



plate Events & Catering

Theory of Change

Long-Term Vision

A hospitality and events industry in which Aboriginal and Torres Strait Islander people, businesses, producers and cultures are represented, respected and economically empowered.

The Problem

Aboriginal and Torres Strait Islander people and businesses continue to experience barriers to employment, business growth, procurement opportunities and participation in the wider economy.

First Nations foods, ingredients and cultural knowledge may also be used without appropriate recognition, cultural authority or economic benefit returning to First Nations people and communities. Meanwhile, the catering industry creates environmental impacts through food waste, packaging, transport and unsustainable purchasing practices.

Who is Affected

- Aboriginal and Torres Strait Islander jobseekers and hospitality professionals
- First Nations growers, producers, makers and suppliers
- Indigenous-owned businesses seeking procurement opportunities
- First Nations communities whose culture and knowledge are represented
- Corporate, government and community clients seeking culturally respectful suppliers
- The wider community and environment

Our Theory of Change

As Plate Events & Catering delivers authentic, culturally respectful catering; creates employment and professional-development opportunities; purchases from First Nations businesses and producers; shares cultural knowledge responsibly; and adopts environmentally responsible practices, then First Nations people and businesses gain greater economic opportunity, visibility and industry participation.

Clients and guests also develop a stronger understanding and appreciation of First Nations cultures, while the environmental impact of catering operations is reduced.

Over time, this contributes to a more inclusive, culturally respectful and sustainable hospitality and events industry.

Change Pathway

Stage	Plate Events & Catering's contribution
Inputs	First Nations ownership and leadership, cultural knowledge, culinary expertise, employees, supplier relationships, client partnerships, commercial kitchens and catering resources
Activities	Deliver culturally respectful catering experiences; employ and develop First Nations people; purchase from Indigenous suppliers; showcase native ingredients; share cultural stories appropriately; reduce food and packaging waste; source seasonal and responsible ingredients
Outputs	Catering events delivered; First Nations people employed or trained; purchasing directed to Indigenous suppliers; native ingredients featured; guests engaged through food and storytelling; waste-reduction practices implemented
Short-term outcomes	Increased income and experience for First Nations workers and suppliers; greater client awareness of First Nations cuisine and culture; increased visibility of Indigenous businesses; reduced avoidable catering waste
Medium-term outcomes	Stronger employment pathways; increased supplier capacity and revenue; repeat social-procurement relationships; improved cultural representation; greater demand for authentic First Nations-led catering
Long-term impact	Greater First Nations economic participation, self-determination and cultural recognition, supported by a more inclusive and environmentally responsible hospitality industry

Key Assumptions

This theory of change assumes that:

- Clients value authentic First Nations-led services and responsible procurement.
- Commercial growth creates additional employment and supplier opportunities.
- Cultural knowledge is shared with consent, respect and appropriate attribution.
- First Nations workers and suppliers receive meaningful—not tokenistic—economic benefits.
- Environmental improvements can be achieved while maintaining food safety, service quality and commercial viability.

Impact Measures

Plate Events & Catering measures its progress through:

- Number and percentage of First Nations employees
- Hours of employment, training or professional development provided
- Dollar value and percentage of purchasing from First Nations-owned suppliers
- Number of Indigenous suppliers and collaborators engaged
- Number of events and guests reached
- Percentage of repeat corporate and government clients
- Client feedback on cultural awareness and engagement
- Quantity of food donated, repurposed or diverted from landfill
- Reduction in single-use packaging
- Percentage of seasonal, local or responsibly sourced ingredients used