building and construction and accommodation;
- Transport and mechanical maintenance;
- Agriculture and horticulture, including property management, cattle production and crops, market gardens, seed collection, native plants and foods;
- Supplying support services to major projects and mining companies;
- Joint venture activities;
- Expanding existing CDEP projects
- Providing local services to Indigenous communities — shops, housing, etc
- Housing co-operatives⁴⁴

The Business survey conducted between May to July involved interviews with 40 people in the CQ region who were either already in business or interested in going into business. (Detailed results of this survey are attached at Appendix 3). Respondents to the Business survey have confirmed the importance of these areas of business activity with the main areas of business activity identified by the survey being: Culture and recreational services; Agriculture, Arts and Crafts; Accommodation, Cafes and Restaurants; Health and Community Services; Construction; and Education.

⁴² P15., Barkly Enterprise Development Plan, Business Plan, Canberra Business Centre, July 1998.

⁴³ P20., Barkly Enterprise Development Plan, 1998, ibid

⁴⁴ P17., Barkly Enterprise Development Plan, ibid

Problems

Central Queensland is a small population spread over a large area (391,300 square kilometres) there is the problem of critical mass and isolated and dispersed communities with remote communities and individuals in particular, in need of assistance. The main problems and hindrances to further development of a regional Indigenous enterprise culture include:

- Culturally appropriate business advice, need for this to be accessible across the region
- Low level of business skills and knowledge, compounded by a shortage of local business professionals, although as is evidenced by Nulloo Yumbah and the growing number of graduates this is gradually changing;
- A relatively low level of economic activity and lack of an entrepreneurial culture when compared to the non-Indigenous population;
- A small market size for businesses in the region, which is compounded by geographic isolation and large distances

Business needs of Indigenous small and micro business in the region

The majority of people interviewed by the Business Survey were business intenders with 24 out of 40 people interviewed being business intenders. In general Indigenous people do not lack in any technical skills or in ideas for enterprise development and have comparative strengths in some areas including in knowledge and understanding of their land and culture. Their main needs for enterprise development are in the pre-feasibility stages of establishing a business and in the development of ongoing businesses, in particular there is a need for:

- **Accessible** business advisory support services including services which are professional but also have a high degree of cultural awareness and are community based, on site and on an ongoing basis;
- **Business advice** covering all aspects of business including planning, management marketing, accounting and finance;
- **Training** in business management including: planning, marketing, financial and accounting area;
- **Mentoring** provide access to mentors for start up businesses by indigenous entrepreneurs who can guide new businesses through the first years in business;
- **Access** to seed capital

The Business Survey has shown a strong demand for an Independent Indigenous Business service including marketing and sales services. 37 out of 40 respondents indicated they would use an Independent Indigenous Business Advisory Service and 39 out of 40 respondents indicated they would use Marketing and Sales services. Comments

from respondents indicated that the most important reasons for wanting these services were the combination of the need for professional skilled business advice and the need to have this advice from indigenous people/organisations. Some of the main comments supporting the demand for these services were:

- **Culturally appropriate** - trust, confidence, not intimidating, better communication, better understanding of our needs, more comfortable having a murri face to talk to, cultural understanding, respect for elders;
- **Professional, Skilled assistance** - We need help, advice, training. It would be good to have support, but still want to do it in our own way. Improve chances of business success, skills in different areas, to help in future growth, Indigenous marketing overseas
- **Self determination** - Aboriginal owned and community owned, - utilise/support indigenous services, murris helping murris.

Demand for Business Services — The Survey has shown a demand for a wide range of specific Business services with the following being the most in demand:

- Access to business professionals — advice
- Business training
- Access to business services
- Information
- Combining cultural, social and business goals
- Support staff
- Network of similar people

Support for A Small Business Incubator/Incubator Without Walls

The Business survey has also shown that there is support for a Small Business Incubator very strong support for an Incubator Without Walls and a willingness to pay for these services.

Demand for rental space - The main kinds of rental space required were light industrial, Office/Shop front and Food preparation spaces, with Light industrial space being the most in demand.

Demand for office Services - The survey has also shown the offices services most in demand include:

- Phone Answering
- Book-keeping
- Photocopying
- Fax
- Access to a computer
- Access to a computer
- Internet access
- Secretarial support
- Typing/Word-processing

A CQ Economic Development Centre

The development of successful new enterprises and the retention and expansion of existing businesses would benefit by ongoing support and hands on practical business advice provided by Indigenous business advisers operating from an independent or community based Economic Development Centre, providing services and facilities throughout the region. The potential clients of such a centre would include:

- Business Intenders
- Germinal projects or emerging — evidence of pre-business activity, e.g CDEP projects
- New business (trading less than 3 years)
- Established businesses needing help to survive
- Established businesses with growth potential

There are clear benefits for Indigenous communities to be gained from an Indigenous owned and operated community based organization, providing professional and culturally aware business advice, training and mentoring as well as more regional strategic and economic planning and networking services.

The kind of models that are being proposed for CQ are some kind of variant of the Incubator Without Walls concept being developed in the Northern Territory or the Enterprise Development Network Concept being developed in Cape York. Both concepts involve the development of regional enterprise networks and community based hubs.

Whether an Incubator Without Walls model for CQ would involve a specific physical incubation of businesses with new start tenants providing a source of income to the organization is a subject for further research and investigation. The Department of Employment, Work Relations and Small Business provides funding for Feasibility Studies for Small Business Incubators, these grants are for approximately \$20-\$25 000 and would provide the opportunity to develop a detailed business plan, and consult more widely with the Central Queensland communities.

As already discussed an Incubator Without Walls involves a number of key components including:

1. The Hub - A Central Headquarters - The Hub could offer:

- Office services and/or accommodation
- Business advice, training and support via mobile regional business advisors and electronic communication.
- This building will also serve as the central hub for the Incubator Without Walls (IWOW). Over time secondary hubs could be developed in other areas.

2. A Number of Regional Hubs — located throughout the region which could be gradually increased.

3. Project staff — A manager and a business adviser/s who can travel through the region

- 4. Telecommunications links** — at the very simplest this could involve central telephone messaging, fax and secretarial work to be done centrally and distributed confidentially to clients on the network.

In developing a plan for such a centre there are a large number of existing networks and resources which have to be factored into the identification of the specific niche and role for a CQ Economic Development Centre. These resources and networks include those provided by a range of Government Departments, Universities and TAFE, Community organizations and private enterprise groups and committees which need to be further identified and consulted.

The Body Shop and the Indigenous Enterprise partnership which includes representatives from Westpac and the Myer Foundation has indicated a willingness to work with Central Queensland ATSIC in further developing ideas for an Economic Development Centre.

The Rural Transaction Centres program and the current Networking the Nation project being developed by Nulloo Yumbah provide important links for possibly developing the infrastructure and community capacity to establish remote computer and telecommunication capacities ie for developing remote hubs for providing business advice and assistance.

The region has some specific advantages including the existence of Nulloo Yumbah at CQU and the experience of CQU in providing distance education. Nulloo Yumbah could play a very important role in developing business training programs and short courses tailored to meet the needs of Indigenous community groups and individuals. They could also provide a resource for Indigenous Business studies students to do practicum in Indigenous business organizations including the CQ Economic Development Centre.

Regional and Community based economic planning

At a broader regional level there is also a possible role for an Indigenous community based organization to work with Indigenous communities to develop regional and community based economic planning. This need was clearly evidenced by the work of the Indigenous Enterprise Development Officer employed by Department of State Development. The broader role of a CQ Economic development Centre could include:

- Background research including developing a comprehensive, ongoing and up to date data base of Indigenous enterprises in the region;
- Developing a regional Indigenous economic strategy; identifying trends, opportunities, markets etc;
- Developing a regional network of Indigenous entrepreneurs and working with these networks;
- Developing a mentoring network;
- Developing clusters of specific industry based networks ie Cattle raising enterprises/Arts based enterprises/ Tourist enterprises/Construction enterprises and specific strategies for each industry. The role of the networks and clusters is principally to provide means of self support and encouragement with people and communities learning from each other as they build their enterprises;
- Linking to training opportunities;
- Developing with CQU and Nulloo Yumbah tailored short courses in business training relevant to Indigenous entrepreneurs and communities;

- Local or community economic planning services and assistance to particular communities and CDEP projects in the region;
- Community capacity building — encouragement, motivation, leadership, confidence building
- Linking to sources of funding, support agencies, shared services, seeking sponsorship

Key Success factors

A Central Queensland Economic Development Centre would possibly be expected to achieve financial self-sufficiency after three years. Some of the key success factors for the ongoing viability of the centre would include:

- ✦ The ability to generate trust and develop rapport with Indigenous communities;
- ✦ Development of a strong sense of local ownership and control;
- ✦ Ability to attract sufficient demand from Indigenous businesses;
- ✦ Ability to develop adequate income streams
- ✦ The ability to transfer business skills to the businesses being assisted
- ✦ The ability to help Aboriginal communities develop appropriate sustainable businesses
- ✦ Adequate funding of the pilot so quality services can be delivered
- ✦ A formal evaluation of the pilot project in year three, to gauge its effectiveness as a business development and regional economic development tool and its ongoing financial viability.

8. CONCLUSION

1. This Study investigates the feasibility of establishing an Aboriginal and Torres Strait Islander Economic Development Centre and its core services to serve Central Queensland. It includes background information on the CQ region, the demographic and socio-economic characteristics of the Indigenous population, general information on business support organizations at a national, state and regional level and examples of some models of Indigenous enterprise development in other regions in Queensland and Australia.
2. The ATSIC Central Queensland region contains a small population (approximately 12,436 people) spread over a large area (391,300 square kilometres). There is the problem of critical mass and isolated and dispersed communities with remote communities and individuals in particular, in need of assistance. There is a growing development of Indigenous enterprises in the CQ region, including CDEP projects, individual enterprises and a diverse and much larger number of enterprise ideas and potential businesses.
3. Research by means of a business survey was conducted in May-July 2001 and has identified a clear and very strong demand for business advice, training and assistance. The majority of people interviewed by the Business Survey were business intenders with 24 out of 40 people interviewed being business intenders. The survey identified a very strong demand for business assistance in the pre-feasibility stages of establishing a business and in the development of ongoing businesses. This research supports the experience of a number of Indigenous Enterprise Development Officers employed in Queensland and studies at a national level which show a great need for nurturing Indigenous enterprises, especially time to be spent with people developing relationships and helping them improve their general level of business skills.
4. The Business Survey has also shown a strong demand and community support for, an Aboriginal and Torres Strait Islander Economic Development Centre, and for Business Advisory Services. 37 out of 40 respondents indicated they would use an Independent Indigenous Business Advisory Service and 39 out of 40 respondents indicated they would use Marketing and Sales services. Comments from respondents indicated that the most important reasons for wanting these services were the combination of the need for professional skilled business advice and the need to have this advice from indigenous people/organisations.
5. The findings of this research are that for an Economic Development Centre to work well in the CQ region it should be:
 - Indigenous owned and controlled
 - Culturally appropriate — providing Indigenous business assistance
 - Geographically dispersed — providing assistance to the whole region
 - Be community based, independent
6. The Business survey has also shown that there is support for a Small Business Incubator, very strong support for an Incubator Without Walls and a willingness to

pay for these services. 35 out of 40 respondents indicated support for an Incubator without Walls ie remote business advice, support and professional office services

7. There are clear benefits for Indigenous communities to be gained from an Indigenous owned and operated community based organization, providing professional and culturally aware business advice, training and mentoring as well as more regional strategic and economic planning and networking services.
8. In developing a plan for such a centre there are a large number of existing networks and resources which have to be factored into the identification of the specific niche and role for a CQ Economic Development Centre. These resources and networks include those provided by a range of government departments, educational institutions, community organizations and private enterprise groups and committees which need to be further identified and consulted with.
9. The Department of Employment, Work Relations and Small Business provides funding for Feasibility Studies for Small Business Incubators. These grants are for approximately \$20-\$25 000 and would provide the opportunity to develop a business plan, and identify in detail, funding and management structures and the scope and role for an Economic Development Centre/Regional Enterprise Network/Incubator Without Walls.
10. The Indigenous Enterprise Partnership which includes representatives from The Bodyshop, Westpac and the Myer Foundation has indicated a willingness to work with Central Queensland ATSIC in further developing ideas for an Economic Development Centre.
11. The Rural Transaction Centres program and the current Networking the Nation project being developed by Nulloo Yumbah provide important links for possibly developing the infrastructure and community capacity to establish remote computer and telecommunication capacities ie for developing shared offices/facilities/remote hubs for providing business advice and assistance. Initial contact with Project Officers responsible for both of these programs in the CQ region suggests that there is potential to establish shared facilities/offices in remote communities and these potentials need to be investigated further with respect to particular communities and sites.
12. Nulloo Yumbah could play a very important role in developing business training programs and short courses tailored to meet the needs of Indigenous community groups and individuals. They could also provide a resource for Indigenous Business studies students to do practicum in Indigenous business organizations including the proposed CQ Economic Development Centre.

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APPENDIX 1

Results of Indigenous Business Survey – CQ ATSI Region

- 1. Introduction** - The Business Survey was conducted during the period May — July 2001. A total of 40 surveys were conducted, all of them with indigenous people who were living in the Central Queensland region. Some of the areas/towns/cities covered include: Winton; Emerald; Longreach; Barcaldine; Eidsvold; Gayndah; Mundubbera; Bundaberg; Maryborough; Mt Morgan; Gladstone and Rockhampton
- 2. Business sectors** - The main industry sectors for indigenous businesses in the region (either existing or intended) were in the following areas. The industry sectors are listed in descending order of importance:

<i>Industry Sectors based on ANSZIC classification</i>	<i>No.</i>
Culture and Recreational services	14
Agriculture	12
Arts and Crafts	8
Accommodation, Cafes and Restaurants	8
Health and Community Services	8
Construction	6
Education	5

- 3. Status of business**- Most of the respondents were intending to establish businesses, (approximately 60-70% of respondents being business intenders). Approximately 25% of respondents had existing businesses some of which were between 10-30 years old.

<i>Status of Business</i>	<i>No.</i>
Intention only	24
Geminal Business (or emerging) - evidence of pre-business activity, eg CDEP	6
New Business (trading less than 3 years)-	3
Established business with growth potential	10
Private	4
Community Owned	10
Total	

- 4. Business Location — Now or in the future**

<i>Business Location</i>	<i>No.</i>
Home	15
Community Centre	8
Rented Premises	13
Owned premises	4
Other — Rebuild premises	1

5. Respondents who have sought/would seek business advice?

Yes — 27 No — 10

Most respondents had sought business advice from the traditional sources including ATSIC, the Department of State Development (DSD), Department of Employment Work Relations and Small Business (DEWRS)B and the Department of Aboriginal and Torres Strait Islander Policy and Development (DAPTSID). The figures for respondents who had or would seek business advice were as follows:

<i>Respondents seeking business advice/Sources of advice</i>	<i>No.</i>
ATSIC, DSD, DEWRSB - ACC, DATSID	20
Family, Business partners, People in same industry	6
CQU/TAFE	2
Banks	2
Total	28

6. Respondents who would make use of an Independent Indigenous business advisory service ?

Yes — 37 No - 0 Maybe -1

The comments indicated that the most important reasons for wanting this service were the combination of the need for professional skilled business advice and the need to have this advice from indigenous people/organisations.

Main Comments:

- Culturally appropriate - trust, confidence, not intimidating, better communication. Better understanding of our needs, more comfortable having a murri face to talk to, cultural understanding, respect for elders (x 29)
- We need help, advice, training. It would be good to have support, but still want to do it in our own way (x 7)
- Self determination - Utilise/support indigenous services, murris helping murris (x 6)

7. Respondents who would make use of a marketing and sales service?

Yes — 39 No - 0

Main Comments:

- Improve chances of business success, skills in different areas, to help in future growth, Indigenous marketing overseas, if we don t we ll go under (x 13)
- Aboriginal owned and community owned, culturally appropriate (x 8)

8. Services which would help in the development of your business

<i>Business Services Required</i>	<i>No.</i>
Access to business professionals - advice	37
Business training	37
Access to business services	36
Information	36
Combining cultural, social and business goals	36
Support staff	36
Network of similar people	35
Communication costs	35
Access to markets	35
Access to supplies	35
Communications infrastructure	34
Transport costs	32
Other suggestions: A network of interested people — clusters, co-operative groups.	
Network of women entrepreneurs — could help with childminding, women who want part-time work	

9. If an incubator was operating in the area and you heard about it, would ring or drop in to inquire about the incubator?

Yes - 21 No - 9 Maybe - 1

10. Interested in simply making use of the photocopying, fax, meeting room, reception, phone answering and other office services, without being a tenant?

Yes -19 No — 8 Maybe — 1 Don t Know -1

If YES, how much would you be prepared to pay for these services:

<i>Payments per week for these services</i>	<i>No.</i>
\$10.00p/week	5
\$15.00 p/week	2
\$20.00 p/week	6
\$25.00 p/week	7

11. Would you be interested in remote business advice, support and professional office services, ie an Incubator Without Walls

Yes — 35 No - 2

12. Rental prepared to pay per week

<i>\$ Rental per week</i>	<i>No.</i>
<\$50pw	17
\$50pw	7
\$75pw	4
\$100pw	4
\$125pw	2
>\$125pw-	1

13. Level of interest in becoming a tenant or making use of one of the services outlined in the previous questions?

High - 26 Medium - 9 Low - 3

Main Comments:

- Businesses need specialised services to help prosper
- Keep identity
- Think positively, self esteem, helping, encouraging, community development in all areas. Help us to get started and stay with us until we get strong.
- A lot depends on the Manager and the Board of the Incubator — must have a global vision of Indigenous enterprise development. Also a lot depends on the location
- Privately we have been charged too high rents, over \$800.00 per month, showing little concern for the community.
- I ll pay to be successful. ATSIC should support this if they can, we put them there. There is nothing out here, all the money stays in Rockhampton. More support out here is long overdue. We need more commitment from ATSIC and others so our community can grow, for our future and our children. Its about time to have a go, sick of waiting for something to happenNeed expertise and training, higher skill level for community, new
- Need to know more about it (x 2)

14. Ranking of the kind of business incubator/services required

<i>Kind of business service/incubator required</i>	<i>No.</i>
Incubator without walls	25
Remote services, answering service and access to facilities	5
Ordinary small business incubator tenant	3

15. Incubator Location - preferences for location of incubator

<i>Preferences for location of incubator</i>	<i>No.</i>
Rockhampton	13
Bundaberg	6
Eidsvold	5
Longreach	5
Emerald	4
Gladstone	4
Hervey Bay	2
Mt Morgan	2
Gayndah	1
Maryborough	1
Winton	1

16. Space required/rent prepared to pay

<i>Type of rental space required</i>	<i>No.</i>	<i>Space requirements</i>	<i>Rental prepared to pay per week</i>
Office/Shopfront	9	Ranged from 5sq m —300 sq m	Ranged from \$50 — \$120 pw. Most common \$100 pw
Light Industrial (1. Lined and ceiling)	5	Ranged from 100 sq m — 1000sq m	Ranged from \$80 — \$120. Most common \$100 pw
Light Industrial (2. Shed)	13	Ranged from 15 sq m - 600sq m	Ranged from \$80 — \$120pw. Most common \$100 pw
Food Preparation/ Processing	3	80 sq m — 200 sq m	\$100 -\$150 pw
Other - Internet Caf , Marketing outlet	1		
Total	24		

17. Office Services Currently Used or Needed

<i>Office Services Currently Used or Needed</i>	
Phone Answering	31
Book-keeping	30
Photocopying	30
Fax	29
Access to a computer	29
Email access	29
Internet access	27
Secretarial support	27
Typing/Word-processing	23
Reception	23
3 phase power	23
Conference Room	19
Meeting Room	18
Showers	18
Water in unit	18
Loading Dock	17
Other - Shopfront, Caf	

18. Business Assistance Required

<i>Business Assistance Required</i>	<i>No.</i>
Taxation	36
Finance	36
Business Planning	36
Marketing	35
Legal	35
Contacts	34
Insurance	31
Sales	31

APPENDIX 2

Table 1 : Population, Rockhampton Region, Indigenous and other⁴⁵

<i>Year</i>	<i>1991</i>	<i>1996</i>
Indigenous	8 083	11 332
Non Indigenous	321 876	351 508
Not Stated	10 551	11 340
Total	340 510	374 180

Table 2 : Population, Queensland and Regions⁴⁶

	<i>1991</i>	<i>1996</i>
Brisbane	16 251	27 635
Cairns	11 055	14 712
Mount Isa	5 947	6 658
Cooktown	5 722	5 635
Rockhampton	8 083	11 322
Roma	6 194	8 804
Torres Strait Area	5 614	6 064
Townsville	11 236	14 678
Queensland	70 072	95 364

⁴⁵ P15., ABS, Population Distribution, Indigenous Australians, 1996.

⁴⁶ P17., ABS, Population Distribution, Indigenous Australians, 1996.

APPENDIX 3

Table 3: Population – Rockhampton Region (by Place of Enumeration)⁴⁷

<i>Place of Enumeration</i>	<i>Indigenous</i>	<i>Non - Indigenous</i>	<i>Not Stated</i>	<i>Total</i>
Rockhampton C	2 868	54 769	1 637	59 274
Rockhampton (C)	2 868	54 769	1 637	59 274
Fitzroy (S)	279	8 965	223	9 467
Fitzroy (S)	279	8 965	223	9 467
Livingstone (S): Yeppoon	228	8 212	287	8 727
Livingstone (S): Yeppoon	228	8 212	287	8 727
Livingstone (S) Balance	247	14 550	824	15 621
Livingstone (S) Balance	247	14 550	824	15 621
Mt Morgan (S)	291	2 450	113	2 854
Mt Morgan (S)	291	2 450	113	2 854
Calliope (S)	237	13 220	342	13 799
Calliope (S)	237	13 220	342	13 799
Gladstone (C)	839	24 749	750	26 338
Gladstone (C)	839	24 749	750	26 338
North Wide Bay	408	11 826	482	12 716
Monto/ Miriam Vale/Kolan/ Perry	200	11 102	446	11 748
Eidsvold (S)	208	724	36	968
Bundaberg (C)	1 105	40 249	1 200	42 554
Bundaberg (C)	1 105	40 249	1 200	42 554
Burnett (S)	243	20 262	532	21 037
Burnett (S)	243	20 262	532	21 037
Hervey Bay (C)	735	39 472	1 599	41 806
Hervey Bay (C)	735	39 472	1 599	41 806
Maryborough (C)	463	23 468	750	24 681
Maryborough (C)	463	23 468	750	24 681
Southern Rockhampton Region	480	18 776	668	19 924
Woocoo(S)/Tiaro(S)	100	6 765	238	7 103
Biggenden (S)/Isis (S)	129	7 100	185	7 414
Gayndah (S)	135	2 685	89	2 909
Munduberra (S)	116	2 226	156	2 498
Banana (S)	413	12 773	401	13 547
Banana (S): Biloela	190	4 829	128	5 147
Banana (S): Balance	223	7 904	273	8 400
Duaringa (S) Woorabinda	1 001	95	23	1 119
Duaringa (S) Woorabinda	1 001	95	23	1 119
Duaringa (S) Balance	305	7 608	245	8 158
Duaringa (S) Blackwater	215	5 535	170	5 920
Duaringa (S) Balance	90	2 073	75	2 238
Emerald (S)	261	12 650	316	13 227
Emerald (S)	261	12 650	316	13 227
Central Rockhampton Region	298	11 222	339	11 859
Tambo (S)/Bauhinia (S)/Taroom (S)	86	5 589	138	5 813
Isisford(S)/Aramac (S)/Jericho	212	5 633	201	6 046
Broadsound/Belyando/Peak Downs	410	20 529	417	21 356
Broadsound(S)	132	7 226	109	7 467
Belyando (S)/Peak Downs (S)	278	13 303	308	13 889
Winton (S)/Longreach (S)	221	5 703	192	6 116
Longreach (S)	119	4 110	158	4 387
Winton (S)	102	1 593	34	1 729
Rockhampton Region	11 332	351 508	11 340	374 180

⁴⁷ P37., ABS, Population Distribution, Indigenous Australians, 1996.