



# **Many Rivers Regional Partnership Agreement**

Between the

**Australian Government**

And the

**New South Wales Government**

And the

**The Many Rivers Training, Enterprise and Employment  
Aboriginal Corporation**

And the

**New South Wales Aboriginal Land Council**

And

**Representatives of Industry**

And

**Non-Government Organisations**

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# 1. Overview

## 1.1 Introduction

The Many Rivers region of the NSW Mid-North Coast has the third largest Aboriginal population in Australia and is home to 39,360 Aboriginal people (8% of Aboriginal Australia). The Aboriginal unemployment rate is 14% (5,116 people) compared to the national regional average of 5.6% (ref. 2006 Census).

The Many Rivers Regional Partnership Agreement (the Agreement) is the result of collaboration and consultation between Aboriginal communities and stakeholders to address Aboriginal unemployment in a strategic and supportive manner. This will be achieved through the creation of sustainable job opportunities and capacity building. The stakeholders in the development of this agreement have included Community Development Employment Project (CDEP)/Aboriginal Employment providers, the New South Wales Aboriginal Land Council (NSWALC), Local Aboriginal Land Councils (LALC), other relevant key Aboriginal organisations, all spheres of government, industry and the Non Government Organisation (NGO) sector.

The parties to the Agreement will work together to develop employment opportunities in the following areas:

1. Land management
2. Aboriginal arts and cultural based enterprise
3. Cultural tourism
4. Elite sport careers
5. Aged care
6. Housing and construction
7. Government jobs.

The Agreement focuses on a multiple agency effort in addressing human service issues that impede the transition from long-term unemployment to sustainable employment.

The geographic area covered by this Agreement is the Many Rivers Region. Priority locations have been identified as Tweed/Byron, Ballina, Casino, Coffs Harbour, Nambucca, Kempsey, Taree, Hunter and Wyong.

The first stage of the Agreement will capture opportunities that arise through the extensive network of Aboriginal land management workers throughout the Many Rivers Region. Engagement with industry has identified significant opportunities for Aboriginal Green Teams (AGTs) to undertake commercial environmental work. This Agreement aims to increase Aboriginal employment in the areas of climate change, environmental regeneration and conservation job markets. It has also been identified as a key initiative in addressing the COAG endorsed 'Closing the Gap' indicator to halve the gap in employment outcomes between Aboriginal and non-Aboriginal Australians within a decade within the Many Rivers Region.

Many Aboriginal people currently working in AGTs are trained or are currently undertaking training and have qualifications in land management. There are approximately 63 AGTs (421 people) in the region with teams at different stages of development with varying levels of skills and expertise. The objective of the Agreement is to develop and strengthen the business capacity of AGTs to generate sustainable employment for Aboriginal people across the region. The Agreement provides the framework to assist AGTs to identify opportunities to undertake commercial work, education and training, business development and business ownership. As 1% of land in NSW is Aboriginal owned, there are also opportunities for Aboriginal people and communities to work on their land and country.

This Agreement is a practical example of community engagement, promoting economic participation, reducing welfare dependency and strengthening communities by developing solutions that are central to addressing Aboriginal disadvantage. It is anticipated that this Agreement will contribute to the Australian Employment Covenant's target of placing 50,000 Aboriginal Australians in employment. The flow charts at Attachment 1 and Attachment 2 illustrate how job opportunities are expected to be created under the Regional Partnership Agreement, whilst developing other employment markets and the continuum to education and employment.

The Agreement is a statement of the mutual intentions of all the parties and is not intended to give rise to enforceable rights or binding obligations on the part of any party.

## **1.2 Parties**

This Agreement is between the Australian Government, the New South Wales State Government (NSW Government), representatives of NSW Local Government (Shires), NSW Aboriginal Land Council (NSWALC), Peak Aboriginal Non-Government Organisations, and Industry partners. It is anticipated that additional parties will join the Agreement as more projects are developed.

### **Australian Government**

- Department of Agriculture, Fisheries and Forestry
- Department of Education, Employment and Workplace Relations
- Department of Environment, Water, Heritage and the Arts
- Department of Families, Housing, Community Services and Indigenous Affairs
- Department of Infrastructure, Transport, Regional Development and Local Government

### **NSW State Government**

- Department of Education and Training (DET)
- Department of Environment, Climate Change and Water (DECCW)
- Department of Lands
- Department of Premier and Cabinet (DPC)
- Department of State and Regional Development (DSRD)
- Coffs Harbour Education Campus
- North Coast Institute of TAFE

### **Local Government**

- Far North Coast Group of Councils
- Hunter Councils
- Mid North Coast Group of Councils.

### **Statutory Bodies**

- Booroongen Djugun College
- Dare to Lead for Business
- Local Aboriginal Land Councils (NSW Northern and Eastern Zone)
- Many Rivers Training, Enterprise and Employment Aboriginal Corporation
- New South Wales Aboriginal Land Council

### **Industry**

- Border Ranges Contractors
- EnviTE
- GHD Engineering
- Wesley Vocational Institute
- World Indigenous Cultural Exchange and Economic Development Organization

- Yunaga Minesite Services

### **1.3 Key Principles**

The 'Closing the Gap on Aboriginal Disadvantage Statement' endorsed at the Council of Australian Governments (COAG) meeting in March 2008 forms the basis for the Australian and NSW Governments to collaborate in a joint approach to address Aboriginal disadvantage in NSW. This Agreement is also based on the following principles:

- a spirit of cooperation, respect, partnership and shared responsibility;
- a willingness by all parties to be flexible and innovative;
- a commitment by all parties to work together to meet 'Closing the Gap' targets;
- an acknowledgement of the need to build the social and economic independence of the people in the region;
- an acknowledgement of Aboriginal people's connection to their culture, land and sea; and
- a commitment to accountability and performance monitoring by all parties.

### **1.4 Targets**

The targets of this Agreement are to:

- reduce Aboriginal unemployment in the Many Rivers region by 50% over the next five years;
- create jobs and business opportunities for Aboriginal people and communities through economic and business development;
- establish a continuum/pathway to education and employment for AGT trainees and employees; and
- strengthen Aboriginal communities and people in this region through the principles of Social Inclusion.

## **2. Partnership governance arrangements and structures**

### **2.1 Governance arrangements**

The governance framework is based on the principles of responsibility and accountability and engagement with the Aboriginal community, through their representation on the Regional Partnership Committee (RPC), and the Green Team Development Unit Aboriginal Corporation (GTDUAC). Both these structures will work together to achieve the objectives in this Agreement. They will also work towards further progressing the development of this Agreement into other business areas and employment markets.

The composition of the RPC will consist of members drawn from various stakeholder groups. The RPC will then advertise for expressions of interest from both stakeholder and community groups to recruit members to the GTDUAC. Members will appoint directors to the Board of the GTDUAC. Sections, **2.2** and **2.3** outline the roles and responsibilities of the RPC and GTDUAC and proposed membership of those structures.

The GTDUAC Constitution will contain provisions and guidelines for liaison and reporting to the RPC when the RPC meets. The Australian Government representative on the RPC will be responsible for providing reports and feedback about the progress of the Agreement after each RPC meeting to the State Manager of FaHCSIA and the State Manager of the Department of Education, Employment and Workplace Relations.

## 2.2 Regional Partnership Committee (RPC)

The role of the RPC will be to:

- provide strategic leadership for the Agreement, ensuring a cohesive and coordinated approach between all parties;
- agree on new priorities and areas for joint action, including leading negotiations or additional projects/schedules to the Agreement;
- oversee and monitor the implementation of the Agreement, including problem solving and address any lack of progress with its implementation;
- review the progress of the Agreement including overseeing the performance management of the Agreement – monitoring the progress of projects, analysis of performance reports and addressing poor performance;
- be responsible for dispute resolution; and
- ensure objectives and outcomes in the Agreement are achieved.

The RPC meetings may be held in the conference/meeting rooms at the Indigenous Coordination Centre Coffs Harbour (ICC). FaHCSIA staff at the ICC will provide secretariat services for the RPC.

The RPC will consist of:

- 3 Industry experts (as required);
- 6 Aboriginal employment and training representatives;
- 6 Aboriginal landowner representatives;
- 1 Local Government representative;
- 1 State Government representative;
- 1 Australian Government representative; and
- 1 Industry representative.

## 2.3 Green Team Development Unit Aboriginal Corporation (GTDUAC)

The GTDUAC is an economic and business development unit, which serves to harness the potential of the Aboriginal Green Teams (AGTs) in the region through the provision of commercial work opportunities and business support services for AGTs to develop their own businesses. **Attachment 3** shows the Unit structure and the potential growth of the GTDUAC.

The role of the GTDUAC is to:

- Undertake research across the region to establish the baseline for reporting employment outcomes to the Agreement partners;
- identify and secure commercial contracts with Industry for AGTs;
- provide mentoring support to AGTs;
- support AGT development/capacity building;
- advise contract management;
- facilitate marketing concepts and ideas;
- provide business management and project management services;
- coordinate and facilitate arrangements with training providers, TAFE and Employment Services Providers; and
- to have a strategy to ensure jobs are sustainable.

The governments agree to provide funding to support the GTDUAC establishment and operational costs for three financial years, commencing 2009-2010. The governments in their discretion will determine the levels of funding. After three years, the GTDUAC must be self-sufficient. This will be achieved through earning revenue from commission (from successful tenders and contracts) and administrative fees for managing funding. It is anticipated that the GTDUAC will be able to secure \$2m of contracts for AGTs in the first year, \$4m in the second year and \$6m in the third year. The financial projections show that the GTDUAC will have net positive cash flows for each year of its operation.

The GTDUAC will negotiate with AGTs to reach an agreement about the business/working relationship they will have and the support services they will provide to AGTs.

The GTDUAC will provide progress reports to the RPC four times a year when the RPC meets.

### **3. Objectives and Outcomes**

#### **3.1 Objective 1: Establish governance structures – the Regional Partnership Committee (RPC) and the Green Team Development Unit Aboriginal Corporation (GTDUAC).**

The RPC and GTDUAC will provide the leadership and governance for the implementation, operation and on-going development of the Agreement. The RPC will also be responsible for performance management to ensure project objectives and outcomes are achieved.

#### **3.2 Objective 2: To improve employment outcomes for Aboriginal people in the Many Rivers Region through economic and business development.**

The GTDUAC will be responsible for economic and business development and creating job and business opportunities for AGTs while improving employment outcomes and addressing 'Closing the Gap' targets for employment, education and economic participation. There are already established AGTs working in the climate change jobs market and in multiple land remediation works. The GTDUAC will be able to provide training (if needed) and support services to assist these AGTs to become Aboriginal businesses. Other areas of employment to be developed under this Agreement will include sports, culture, arts, media, tourism, hospitality, aged care, construction and housing, enterprise and government jobs.

#### **3.3 Objective 3: Facilitate the education, training and employment continuum.**

The GTDUAC will be based in the Coffs Harbour Education Campus (CHEC) in its "Innovation Centre". The CHEC is made up of a consortium of Years 11 and 12, TAFE and the Southern Cross University. The ICC Coffs Harbour engaged with the North Coast TAFE through the V-Tracks program (funded by DEEWR and FaHCSIA until June 2009) which provided students in Years 8/9/10/11 and 12 with opportunities to make links with TAFE and participate in vocational training workshops and career expos to develop pathways to education and employment. As the GTDUAC will also be working with Employment Service Providers, employer groups, government and industry, it will be able to provide pathways to education and employment for AGT participants/employees.

The NSW Department of Environment, Climate Change and Water have recently implemented the Land Alive project. Developers of the project participated in the 2008 RPA Road-show across the NSW Central and North Coast regions. The Land Alive traineeship program and any other Conservation and Land Management training opportunities may fit into the RPA, as

accredited land managers could utilise the support of the GTDUAC as a 'Green Team' business hub.

The Land Alive traineeship program provides accredited training and employment in sustainable jobs to Aboriginal people across NSW. Thirty (30) full time trainees will undertake Conservation and Land Management training, while carrying out a wide range of on-ground land management projects, applying their skills as bush regenerators. These trainees will be paid, supervised and mentored throughout their traineeship. Training modules will be run through Yarnteen College (Aboriginal controlled college in Newcastle) and employment services will be provided by MEGT, which is a National Group Training Company.

The Land Alive project team plans to continue to have a working partnership with the RPA in their North Coast region, working towards shared goals of social procurement, marketing 'Green Teams' and developing models to best support Aboriginal land managers to successfully win and carry out business.

### **3.4 Objective 4: Addressing the gaps in support services.**

An important feature of the Agreement is to address identified gaps in human services supporting Aboriginal people working in full time jobs. Typically, there are barriers or service gaps involving transport, gaining driver's licences, substance abuse, numeracy and literacy, childcare, motivation, mentoring, health issues and housing. The Agreement will base this work upon detailed data collection and will focus on 'Closing the Gap' commitments in employment, Year 12 completion rates, health, and literacy and numeracy rates.

### **3.5 Longer Term Implementation**

The RPA has the potential to expand longer term to include the commercialisation of Aboriginal design and licensing within the region. All regional art cooperatives have signed a Memorandum of Understanding (MOU) to work cooperatively on the strategy. A key feature of this second phase will be the establishment of a National Aboriginal Design School working in collaboration with the manufacturing sector.

### **3.6 Cultural Protocol Principles**

The Green Team Development Unit Aboriginal Corporation will engage with local communities and the traditional landowners on the country where they are working, using the cultural protocols agreed to in consultation with the RPC.

## **4. Performance management**

Through the Regional Partnership Committee, the parties will jointly monitor and evaluate the progress against timeframes, performance indicators and milestones outlined in projects contained in the Schedules to this Agreement. The parties will provide information to the RPC for that purpose.

In the second year of operation of this Agreement, the effectiveness of the Agreement will be independently reviewed. The Regional Partnership Committee will agree to the Terms of Reference for the review and the selection of an independent reviewer within one year of the Agreement being signed. The core Terms of Reference will be to review the effectiveness of the partnership, the number of Aboriginal people employed, the number of jobs created/contracted, the number of Aboriginal people placed in education/training and the impact of the Agreement and its schedules on the people living in the region.

## **5. Dispute resolution**

Where any party believes there is a dispute in relation to any matter under this Agreement, they will provide written notice to the Regional Partnership Committee outlining the nature of the dispute. The RPC will discuss the dispute/issues as a priority and associated responses or actions will be completed in a timely, thorough and fair manner.

Information and data will/may be gathered so that an investigation can be conducted with responses and actions clearly documented and communicated back to the complainant. Where the RPC cannot resolve the dispute, an appropriately qualified independent adviser will be appointed to review the case and provide advice on a course of action. The RPC should accept the recommendation of the independent adviser.

## **6. Duration and amendment of Agreement**

This Agreement commences on the date of signing by all parties and will continue in force for five years from that date, or until all of the parties agree to terminate the Agreement or prepare another document that replaces this Agreement. Individual parties are free to withdraw from the Agreement where they cease to exist or for other reasons by notifying the RPC in writing.

Over the life of the Agreement, the partnership will grow to include new Agreement partners, subject to the consent of existing parties, and the suite of projects currently undertaken through auspices of the partnership will be expanded.

This Agreement is made on the 25<sup>th</sup> day of August 2009.

.....  
The Hon Bill Shorten MP  
Parliamentary Secretary for Disabilities and Children's  
Services; Parliamentary Secretary for  
Victorian Bushfire Reconstruction

.....  
The Hon Carmel Tebbutt MP  
Deputy NSW Premier  
Minister for Climate Change and the Environment

.....  
Ms Nita Roberts  
Chairperson, Many Rivers Training, Enterprise and  
Employment Aboriginal Corporation

.....  
Ms Bev Manton  
Chairperson, NSW Aboriginal  
Land Council

.....  
Mr Noel Lockwood  
Director, Green Team Development Unit  
Aboriginal Corporation

.....  
Mr Stephen Sawtell  
Chair, Mid North Coast Group of Councils

.....  
Mr David Liddiard  
Dare to Lead or Business

.....  
Dr Warren Grimshaw  
Coffs Harbour Education Campus

.....  
Mr Mike Graver  
GHD Engineering

.....  
Mr Tony Driese  
Northern Rivers TAFE NSW

.....  
Mayor Julie Lyford  
Hunter Councils

.....  
David Mayne  
Wesley Vocational Institute

.....  
Mr Graham Bird  
EnviTE NSW

.....  
Mr David Windridge  
MEGT

.....  
Chairperson  
Booroongen Djugun College

.....  
Mr Laurie Perry  
Yunaga Minesite Services

.....  
Mr Paul Dodd  
World Indigenous Cultural Exchange  
& Economic Development Organisation

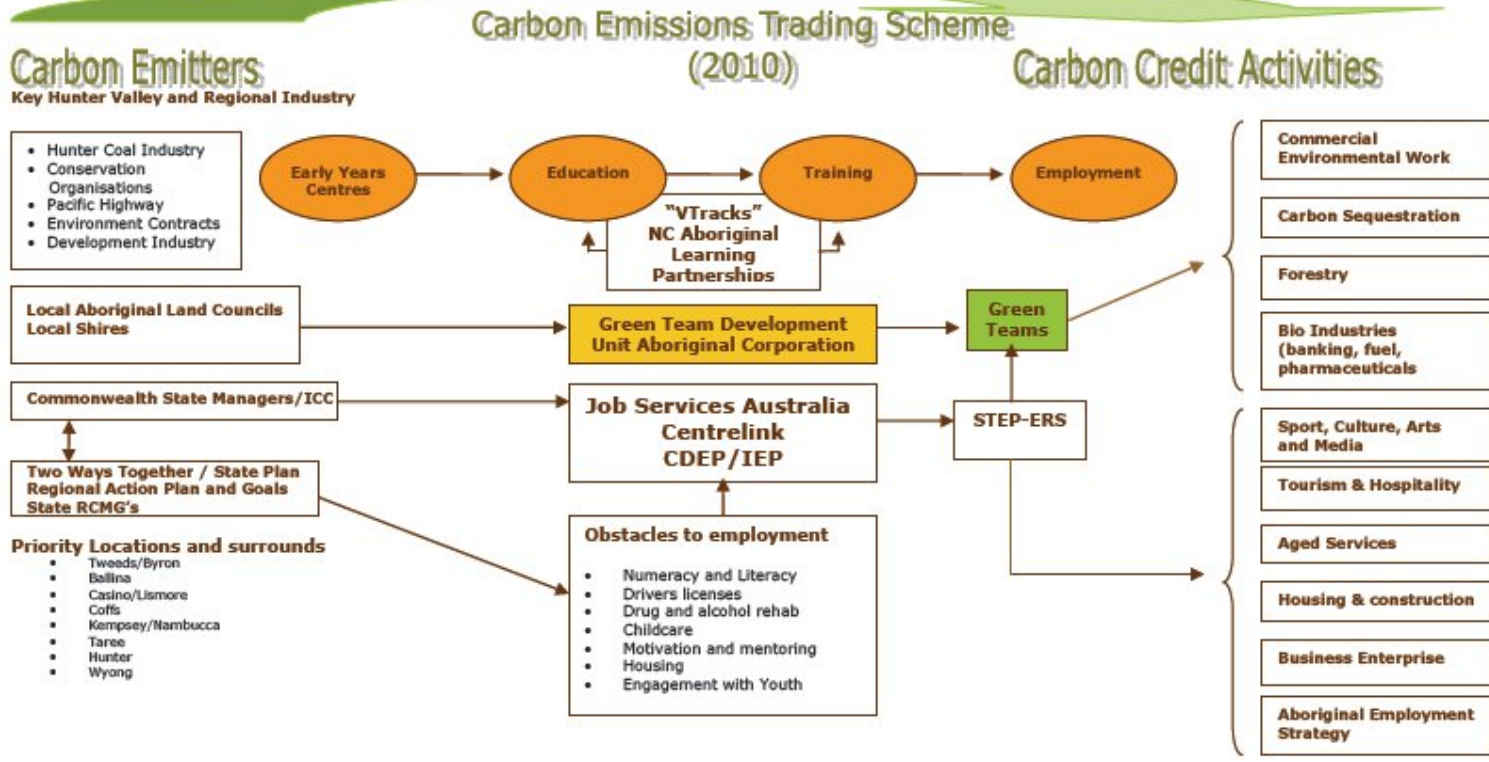
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Mr Robert Boota  
Border Ranges Contractors

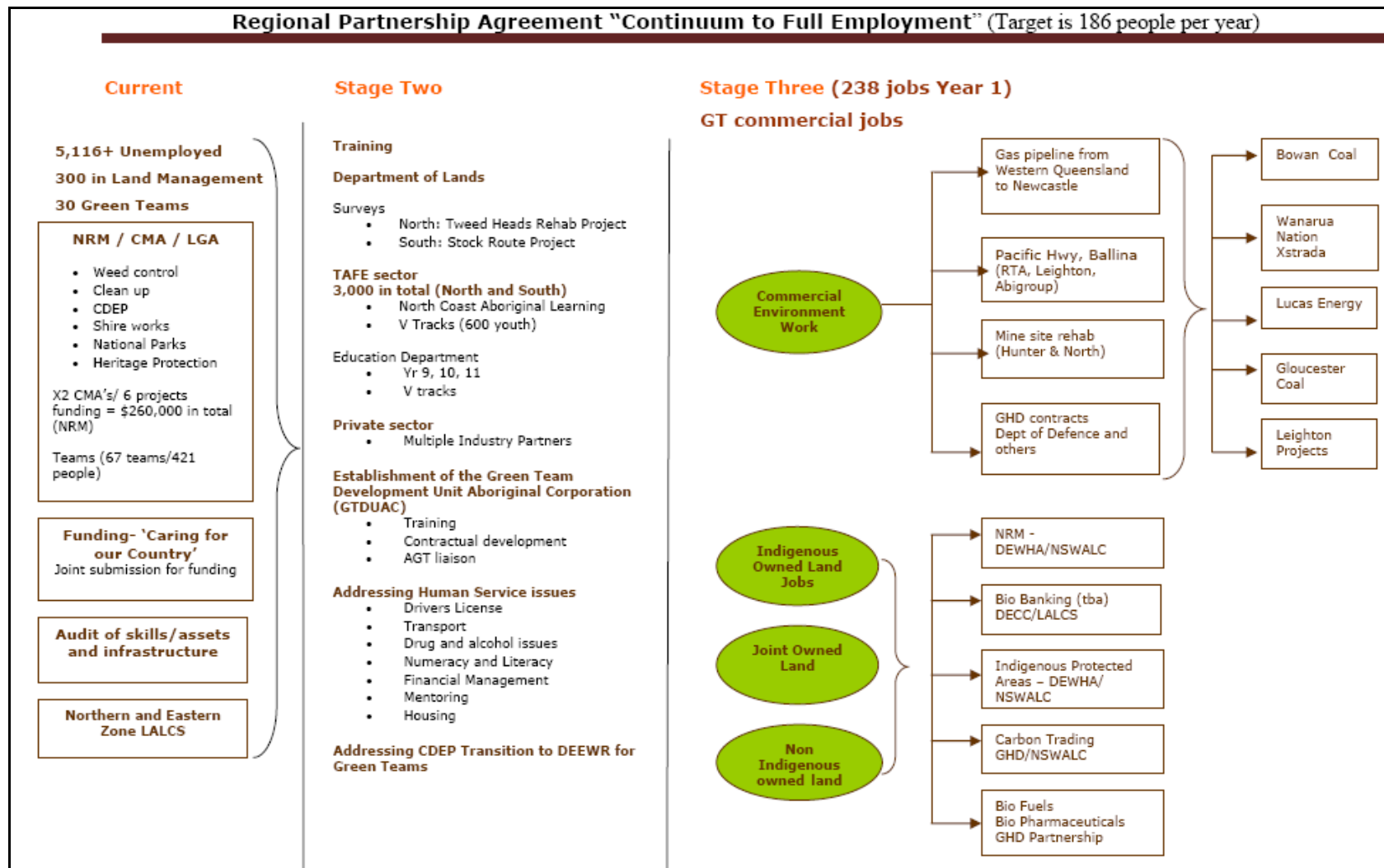
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Mr James Wright  
General Manager  
Youlooe-Ta Indigenous Development Association

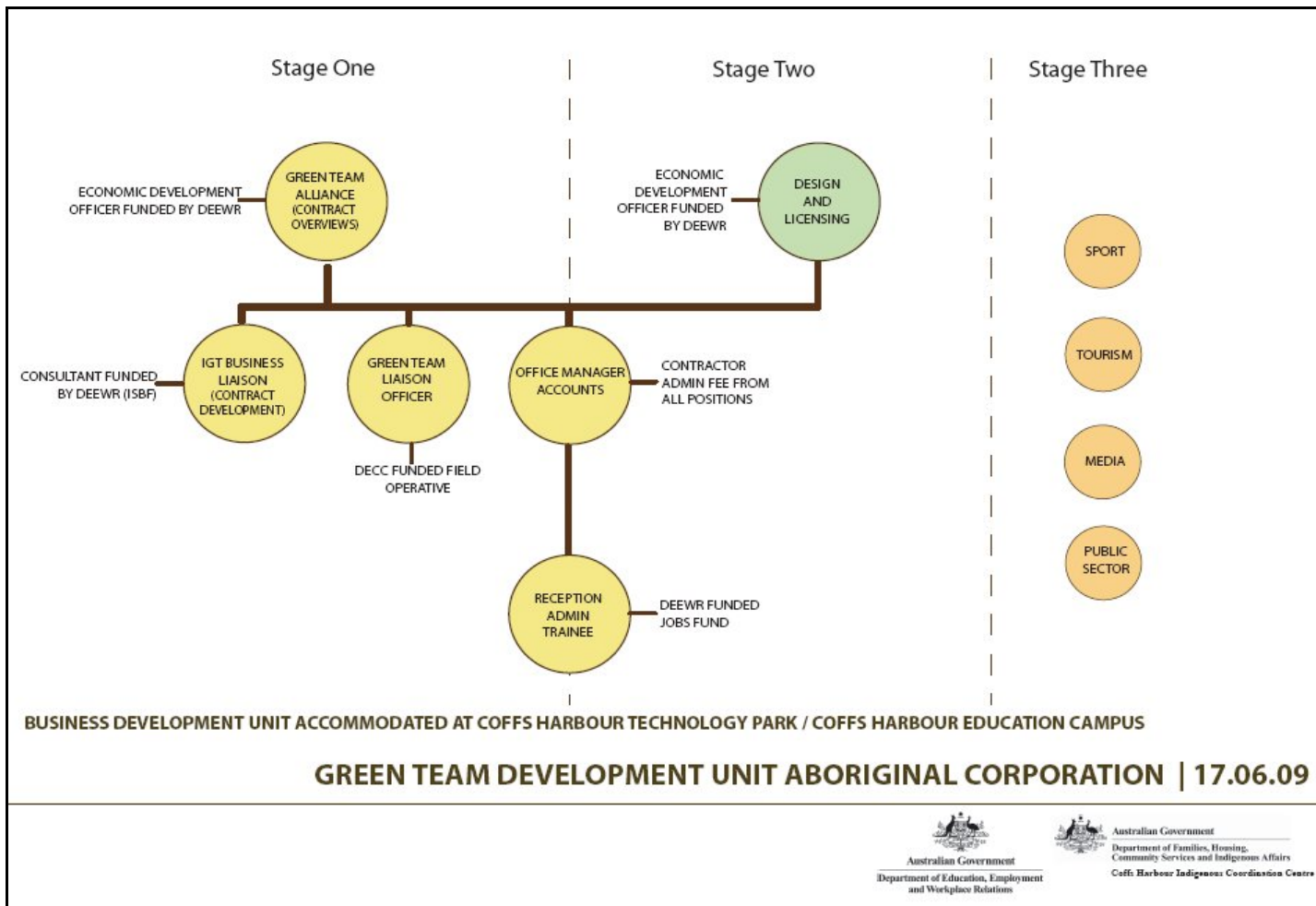
# Regional Partnership Agreement

5 Year 50% reduction in unemployment = 2,560 Indigenous People into jobs  
**RPA target 200 per year for 5 years**  
 (based upon current CDEP rates of job placements)

**SIGNATORIES** **WORKPLANS** **JOBS**







**Objective 1 – Establish governance structures – the Regional Partnership Committee (RPC) and the Green Team Development Unit Aboriginal Corporation (GTDUAC).**

**Project Description:** Establish the Regional Partnership Committee (RPC) and the GTDUAC

**Project Rationale:** The governance framework is based on the principles of responsibility and accountability and engagement with the Aboriginal community, through their representation on the Regional Partnership Committee (RPC) and the GTDUAC. To achieve the objectives in this Agreement and close the gap targets for employment and education, and progress the future development of this Agreement into other business areas and employment markets.

The RPC has a strategic and advisory role, overseeing the implementation and progress of the Agreement while facilitating a consistent approach between all parties. The RPC also has an important role in monitoring the performance management of the Agreement, addressing poor performance and ensuring objectives and outcomes are achieved for Indigenous people in the region. The GTDUAC will provide progress reports to the RPC when it meets four times per year.

The GTDUAC is responsible for economic and business development primarily to secure commercial contracts for AGTs, provide support services, market AGTs to industry, and coordinate and liaise with service providers.

Activity	Lead Agency & Partners	Targets	When
<p>Establish the RPC</p> <ul style="list-style-type: none"> <li>• Schedule the RPC meeting and invite interested persons from stakeholder and community groups</li> <li>• RPC members to be nominated and selected at RPC inaugural meeting</li> <li>• Terms of Reference for RPC</li> <li>• Roles and responsibilities of RPC members</li> <li>• Communication protocols between the RPC and GTDUAC to be negotiated</li> <li>• Performance management framework including protocols to address poor performance to be drafted and implemented</li> <li>• RPC to agree to the GTDUAC being set up</li> </ul>	<p>FaHCSIA DEEWR Funding Partners</p>	<p>RPC members recruited and inaugural meeting held.  The Terms of Reference, roles responsibilities and performance management framework in place.</p>	<p>Completed  Membership will be reviewed after the RPC has been in place for 6 months.</p>
<p>Establish the GTDUAC</p> <ul style="list-style-type: none"> <li>• Consultant to prepare business plan and propose the governance and structure of GTDUAC</li> </ul>	<p>FaHCSIA DEEWR</p>	<p>Corporation members and directors are selected.</p>	<p>Completed</p>

<ul style="list-style-type: none"> <li>• To meet with DEEWR when preliminary draft report is written</li> <li>• Final report to be presented to all stakeholders</li> <li>• The RPC to recruit GTDUAC members from stakeholder and community groups through an 'expression of interest' selection process</li> <li>• Members to appoint directors to the Board</li> <li>• GTDUAC to be incorporated</li> <li>• CEO if the GTDUAC to be recruited</li> <li>• CEO to recruit other positions in the GTDUAC</li> </ul>	<p>ORIC</p> <p>RPC</p>	<p>Constitution for the GTDUAC is ratified</p> <p>CEO for the GTDUAC is recruited.</p> <p>Constitution is ratified.</p> <p>GTDUAC incorporated.</p>	<p>GTDUAC commence operating in Oct 09</p> <p>GTDUAC to report to RPC when RPC meets</p> <p>Incorporated 29 Jul 09</p>
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**Objective 2 – To improve employment outcomes for Aboriginal people in the Many Rivers Region through economic and business development.**

**Project Description:** The GTDUAC is an economic and business development unit whose primary responsibility is to secure commercial work opportunities for AGTs and to develop other employment markets for Aboriginal people. The GTDUAC has to market AGTs to industry and potential employers as well as provide business support services such as mentoring, business management and project management services to AGTs and assist those who would like to become Aboriginal businesses.

**Project Rationale:** The GTDUAC will be the business entity engaging with government and industry to secure commercial work, create employment markets and provide business support and planning services to the AGTs.

Activity	Lead Agency & Partners	Targets	When
<ul style="list-style-type: none"> <li>AGT meetings will be held to gain feedback about the type of business arrangement and working relationship AGTs want with the GTDUAC.</li> <li>Business arrangement, working relationship and protocols between the GTDUAC and AGTs to be negotiated and finalised.</li> </ul>	<p>FaHCSIA</p> <p>AGTs</p>	<p>Business arrangement, relationship and protocols between AGTs and GTDUAC is finalised.</p>	<p>Dec 2009.</p>
<ul style="list-style-type: none"> <li>Recruitment of GTDUAC positions to be finalised.</li> </ul>	<p>GTDUAC Manager</p>	<p>Recruitment of staff.</p>	<p>Sept - Oct 2009.</p>
<ul style="list-style-type: none"> <li>The GTDUAC and any partner employer organisation will apply for Structured Training &amp; Employment Program (STEP) funding for AGTs. This funding will be used to develop trainees/employees in AGTs to a level where they will be able to undertake job opportunities with industry.</li> <li>There are at least 50 AGTs in the region, all at different stages of development – some AGTs are already incorporated businesses who have trained experienced employees, who are able to move into commercial work immediately and/or tender for the work themselves. Other AGTs will need support with training, work experience and mentoring over the next 12 months to get to a level (category 2) where they can start to consider jobs with industry. Employer incentive funding programs such as the Emerging Indigenous Entrepreneurs Initiative (EIEI) and Indigenous Small Business Fund (ISBF) may also be accessed for those AGTs, which want to become Aboriginal owned businesses.</li> <li>The GTDUAC will also explore funding options with all spheres of Government for their operations and for the AGTs</li> </ul>	<p>GTDUAC AGTs</p> <p>FaHCSIA, DEEWR DEWHA/DAFF/Natural Resource Management, Indigenous Business Australia, Indigenous Land Corporation, DECC, DET, philanthropic organisations.</p>	<p>GTDUAC/employer organisation to apply for STEP funding.</p> <p>GTDUAC secures funding with other Government agencies and philanthropic organisations.</p>	<p>Sept 2009 - Sept 2011.</p> <p>Sept 2009 - Sept 2011.</p> <p>Sept 2009 - Sept 2011</p>

<ul style="list-style-type: none"> <li>• A consultant is conducting an audit of AGTs in the region. When the audit is completed, it will form part of the handover package for the GTDUAC.</li> </ul>	FaHCSIA	Audit of AGTs is completed.	Completed
<ul style="list-style-type: none"> <li>• The GTDUAC to be operating by Oct 2009 and financing its operations from commissions earned from negotiated contracts and administering funding allocations. In the first year, the GTDUAC will need to secure \$2m of land management and conservation work, in its second year of operation, \$4m and in its third year, \$6m. From year four GTDUAC resources will be activity and contract derived.</li> <li>• GTDUAC to market AGTs and its services to government, industry, stakeholders, Aboriginal businesses and communities.</li> <li>• Negotiate with Government and Industry to be a 'preferred provider' in the area of land management and conservation work.</li> <li>• The GTDUAC will develop other employment markets for Aboriginal people and communities such as in the arts, sports, culture, media, tourism, hospitality, aged care, construction and housing.</li> <li>• Progress reports will be provided to the RPC four times a year by the GTDUAC.</li> </ul>	GTDUAC  Australian, NSW State, Local Governments and Industry.  FaHCSIA	GTDUAC will generate enough income to fund its own operations and develop other employment markets.  Maintain a strong marketing strategy to AGTs, Government, Industry and the Aboriginal community.	Oct 2009 – Jun 2012

### Objective 3 – Facilitate the Education, training and employment continuum

**Project Description:** The Green Team Development Unit Aboriginal Corporation (GTDUAC) will be facilitating the referral of AGT participants/employees to education, training and employment.

**Project Rationale:** An important aspect of this Agreement is the continuum/pathway for the GTDUAC to refer AGT participants/trainees/employees to education, training and employment. The GTDUAC being located at the Coffs Harbour Education Centre (CHEC) as part of the Coffs Harbour Technology Park (CHTP) in its Innovation Centre will be in a unique position to be able to facilitate and broker courses for AGTs as part of the support services offered to AGTs. The GTDUAC has an important role in supporting the development of trainees/employees in AGTs so that they are able to undertake commercial work opportunities. As there is a high turnover of participants/trainees/ employees in AGTs, training will remain a high need in developing AGT recruits. The GTDUAC will also liaise with Employment Service Providers to refer participants/trainees/employees to AGTs and other employment areas.

Activity	Lead Agency & Partners	Targets	When
<ul style="list-style-type: none"> <li>Protocols for referrals and facilitating courses for AGTs to be negotiated between the GTDUAC and CHEC. This may form part of the MOU CHEC and FaHCSIA (see schedule for Objective 2) are currently negotiating.</li> </ul>	FaHCSIA GTDUAC CHEC	Protocols agreed/ MOU signed.	Oct 2009 – Feb 2010.
<ul style="list-style-type: none"> <li>Guidelines and protocols for assessing training and development needs for AGTs to be negotiated between the GTDUAC and AGTs.</li> </ul>	GTDUAC and AGTs	Guidelines and protocols are agreed.	Oct 2009 – Feb 2010.
<ul style="list-style-type: none"> <li>Protocols for referring participants to employment to be negotiated with Employment Service Providers.</li> </ul>	GTDUAC Job Services Australia (JSA) Members, Community Work Coordinators (CWC) Indigenous Employment Program IEP	Protocols agreed.	Oct 2009 – Feb 2010.
<ul style="list-style-type: none"> <li>Referrals to employment and training. The targets are to provide employment for 130 Aboriginal people in AGTs, provide training in Business Management for 30 Aboriginal people (Team Leaders in AGTs) and Conservation and Land Management for another</li> </ul>	GTDUAC, AGTs CHEC, TAFES, JSA,	Annual employment and training targets met.	Oct 2009 – Feb 2010.

30 Aboriginal people every year.	IEP, CWC		
<ul style="list-style-type: none"> <li>The GTDUAC will apply for funding from Australian, NSW State Governments and philanthropic organisations to fund training for AGTs.</li> </ul>	DEEWR DET	Funding applications are successful.	Oct 2009 – Feb 2010.

#### Objective 4 – Addressing the gaps in support services

**Project Description:** To identify the support services needed to assist Aboriginal people in employment.

**Project Rationale:** An important feature of the Agreement is to address the lack of human services supporting Aboriginal people working in full time jobs. Typically, there are service gaps, which are barriers to employment, such as transport, gaining driver's licences, substance abuse, numeracy and literacy, childcare, motivation, mentoring, health issues, and housing. The Agreement will base this work upon detailed data collection and will focus on 'Closing the Gap' commitments in employment, Year 12 completion rates, health, and literacy and numeracy rates.

Activity	Lead Agency & Partners	Targets	When
<ul style="list-style-type: none"> <li>A detailed mapping exercise will be undertaken to identify the gaps in service/s in each priority location and in the region.</li> </ul>	FaHCSIA	A report outlining service gaps in the region.	Oct 2009 – Jun 2010.
<ul style="list-style-type: none"> <li>Where service gaps are identified, the GTDUAC will liaise with funding agencies/organisations to facilitate referrals to another service or develop a service in the area.</li> </ul>	GTDUAC Australian, NSW State and Local Government agencies.	Services are available and accessible.	Oct 2009 – Jun 2012.