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| Submission No. <u>73a</u> |
| Date Received .....       |

RECEIVED  
10 MAY 2006  
BY: W

**Office of Indigenous Policy Coordination**

**Response to Questions  
from the  
House of Representatives Standing Committee  
on Aboriginal and Torres Strait Islander Affairs  
regarding the  
Inquiry into Indigenous employment**

Throughout this response, the term 'community' is used widely. It is used in a generic sense, and can be taken to refer to discrete geographical communities, individuals, clan or family groups, or communities of interest, as appropriate.

## **New Indigenous affairs arrangements**

### **1. The majority of Indigenous Australians live in urban areas:**

- **Through your coordination role, how does the OIPC ensure that the voices of urban Indigenous Australians are heard in policy development by departmental secretaries?**
- **Through your coordination role, how does the OIPC ensure an equitable distribution of services to urban, rural and remote Indigenous job seekers?**
- **How do the mechanisms for policy development for urban Indigenous people differ from those in place for rural and remote areas?**

The voices of urban Indigenous Australians are articulated through: the urban Shared Responsibility Agreements; urban Indigenous Coordination Centres; the National Indigenous Council; and community consultations and data collections undertaken by mainstream agencies.

The Department of Employment and Workplace Relations is responsible for labour market services for job seekers, including Indigenous Australians. OIPC's role is to identify complementary services which can address the needs and priorities of individual regions or localities. The following broad principles guide the provision of services to Indigenous people more generally:

- Mainstream programmes are the primary response to Indigenous need. This often requires flexibility in mainstream programme design and culturally appropriate service delivery strategies to meet the particular needs of Indigenous people.
- Indigenous-specific funding addresses the specific disadvantages faced by Indigenous people, particularly in remote areas where mainstream services are not accessible, or where mainstream services are accessible but do not provide effective responses.
- Shared Responsibility Agreements (SRAs) can be used in both rural and urban areas to respond to needs identified at the community level by linking programmes and closing gaps in current service delivery. The Australian Government has already signed a number of SRAs with Indigenous people in urban areas.

At a general level, the mechanisms for policy development are the same in urban, rural and remote areas. They are, however, tailored to the particular circumstances of each location. In urban areas, policy development processes have a stronger focus on harnessing mainstream services.

**2. Page 4 of the submission states that a key element in the new arrangements in Indigenous affairs will be to *listen to local people regarding their concerns and priorities.***

- **How is OIPC ensuring that the Ministerial Taskforce hears the concerns and priorities of Indigenous Australians from all local areas?**
- **The submission notes that the Ministerial Taskforce receives advice from a range of sources, including the NIC and the Secretaries Group. What other sources does the Ministerial Taskforce receive advice from and what mechanisms are in place to ensure that people at the ‘grassroots’ level are heard?**
- **What mechanisms are in place for Indigenous Australians to have input into the decision making process other than through the NIC and Secretaries Group?**
- **What processes are in place to ensure others are aware of the opportunity to have input into the decision making processes?**

The development of policy and the determination of funding priorities takes account of the concerns of local people through the following processes:

- Indigenous Coordination Centres (ICCs) are a primary source of “on the ground” information gathering and feedback for OIPC and the Government. ICCs work closely with Indigenous people to establish a strong understanding of their needs and aspirations. Shared Responsibility Agreements articulate the concerns and priorities of particular Indigenous communities.
- ICCs include ‘solution brokers’ from mainstream agencies whose task is to assist Indigenous communities and organisations access appropriate programmes to address particular issues.
- Ministers on the Ministerial Taskforce are advised not only by OIPC, but also by their own officials. Australian Government agencies engage with Indigenous and non-Indigenous people and organisations through a wide range of additional mechanisms apart from ICCs, for instance, consultation and data collection processes associated with policy development and evaluation of mainstream and Indigenous specific programmes.

**3. On page 4 the submission refers to the principles underpinning the new Indigenous affairs arrangements and one of these is ‘regional need’.**

- **What are the major differences in approach in assessing the ‘regional need’ of Indigenous Australians in urban areas compared with those in rural and remote areas?**
- **How were the regional areas determined and in what way could local areas be disadvantaged by ‘averaging’?**
- **Are the regional areas used by the Commonwealth, States, Territories and local governments the same?**

ICCs work with Indigenous people and communities in urban, rural and remote areas to identify local needs and priorities, and at a general level, the mechanisms for assessing need are the same. ICC processes do not lead to “averaging”, as the measurement of need is not formula-driven, and there is no notional funding allocation for each region. The OIPC electronic submission process provides a coordinated mechanism for funding applications from urban, rural and remote areas to be considered on an equitable basis, drawing on local level analysis provided by ICCs.

ICCs were located in former Aboriginal and Torres Strait Islander Services (ATSIS) offices when the new arrangements for Indigenous affairs became operational on 1 July 2004. For more detail on the rationale for the location of regions and ICCs see the answer to Question 18.

There has been no explicit attempt to align OIPC/ICC regions with the regional areas used by other Australian Government agencies or other levels of government. Typically, there is very little commonality in the setting of regional boundaries for government administrative purposes, because the purposes for which they are used are so diverse. Linkages between Australian Government and State/Territory Government regional offices is an issue which is being addressed in government to government discussions through bilateral agreements.

**4. On page 4 the submission refers to the development of a 20-30 year vision.**

- **How was this time frame determined?**
- **What progress has there been in the last 12 months in relation to employment outcomes?**
- **Is there an outline available that would provide some guidance to what should be achieved in 5, 10, 15, and 20 years?**
- **How will progress be monitored against set goals?**

The Ministerial Taskforce time frame recognizes that to make better progress there must be inter-generational change, while focusing urgently on strategies that need to be put in place now. The Taskforce identified, as one of three key priorities, building Indigenous wealth, employment and entrepreneurial culture as integral to boosting economic development and reducing poverty and dependence on passive welfare. In the last 12 months, the Indigenous Economic Development Strategy has been developed as the whole-of-government approach to improving Indigenous Australians employment outcomes. Progress will be monitored through the *Overcoming Indigenous Disadvantage* reports, which measures key indicators in Indigenous social and economic well-being from a whole-of-government perspective.

**5. In relation to practical reconciliation:**

- **What are the major indicators that will enable us to monitor the progress of the impact of practical reconciliation on economic independence for Indigenous Australians?**
- **To what extent and in what way has practical reconciliation already made it easier for Indigenous Australians to gain economic independence?**

- **Can you please provide the Committee with examples of positive employment outcomes that can be attributed to the approach taken through practical reconciliation?**

The major indicators used to monitor the impacts of government services on economic independence for Indigenous Australians are outlined in the reporting framework established by the Steering Committee for the Review of Government Service Provision in its *Overcoming Indigenous Disadvantage* report, which has been commissioned by COAG and has wide support from Indigenous stakeholders.

The Framework identifies some specific economic participation and development indicators which should change in the shorter term, if measures to improve economic independence are working. A detailed discussion of the reporting framework, and analysis of results, is provided in the report *Overcoming Indigenous Disadvantage: Key Indicators 2005*.

Recently released data show that the unemployment rate for Indigenous people has fallen. The strength of the economy, as well as targeted assistance through the Job Network and the Indigenous Employment Program, would have contributed to these changes. National unemployment for Indigenous persons aged 15 years and over has fallen to 15.4% for 2004-05. This result represents a fall of 7.5 percentage points, compared to the 2002 survey when Indigenous unemployment was measured at 22.9 per cent. The national employment to population ratio for Indigenous persons aged 15 years and over improved from 46.2 per cent in 2002 to 49.0 per cent in 2004-05. This is according to the 2004-05 *National Aboriginal and Torres Strait Islander Health Survey* (NATSIHS). Employment data was collected between August 2004 to July 2005. The previous *National Aboriginal and Torres Strait Islander Social Survey* (NATSISS) was conducted between August 2002 and April 2003.

The 2004-05 NATSIHS survey was conducted before the 2005 reforms to the Community Development Employment Projects programme and the Welfare to Work reforms which will take effect from 1 July 2006. Reforms to the CDEP programme are already contributing to a further increase in employment among Indigenous people.

The answers to questions 8, 16 and 24 provide other examples of positive employment outcomes associated with recent initiatives.

- 6. On page 4, the submission refers to three priorities identified by the Ministerial Taskforce. The third priority is:**

***Building Indigenous wealth, employment and entrepreneurial culture***

- **How does the OIPC define Indigenous 'entrepreneurial culture'?**
- **To what extent have Aboriginal entrepreneurs been successful in Australia and how does the whole-of-government approach monitor this?**
- **How do the successes of Indigenous entrepreneurs in Australia compare with Indigenous successes internationally and what lessons have been learnt from international examples? What is OIPC's role in ensuring this information is considered in policy development across portfolios?**

- **What are the key attributes that lead to successful Indigenous entrepreneurships and what policies are in place to develop these attributes in potential entrepreneurs in both urban and regional areas? What has been the contribution of agencies other than DEWR in the whole of government approach?**
- **What specific whole-of-government strategies are in place to assist potential entrepreneurs who possess these attributes to achieve their goals?**
- **Are there different industry strategies in place to assist ventures in various locations and what are some successful examples?**
- **What are the most significant barriers successful entrepreneurs have had to overcome? What policies have been introduced to address these barriers?**
- **To what extent do successful entrepreneurships have flow on benefits to Indigenous families and their wider family networks and how has this been monitored and factored into OIPC's whole of government approach?**
- **Submission 72 from CAEPR notes that the majority of successful Indigenous businesses were unable to gain financing from traditional lending sources and many commenced business with start up capital from family, friends and/or credit cards. How is OIPC ensuring that this issue is addressed in policy development?**
- **How is OIPC ensuring that measures are in place so that Indigenous people, in both urban and remote Australia, know where to seek financial assistance?**
- **How are the services provided under the whole-of-government approach different from those available under ATSIC?**

The Indigenous Economic Development Strategy (IEDS) outlines the whole-of-government approach to building Indigenous wealth, employment and entrepreneurial culture, but does not provide a definition of entrepreneurial culture. The IEDS recognises that successful entrepreneurship has flow on benefits to Indigenous families and their wider family networks. The services provided under the whole-of-government approach are intended to support individual entrepreneurship, as well as community economic development. Initiatives undertaken under ATSIC usually supported organizations, while the new arrangements support individuals, families, communities or regions.

The closest proxy to entrepreneurship is likely to be the level of self employment measured through the Census. Indigenous self employment is a strategic change indicator monitored in the Overcoming Indigenous Disadvantage report. The 2001 Census shows that non-Indigenous people are three times more likely than Indigenous people to be self-employed and this increases to nine times more likely in remote areas. In the inter-census period 1996 – 2001, rates of Indigenous self employment rose from 2.4% to 5.0%.

OIPC is working with DEWR and IBA to communicate lessons learnt from successful Indigenous entrepreneurships in Australia and overseas, as part of the Emerging Indigenous Entrepreneurs Initiative announced as a 2005/06 budget measure. This initiative has already resulted in a number of workshops with Indigenous

entrepreneurs showcasing best practice from within Australia and abroad. The workshops explored critical enterprise development issues, identified a selection of successful Indigenous enterprises and linked current and emerging entrepreneurs to helpful resources and contacts. To support the development of the workshops, an extensive scoping study of successful Indigenous enterprises was completed from which two books were developed and published – *Building The Future Through Enterprise* and *Exploring The Future Through Enterprise*.

Key attributes that lead to successful Indigenous Entrepreneurship have been identified through the Australian Government's *Indigenous Business Review* (released in 2005), as well as through IBA's experience in establishing joint ventures and stand alone enterprises with Indigenous people. Attributes include:

- The need for reasonable literacy and numeracy levels
- Having previous employment experience
- Being ready to get into business
- Partnerships with successful business people experienced in the particular field
- Access to private sector capital finance or alternative sources if that finance is unavailable
- Upfront and ongoing mentored support
- Technical and vocational skills
- Managerial ability and small business skills
- Industry knowledge
- Understanding market volatility and fluctuations
- Industry benchmarking
- Competition factors
- Economic climate factors
- Provision of security and equity
- Cash flow management
- Business planning

Significant barriers for entrepreneurs to overcome are:

- Isolation from markets for Indigenous people in remote areas;
- Lack of infrastructure, support services and demand ;
- Poor credit histories and lack of alienable assets such as owning a home;
- Lack of contact / network of business and government contacts;
- Having basic skills such as literacy and numeracy;
- Maintaining drive and motivation for the business;
- Isolation from markets for Indigenous people in remote areas;
- Lack of infrastructure, support services and demand ;
- Poor credit histories and lack of alienable assets such as owning a home;
- Lack of working capital;
- Lack of management skills;
- Little experience in business planning;
- Poor access to sources of equity and finance;
- Lack of integrated industry knowledge;

- Lack of commercial acumen;
- No track record / history of performance;
- Lack of assets to leverage as security for business investment; and
- Lack of contact / network of business and government contacts.

Five initiatives of the IEDS—Developing Enterprise Opportunities, the Business Leader Initiative, General Business Support, Private Sector involvement in home ownership and business development and Coordinated development on land—focus on assisting entrepreneurs. The Australian Government expects that the IEDS will provide a basis for collaboration between all spheres of government. The bilateral agreements between the Australian Government and the State/Territory Governments (see responses to questions 7 and 15) are related whole-of-government strategies to foster economic development and independence.

Further IBA and DEWR measures aimed at assisting potential entrepreneurs include:

- The *Indigenous Small Business Fund (ISBF)* which provides funding to Indigenous organisations and individuals to develop business skills, develop or expand businesses and enterprises supported by feasibility studies, business planning and marketing.
- The *Indigenous Capital Assistance Scheme (ICAS)* which gives Indigenous businesses access to commercial finance and culturally appropriate professional and mentoring support services through a participating financial institution with a provision of interest rate subsidies for the first three years.
- *Indigenous Business Development Programme (IBDP)* which facilitates the establishment of commercially viable enterprises by sourcing market intelligence, developing business skills and provide start up loans. The IBDP develops tailored financial products and services that bridge the gap between the financial needs of Aboriginal and Torres Strait Islander people and mainstream financial products and services.
- The *Emerging Indigenous Entrepreneurs initiative*, discussed earlier, links emerging Indigenous entrepreneurs with private sector mentors who have financial expertise and provides financial literacy training to community members wanting to start a business.

Specific initiatives supported by other agencies include:

- Indigenous Community Volunteers, a not for profit organisation which provides a free service to Indigenous entrepreneurs and businesses who wish to have mentoring services provided to them by experienced operators. The mentor relationship normal lasts formally for about six months and involves a few visits to the individual or community but lasts much longer than that on a personal basis.
- The Department of Industry Tourism and Resources has recently commenced a programme to provide ongoing mentoring support for Indigenous tourism ventures.



- First Australians Business sponsored by IBA and The Body Shop which provides mentoring and other support to Indigenous entrepreneurs.

One example of an industry strategy is the memorandum of understanding (MOU) signed with the Australian Government and the Minerals Council of Australia. The MOU sets out a commitment to jointly assist the social and economic development of Indigenous individuals and communities within six regions through the creation of Regional Participation Agreements (RPAs). BHP Billiton is working with Indigenous communities in the Pilbara (WA), Argyle Diamond Mines with East Kimberley communities (WA), Comalco with Western Cape York communities (Qld), Newmont Mining Corporation with communities in Wiluna (WA) and the Tanami (NT), and Newmont and Alcoa are jointly working with communities in Boddington (WA). The RPAs will specify the obligations by both Government and local mining companies in providing resources and support structures for the individuals and communities in developing and sustaining commercial ventures. Indigenous economic development officers will work with the communities to generate economic interest and partnerships, as well as facilitating access to other business services including training and finances.

Additionally, IBA has developed strong strategic alliances with industry and the private sector, with the aim of encouraging industry to play a greater role in the area of Indigenous economic development. IBA has a wide geographic distribution of its joint equity and investment ventures, particularly in remote areas such as mining, tourism, transport, shipping, finance, property investment and service industries. IBA's Indigenous Business Development Programme is also geographically diverse, with greater representation in urban areas than the Equity and Investment Programme.

The main barriers that Indigenous entrepreneurs face in accessing traditional sources of finance are:

- The entrepreneurs are not business ready
- There is not a sound business plan or marketing strategy to support the business
- Lack of guarantee or equity (such as a home) against which to borrow money against

A range of measures are being implemented to address the issues surrounding access to finance. A range of initiatives—the IEDS, the Indigenous Small Business Fund, the Indigenous Capital Assistance Scheme, the Indigenous Business Development Programme—have been discussed earlier in this response. For example, the ICAS is a partnership with Westpac Bank and provides financial support over three years for loans ranging from \$50 000 to \$500 000 together with an interest rate subsidy, and subsidies for establishment and application fees. Finance is available in the form of business overdrafts, business development loans and finance for capital items. The Equity and Investment Programme assists Indigenous organisations and groups enter into joint ventures with the private sector, including investing in commercial properties, developing strategic partnerships and the provision of guarantees.

Australian Government staff in ICC's and other mainstream Government shopfronts assist Indigenous people find the right sort of financial assistance. For example, DEWR Solutions Brokers located in ICCs link individuals and communities to

resources that should contribute to employment and business development outcomes. IBA also has Senior Economic Development Officers located in nine ICCs. These officers promote business development programmes, as well as the products and services of other institutions.

**7. On page 5 the submission lists as one of OIPC's key roles the coordination of whole-of-government policy development.**

- **What have been the key learnings and changes of direction to date?**
- **What are the major differences in the way the whole of government approach is tailored for the particular circumstances of Indigenous issues compared to a more general approach?**

The key differences in the whole-of-government approach to policy development on Indigenous issues can be seen in the leadership and accountability that is exercised at the highest level within Government, and in the way agencies now work together. The high level leadership and accountability is provided through the Ministerial Taskforce on Indigenous Affairs and the Secretaries' Group on Indigenous Affairs.

The Secretaries' Group have a vital role in championing the whole-of-government approach across their agencies, and developing operational policy to give effect to the Government's Indigenous affairs arrangements. For example, the Secretaries' Group defined the core set of parameters for negotiating Shared Responsibility Agreements and for formally signing off on the commitments being entered into under SRAs. It also closely monitors implementation of the new arrangements. In this context the Secretaries' Group has reviewed the operation of ICCs and issued clarifying advice about the key elements of the ICC model.

The single Indigenous Budget submission process is central to the whole-of-government approach. Instead of individual Ministers making bids for Indigenous-specific programme funds through their portfolio Budget submissions, the Ministerial Taskforce considers the Indigenous Budget as a whole. All proposals for Government investment in Indigenous-specific initiatives from all Ministers are considered in a single Budget submission, coordinated by OIPC on behalf of the Ministerial Taskforce. Through this process, individual agencies are aware of proposals being put forward by other agencies, and there is the opportunity to work collaboratively to ensure that all proposals to be considered are well integrated and likely to provide best value for money on the ground. Importantly, the single Indigenous Budget process gives the Government the flexibility to reallocate funds across the total Indigenous funding pool and to decide where new funding should be directed in addressing its priority areas of expenditure.

The 2005 Indigenous Budget was the first developed under the new whole-of-government arrangements. A significant outcome is that more than half of the half billion dollars of additional funding provided for Indigenous programmes over the next four years was contributed by mainstream programmes. The 2006 Indigenous Budget is currently under development, using the same process.

In other strategic areas, the whole-of-government approach sees agencies working together, rather than alone, to develop comprehensive solutions to issues. A

significant example is the development of the intergovernmental strategy to tackle petrol sniffing in the Central Desert region of central Australia. Eight Australian Government agencies and three state/territory jurisdictions were involved in developing this whole-of-government initiative, which will tackle petrol sniffing through consistent legislation, appropriate levels of policing, a further roll-out of non-sniffable fuel, alternative activities for younger people, treatment and respite facilities, communication and education strategies, strengthening and supporting communities, and evaluation.

Through the whole-of-government approach, agencies are looking more broadly than Indigenous-specific programmes for solutions to issues as they arise. As noted in the response to Question 1, a major objective of the Government's Indigenous affairs arrangements is to maximise the capacity for mainstream programmes to deliver the same range of services to Indigenous people as are available to other citizens in similar circumstances. As an example, DEWR is able to utilise the Job Network, rather than only the Community Development Employment Projects (CDEP) programme, to pursue improved Indigenous employment outcomes.

The ICCs are a clear example of the new way of working together in a whole-of-government approach. ICC staff are employed by various agencies, but they are expected to work collaboratively, to communicate and share information effectively, and to apply their collective expertise to foster connected initiatives and cross-portfolio partnerships. In some jurisdictions ICC staff are also co-located with their State and Territory Government counterparts.

At an overarching level, the Australian Government and State and Territory Governments are also developing new ways of working together. Bilateral agreements have been signed with the Northern Territory, Queensland, South Australia and New South Wales. Negotiations with Western Australia are nearing completion. Please refer to question 15 as the Northern Territory Bilateral provides an example of how economic priorities are being addressed through these measures.

Given the relatively short time the new arrangements in Indigenous affairs have been in place, there have not as yet been any changes of direction in the overall structure of these arrangements.

**8. On pages 3-4, the submission refers to:**

*...a whole of government approach to service delivery, flexible funding arrangements and improved outcomes for Indigenous people from mainstream programmes and services.*

- **In relation to employment, what are the three most successful examples of outcomes or progress over the last year and can these be attributed to improved coordination in service delivery?**
- **What criteria are used to determine the success in employment initiatives of this new approach and what evaluations have been conducted so far? What benefits have been evident in terms of whole of government savings?**

- **What changes have been introduced to ensure ‘improved accountability’ for Indigenous employment outcomes in the context of other improvements from a whole of government perspective?**
- **What accountability measures are in place for the local community to monitor the effectiveness and appropriateness of agreements?**

The Remote Services Request for Tender is an example of progress that has been made in the past 12 months in making mainstream programs more flexible and integrated, so as to make it easier for people living in remote areas of Australia, including Indigenous Australians, to find work.

The Remote Services Request for Tender allows service providers to tender for a ‘bundle’ of services rather than a specific program. Coordinated purchasing and servicing is intended to support a greater mix of mainstream services in remote areas. These services include Job Network, Work for the Dole, Personal Support Program, Disability Open Employment Services, New Enterprise Incentive Scheme and Job Placement Employment and Training (JPET). The successful tenderers will be expected to tailor-on-the-ground service delivery strategies through consultations with stakeholders early in the contract. Tenderers’ need to demonstrate that they are capable of working with Indigenous people and communities. They will be expected to build local partnerships by working with local government and community groups, be involved in SRA’s where appropriate, work with local CDEP organizations and work collaboratively with ICCs. These changed service arrangements are proposed to be in place from 1 July 2006 in Alice Springs, Katherine, Tennant Creek in the Top End (NT), the Kimberly region, East Pilbara, Karatha, the mid-west and Gascoyne regions (WA), Ceduna and the AP Lands (SA), and in far north Queensland beyond Mossman, Mt Isa, Torres Strait, Palm Island and Christmas and Cocos Islands.

While it is difficult to claim any three initiatives to be the most successful, three other examples of success are provided below.

Stretching Employment Targets for Community Development Employment Project organisations: During the 2005-06 contracting rounds, DEWR contract managers worked with CDEP organisations to develop stretching employment targets. Many CDEP organisations had never set targets to transition participants into work off of the CDEP. Information on the labour markets around particular communities was also difficult to disaggregate from broader regional data. The purpose of the stretching targets was to focus CDEP organisations on providing the support and establishing the networks that can assist participants to get a job where it was available. During 2004-05, CDEP organisations achieved only 1,575 job outcomes outside of the CDEP. For the nine months to the end of March 2006, over 2,450 CDEP participants used the programme as a stepping stone to employment. The stretching targets developed for 2005-06 will be refined in the 2006-07 process and will be complemented by Organisational Capacity Building Plans that identify the assistance organisations believe they need to improve their ability to reach their key performance indicators. CDEP organisations will also gain the benefit of Job Network success in placing Indigenous job seekers into work as it becomes a requirement to register all CDEP participants in urban and regional centres up to a Job Network member. These partnerships are expected to extend the CDEP’s capacity to achieve real outcomes for Indigenous Australians.

Ladders to Success: Australian Government and Victorian Department of Innovation, Industry and Regional Development's support for the 'Ladders to Success' initiative developed in Shepparton, made an important contribution to promoting joint action between Indigenous and non-Indigenous community members and levels of government. The initiative involved local employers, schools, training organisations, Government agencies and community members improving the transition of young Aboriginal people into work. The project set a target of finding work for 100 Indigenous Australians over three years and involved 80 local employers. When the project came to its completion last year 82 jobs had been found for Indigenous Australians as follow:

- 19 jobs from 2 December 2002 to 30 June 2003
- 33 jobs from 1 July 2003 to 30 June 2004
- 22 jobs from 1 July 2003 to 30 June 2005
- 8 jobs from 1 July 2005 to 1 December 2005.

Through a range of marketing activities the project team sought jobseekers to register with the project. An interview with the jobseeker documented skills, experience and employment goals and provided assistance to develop a range of pre-employment skills to prepare the jobseeker for the job application/interview process. Following placement in employment the *Ladders To Success* team visited that person either in or outside the workplace to offer mentor and support services.

The Ladders to Success project, funded in part through the Australian Government's Structured Training and Employment Projects (STEP), changed local attitudes to employment Indigenous Australians. Since the project completed, local employment service organisations and Indigenous organisations have developed a new STEP contract which will build on the foundations established by Ladders to Success and continue supporting the partnerships that have resulted in more jobs for local Aboriginal people.

Cape York Indigenous Employment Strategy: The Cape York Indigenous Employment Strategy is a significant initiative announced in November 2005 to improve the employment opportunities for Indigenous people. Across Cape York, around 4,500 full-time equivalent jobs were identified in fields such as tourism, mining, natural resource management, business enterprises within communities, Health, Education, Police and Council services. A key to this strategy is a place management approach that focuses on addressing the foundations and barriers to employment for Indigenous people, capturing industry and natural resource management opportunities, and facilitating employment in community jobs and enterprises. The Australian and State Governments are working collaboratively with communities and regional organisations to implement the strategy.

A variety of measures are used to determine the success of employment initiatives and provide accountability. While whole of government savings may occur in relation to the new Indigenous servicing arrangements, the key criteria used to determine the success of the new arrangements is to improve the outcomes from and access to government services for Indigenous Australians. The criteria used to determine the success of employment initiatives include:

- Take-up of programme places by Indigenous people eligible for assistance;

- Post-assistance employment outcome levels of programme participants;
- Post-assistance education outcome levels of programme participants;
- The unit costs of assistance and the costs per employment outcome; and
- Net employment impact of programmes.

Currently, evaluations of the Shepparton and Cape York COAG trial sites are under discussion and are being managed by OIPC in consultation with DEWR. These evaluations are based on a monitoring and evaluation framework agreed to by Commonwealth, State and Territory officials in October 2003. The Shepparton evaluation discussions include the Victorian Government and the Shepparton Steering Committee. The evaluations of the COAG trial sites are expected to occur this year.

CDEP reform provides an example how mainstreaming has led to changes that should lead to improved accountability for Indigenous employment outcomes. As part of the new Indigenous affairs arrangements, responsibility for CDEP was transferred to DEWR. DEWR introduced changes to accountability processes to make CDEP contract management consistent with that used for other employment service providers, based on the National Contract Management Framework (NCMF). Improved accountability for CDEP in achieving employment outcomes in 2005-06 is being implemented through a Key Performance Indicator which measures the number of CDEP participants who move into non-CDEP employment. A target was negotiated with each CDEP organisation and took account of any employment outcome targets in place for Indigenous Employment Centres (IECs) for those CDEPs which have a separate IEC contract. During 2005-06, DEWR will monitor and assess achievement against employment outcomes targets. Assessment of the performance of individual CDEP organisations will take account of performance towards achieving these targets and assessment will also consider the range of factors which impact on each organisation.

Job Network Members are also held accountable for their Indigenous job outcomes through the star rating system which places a significant weighting towards placing Indigenous Australians into work. Star ratings are viewed by customers to assist them make decisions about choosing a Job Network provider.

**9. To what extent has the OIPC included businesses and community organisations in the whole-of-government policy development on Indigenous employment and what have been the most successful outcomes in this area? What accountability mechanisms are in place in these initiatives?**

The development of employment policy is primarily DEWR's responsibility and OIPC provides input as part of a whole-of-government response. The response to Question 2 notes a range of mechanisms by which the Government takes account of local concerns in the development of policy. On particular issues, individuals and organisations may be invited to contribute directly to the formulation of policy.

Policy reforms to the Community Development Employment Project (CDEP) programme are an example of how business and community organisations are included in policy development. The changes were designed to increase employment and training outcomes and ensure participants engage in productive activities which

improve their capacity to move into paid work. In developing the reforms a nationwide consultation process was undertaken and DEWR received over 100 written submissions and held consultations in over 40 locations involving over 2,100 people in discussions. This provided community organisations, businesses, key stakeholders and the general public the opportunity to comment on future reforms to CDEP. DEWR presented the outcomes of the consultation process by releasing the key findings of the consultation process and the key reforms to the public.

**10. It has been suggested to the Committee that in remote and very remote Australia, the CDEP scheme generates very positive economic and social outcomes because it enables Indigenous people to participate in both the paid labour market and in customary (non-market) activities.**

- **What is the current policy on recognising the holistic benefit of non-market activities to Indigenous communities in remote areas?**
- **How does OIPC encourage holistic policies in the implementation of CDEP so that they recognise non-market activities as forms of positive externality for the benefit of the community?**
- **Are there any provisions in agreements that recognise and seek to enhance non-market activities?**

DEWR is responsible for administering the CDEP programme. Each CDEP is a unique blend of three elements - employment, community activities and business development. Performance indicators for each CDEP organisation are negotiated around these three elements, taking account of local circumstances, particularly local job opportunities.

The community activities (non-market) element is therefore seen as integral to the overall policy framework behind the CDEP programme. Community activities carried out by a CDEP organisation are intended to provide holistic benefits to the community through:

- meeting priority community needs including those identified in SRAs or Regional Partnership Agreements or in community plans;
- ensuring that community work is aligned with local job opportunities and builds skills through work experience; and
- maintaining the culture of the community.

In areas where there is a strong labour market, the primary focus of the CDEP should be on employment and business development.

OIPC encourages holistic policies by working with relevant stakeholders to identify ways to link CDEP activities to priorities expressed in SRAs or Regional Partnership Agreements.

**11. What are the chief mechanisms in place to monitor the performance of government programmes and services in the whole-of-government approach, particularly in relation to the improvement of employment outcomes (listed as a key role on page 5 of the submission)?**

The new arrangements in Indigenous affairs will be assessed through multiple layers of evaluation, research and performance monitoring. Collectively, these constitute the key accountability mechanisms for the new arrangements.

OIPC's own evaluation plans cover three broad areas:

- the way in which policies and programs at a national level join to achieve outcomes for Indigenous people
- the way in which governments and their programs work with/in local communities and how they can be made more responsive to the needs of those communities
- continuously improving the way agencies are implementing the Government's policies and programs.

OIPC has adopted a lessons learnt approach to conducting evaluations. This approach builds on two of the COAG principles: establishing transparency and accountability, and developing a learning framework. The evaluation approach would see the sharing of information, practice and experience on what works and what does not. This approach would enable OIPC and relevant government agencies to continually improve the quality and effectiveness of the new arrangements.

In line with the whole-of-government approach to Indigenous affairs, OIPC convenes and leads a cross-portfolio Evaluation Advisory Group (EAG). EAG's role includes:

- developing a coordinated rolling plan of evaluations across all agencies
- giving OIPC technical and tactical advice on its proposed monitoring and evaluation work plan and activities
- advising OIPC on and providing input to the public reporting processes required by the new arrangements.

OIPC has responsibility for coordinating the monitoring and evaluation of the eight COAG Indigenous coordination trials and planned review of individual SRAs. Where employment is identified as a community priority in the context of a COAG trial or a particular SRA, employment outcomes will be assessed in those evaluations/reviews.

OIPC's work is of course only one element of the assessment and scrutiny of the new arrangements. It complements:

- audits and evaluations by independent authorities such as the Australian National Audit Office, the Office of Evaluation and Audit (Indigenous Programs) and the Aboriginal and Torres Strait Islander Social Justice Commissioner;
- departmental sponsored audits and evaluations of the mainstream and Indigenous-specific programs and services each is responsible for;
- research activities, including those funded by government departments and those conducted independently by academic institutions; and
- performance monitoring and reporting mechanisms, such as the *Overcoming Indigenous Disadvantage Report* and the annual *Reports on Government Services*.



**12. Could you please provide the Committee with an update on the development of the Indigenous Economic Independence Strategy?**

On 9 November 2005, Minister for Employment and Workplace Relations, The Hon Kevin Andrews MP, former Minister for Immigration and Multicultural and Indigenous Affairs, Senator Amanda Vanstone, and the Chair of Indigenous Business Australia, Mr Joseph Elu, launched *Achieving Indigenous Economic Independence - the Indigenous Economic Development Strategy*. A copy of the strategy can be found at [www.workplace.gov.au](http://www.workplace.gov.au). The strategy is being used as the basis for implementing all three economic development initiatives announced in the Budget (Indigenous Economic Development Strategy, an Emerging Indigenous Entrepreneurs Strategy and the Strategy for Indigenous Economic Independence).

**13. What mechanisms are in place to ensure the dissemination of information about best practice through the whole-of-government approach? To what extent does the OIPC monitor best practice in Australia in projects that are not part of the whole-of-government approach? To what extent does the OIPC monitor best practice internationally?**

**14. In relation to employment, what progress has there been in relation to 'developing a learning framework' mentioned on page 6 of the submission as part of the National Framework of Principles for Delivering Services to Indigenous Australians?**

**Response to above two questions**

'Developing a learning framework' is one of the six core principles endorsed by COAG within the national framework of principles for delivering services to Indigenous Australians. The key activities to be pursued under this principle are:

- Sharing information and experience about what is working and what is not; and
- Striving for best practice in the delivery of services to Indigenous people, families and communities.

All of the structures and processes that have been established to deliver the whole-of-government approach have a role in promoting and supporting the development of a learning framework. For example:

- General information about individual SRAs is made publicly available and disseminated widely after they have been finalised. This allows communities to see what types of initiatives have been negotiated in other places, and can help identify potential solutions to local issues. More extensive details of SRAs are circulated within the ICC network as a means of sharing information about how individual programmes can work together to provide whole-of-government responses.
- The single Indigenous Budget submission process ensures that all proposed funding initiatives are examined by many agencies and Ministers, with a focus on ensuring, among other things, effective outcomes for Indigenous Australians, best practice policy and service delivery, and effective integration between relevant

programmes.

- The Ministerial Council on Aboriginal and Torres Strait Islander Affairs provides a vehicle for sharing 'best practice' experiences in the development of policy priorities and strategic directions for cross-jurisdictional collaboration.
- The regular meetings of the Secretaries' Group on Indigenous Affairs are an important mechanism for ensuring all agency heads share a common vision and direction, and provide a vehicle for promoting best practice learnings across Australian Government agencies. In addition, on a rotational basis, each Secretary provides the Secretaries' Group with a presentation on how their agency is moving to generate better Indigenous outcomes from mainstream programmes.
- The Government's announced reforms to the CDEP programme have built on the programme's successes over many years, as identified through long-term monitoring and consultation with a wide range of stakeholders.
- Each of the COAG trials is being independently evaluated, with lessons learned for both agency staff and Indigenous communities being the primary focus of these evaluations.
- The public annual report by the Secretaries' Group on Indigenous Affairs (the first of which was released late in 2005) provides information about progress under the new arrangements in Indigenous affairs and innovation in service delivery.
- The Australian Government and all state and territory jurisdictions have signed up to the *Overcoming Indigenous Disadvantage* reporting framework, which requires the sharing of data necessary for reporting purposes.

The monitoring of best practice is not the sole responsibility of OIPC. All agencies involved in administering the whole-of-government approach are equally responsible for monitoring developments in Australia and overseas, for identifying possible best practice, and promoting the further exploration and implementation of best practice approaches to appropriate situations.

- 15. On page 6, the submission advises that the first bilateral agreement was recently signed between the Commonwealth and Northern Territory Governments.**
- a) Could you advise whether any other bilateral agreements between the Commonwealth and the other State and Territory Governments are close to completion?**
  - b) What are the major benefits of the bilateral agreements in terms of Indigenous employment outcomes?**
  - c) To what extent are these agreements with the various states and territories similar? What are the major differences?**
  - d) What will be the first indications to the Indigenous communities that bilateral agreements are an effective approach?**

The answer to question 7 reports the current status of bilateral negotiations. All of the signed agreements identify economic development and improved workforce participation as priorities. To tackle these priorities, schedules are jointly developed to outline the coordinated approach. Schedule development is in its early stages, but the Northern Territory bilateral agreement can be used as an example of how economic priorities can be addressed through these measures.

The recently signed Northern Territory schedule on Boosting Indigenous Employment and Economic Development outlines a way for governments to work together to boost long-term employment and economic development opportunities in urban, rural and remote areas of the Northern Territory. The governments will work with Indigenous communities and business groups to: identify sustainable local job opportunities in industry, small business, community and government sectors; and provide training, skills development and job placement assistance to maximise the effective employment of local people in these positions.

The Northern Territory Indigenous Arts schedule also deals with economic issues, as the arts sector is a major point of connection between the non-market traditional economy and the market economy. The schedule will contribute to measures to improve arts centre infrastructure and arts-related funding models with the aim of supporting arts centres to become sustainable and viable businesses.

The benefits of bilateral agreements should become apparent to a number of Northern Territory Indigenous communities from May 2006, as they start working with remote-located Development Coordinators, who have just been employed in positions jointly funded by the Northern Territory and the Australian Government. The Development Coordinators will assist these Indigenous communities identify sustainable economic development opportunities and facilitate access to tailored packages that pull together assistance from a range of Australian and Northern Territory Government Indigenous and mainstream small business development and support services.

The Australian Government has made an initial contribution of \$1.6 million to support the coordinators as well as to establish a grant pool for governance capacity building and related activities. It is expected that this funding will be renewed on an annual basis subject to satisfactory results being achieved from these initiatives.

The Development Coordinators are located in the Tiwi Islands, Thamarrur, East Arnhem, Nyirrangulung, South Barkly, Victoria River, Borroloola, Groote Eylandt and Mutitjulu and are supported by the Community Development Branch in the NT Department of Local Government, Housing and Sport. The role of the coordinators is to facilitate the development of Regional Authorities as forms of local government in these communities. Such Authorities will be representative bodies, as well as service delivery agencies. The role of the coordinators is to develop the governance and service delivery capacity of these communities, and their ability to work in partnership with government and other stakeholders. This model is built on the experience of having a jointly funded community development officer in Mutitjulu.

While there will be a number of similarities between the bilateral agreements, there will also be notable differences, as negotiations with each jurisdiction take into account the specific needs and priorities and relevant contextual issues of the

particular jurisdiction. There cannot be a 'one size fits all' approach to addressing Indigenous disadvantage.

It is important to note that the finalisation of a bilateral agreement will not be seen as an end point in the negotiation of shared responsibilities and commitments between the Australian Government and individual states and territories. Each bilateral agreement will be a 'living document' that will be added to as other opportunities for joint work arise.

**16. In relation to the COAG trials, could you please provide the Committee with three detailed examples of agreements outlining:**

- a) the resources contributed by the Commonwealth, state and local governments including details of financial contributions;**
- b) the responsibilities of each;**
- c) details of the administrative arrangements and the accountability arrangements; and**
- d) the successful outcomes in relation to enhanced employment of Indigenous people?**

As at March 2006, 39 SRAs had been signed with Indigenous communities in COAG trial sites. A number of these SRAs will contribute to employment outcomes within the communities, including by focusing on economic development and/or education and training.

Three detailed examples of agreements are: the Brewarrina Shearing School in the Murdi Paaki region in New South Wales, the Pukatja community agreement (also known as Ernabella) in the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands trial site in South Australia, and the Wadeye community agreement in the Northern Territory. These agreements are discussed in detail in Attachment A.

**17. On page 5 the submission lists as one of OIPC's key roles the coordination of whole-of-government policy development. In relation to the role of local governments in the 'whole of government' approach to increasing employment of Indigenous people:**

- What does OIPC see as the role of local government and what measures are in place to encourage their participation and contribution?**
- What have been the most significant and successful contributions by local governments in terms of whole-of-government policy development on Indigenous employment?**
- How does the OIPC's approach to the whole-of-government policy development on Indigenous employment ensure regional cooperation and coordination?**

The President of the Australian Local Government Association is a member of COAG. As a party to the COAG national framework of principles for delivering services to Indigenous Australians, local government is recognised as having an important role in servicing Indigenous people, and therefore cooperative working relations with local government are important to the success of the new arrangements.

The participation and contribution of local government generally occurs in the process of negotiating SRAs. That is, where an SRA is being developed between the Australian Government and a community, if it is considered that a local council (or indeed a State government, non-government organisation, or private company) may have a contribution to make, they will be approached as part of the SRA negotiation process. In some cases, local governments and other organisations may already be working with communities, and their continued role may be reflected in the SRA.

Cooperation and coordination on a wider (regional) basis will be managed through Regional Partnership Agreements (RPAs). RPAs provide a mechanism for developing coordinated responses to the identified priority needs of a region, eliminating overlaps or gaps, and sharing responsibility between key stakeholders. RPAs may incorporate investment from state, territory and local government sources in addition to Australian Government funding.

As at 21 March 2006, there are 20 SRAs that include local government councils as a partner. Several of these SRAs include potential employment opportunities for local Indigenous people:

- The SRA with the Sarina Aboriginal and Torres Strait Islander community aims to reduce reliance on CDEP by providing real jobs and training opportunities for the Sarina indigenous community. The Sarina Shire Council is providing representatives on, and actively participating in, the Indigenous Economic Participation Community Working Group, and providing support and information to the Group.
- There are several SRAs with the Ngaanyatjarra Council, which represents a number of communities. These SRAs are aimed at, among other things:
  - improving the provision of essential and municipal services by regulating service provision arrangements through a recommended set of actions; and
  - reducing the financial impact of increased fuel costs on power generation by way of community education to make power savings.

Further details are provided in the response to Question 24.

**18. Page 7 of the submission discusses the establishment of Indigenous Coordination Centres at 30 sites in metropolitan and regional Australia.**

- **What criteria did you use to determine where the ICCs should be established and is this being reviewed as the whole of government approach develops?**
- **Did you consult with Indigenous communities about where ICCs should be established? Who did you consult with and what advice did you receive?**
- **Given that the majority of Indigenous Australians live in urban areas, what differences in policy approaches does the distribution of ICCs in urban, rural and remote areas reflect?**

To minimise disruption to clients and services, OIPC located ICCs in the former Aboriginal and Torres Strait Islander Services (ATSIS) offices when the changed arrangements for Indigenous affairs became operational on 1 July 2004. While the locations of the ATSIS offices had originally been selected to meet the needs of the former ATSIC regional councils, experience has shown that the ICCs are in practical locations for access to clients.

Any changes to the location of ICCs will be addressed on a case by case basis. In making any decisions about future locations, factors such as accessibility for clients, access to other partners, and access to transport will be taken into account. Key stakeholders, including Indigenous communities, will be consulted as part of the process if any changed locations for ICCs are proposed.

Two changes to the locations of ICCs have been made. The Cape York and Cairns ICCs were recently merged in order to provide a strengthened commitment to the Far North Queensland region. A new ICC has been established in Dubbo to enhance the level of support and improve coordination of service delivery to Indigenous communities in western NSW. Placing an office in Dubbo, where other key agencies are located, allows the ICC to work more closely with those agencies to provide a better and more coordinated service to communities. As well as having coordination and support responsibilities across western NSW, the Dubbo ICC has specific responsibility for the central west NSW area. Local and regional stakeholders including Indigenous communities and groups were consulted throughout this process.

The distribution of ICCs between urban and other areas closely matches the distribution of Indigenous people between urban and other areas. About 30% of Indigenous people live in urban areas (based on ARIA classifications developed by the ABS), while seven of the 29 ICCs are located in urban areas.

**19. On page 7, the submission notes the particular focus of ICCs in remote areas of Australia, including mapping the existing and potential jobs in the area and developing a 5-10 year Local Jobs for Local People plan.**

- **How and why did you decide that the Local Jobs for Local People plan should be a 5-10 year plan?**
- **What do you expect to achieve in 5-10 years? How will progress be monitored?**
- **Is the focus of remote ICCs, in relation to employment outcomes, different to that of rural or urban ICCs? If so, what are the differences?**
- **Can you outline the particular ICC plans and projects that are working to improve employment outcomes?**

It is not anticipated that DEWR's Local Jobs for Local People initiative will be defined as a 5 to 10 year plan. The duration of the plan and the review dates will be negotiated with stakeholders and can be expected to vary from site to site consistent with the commitments stakeholders are prepared to agree.

Achievements under the Local Jobs for Local People plans will vary from site to site and will depend on the nature of the labour market and the commitment of

stakeholders. The ultimate performance measure will be the level of increase in the number of community members working in the local area. However, interim measures such as training outcomes may be negotiated on a site by site basis.

The focus of DEWR programmes will vary between ICCs according to opportunities and community needs. However, it is likely that the focus of work in areas with active labour markets will be around transitioning Indigenous Australians into available jobs, particularly through filling current and expected labour shortages. In areas where there is a limited labour market, there may be an increased focus on developing businesses and encouraging active participation in order to build the labour market and improve outcomes in the community more broadly.

DEWR has allocated solution brokers for every ICC region. Solution brokers are primarily responsible for promoting and implementing employment, training and economic development opportunities for Indigenous Australians in ICC regions. In doing this, solution brokers work closely with ICC managers, representatives from other government agencies and representatives from local communities.

There are currently a number of employment and business development projects at different stages of development in the various ICC regions facilitated by the DEWR solution brokers.

- In the Pilbara region agencies are working with the mining sector to improve training and employment outcomes for local Indigenous Australians;
- In Cape York an Indigenous Employment Strategy is being progressed through a partnership involving the Australian Government and the Queensland Government aimed at improving the economic base and employment opportunities for Indigenous Australians in the region. This will involve working with local Indigenous communities around skills development and succession planning.

**20. On page 7, the submission advises that staff in ICCs ‘coordinate the delivery of Indigenous-specific programmes and assist in developing innovative responses to the local needs and aspirations of Indigenous communities.’**

- **How do you ensure that ICC staff understand the local needs and aspirations of Indigenous communities?**
- **What are the major differences in training for staff employed in urban compared to those working in regional areas?**
- **What mechanisms are in place for the dissemination of information on successful examples to inform policy development by the Secretaries’ Group?**

ICC managers and staff work closely with the communities within their regions to understand local needs and aspirations. The response to question 23 outlines how ICC staff work closely with communities to develop agreements.

The training provided for ICC staff is determined on the basis of individual staff needs and the work requirements of each office. For example, locally based cultural awareness training is undertaken where it has been identified as a training need. In

addition to this, the Australian Public Service Commission, in consultation with OIPC and other programme agencies, has developed and is delivering a number of specific training programmes for all ICC staff.

ICCs are a primary source of 'on the ground' information about the issues affecting Indigenous Australians and provide feedback for OIPC and the Government generally. For example, policy papers prepared for the Secretaries Group consideration often include examples of innovative approaches developed at the local level. In addition, each meeting of the Secretaries' Group considers an update of the Government's Indigenous affairs arrangements including the operation of ICCs.

**21. On page 3, the submission states that there are already examples where ICCs have worked with Indigenous communities to create employment opportunities.**

- **Could you please forward to the Committee some detailed information in relation to the successes to date of the ICCs in creating employment opportunities through their work with Indigenous communities?**
- **What were the major factors that contributed to their success?**
- **Have you consulted with local communities on how ICCs are working in terms of employment outcomes? What is their view?**
- **How, and when, will you evaluate whether ICCs have been successful? What will you define as 'success'? How will you measure it?**

The statement in the OIPC submission "...there are already examples of where ICCs have worked with Indigenous communities to create employment opportunities" was a reference to the fact that a number of SRAs had been negotiated between ICCs and communities, which are intended to provide employment opportunities for Indigenous people.

The response to Question 24 provides detailed examples of SRAs that are intended to provide employment opportunities for Indigenous people, and discusses the main features of each.

OIPC is considering an approach for a review of ICCs, however the Statement of Requirements for a tender to undertake this review is not yet finalised. Defining and measuring the success of ICCs will be considered in this context.

Our reviews of SRAs will also capture information on the performance of ICCs. Qualitative reviews of individual SRAs will commence in late 2005-06. These reviews will identify lessons learnt and will capture stakeholder perceptions of the process, how it worked for them and how it could be improved. The reviews will be conducted by independent consultants engaged by OIPC. As major stakeholders, Indigenous communities will be consulted in these reviews.

Furthermore in 2006-07, OIPC is planning an implementation review of the 2004-05 SRA processes and this review should also inform OIPC's understanding of ICC performance and stakeholder satisfaction.

**22. To what extent is Indigenous involvement in service delivery beneficial for unemployed Indigenous job seekers?**



Culturally appropriate service delivery strategies are important in terms of improving Indigenous people's access to services, and the quality of the service they receive.

**23. Page 8 of the submission notes that Shared Responsibility Agreements (SRAs) are negotiated at the 'local level'.**

- **Who are the local negotiators and does the local area/community determine who should be a local negotiator for an SRA?**
- **How do you ensure that the Indigenous communities have equal bargaining power and that this is not a coercive approach?**
- **Who is bound to an SRA?**
- **What are the consequences of breaching an SRA? Can you provide specific examples?**
- **What measures are in place to ensure that SRAs do not result in an ad hoc approach and what happens to service delivery in communities that do not have SRAs in place?**

SRAs are negotiated at the local level with communities (or potentially smaller groups, such as clan groups or families). There are no rules about who can enter into negotiations with government on behalf of communities. However, in negotiating agreements, ICC managers need to ensure that there has been sufficient consultation with and among community members so that the priorities and commitments reflected in SRAs are representative of the communities' wishes.

SRAs are developed in partnership with Indigenous people and other key partners like State and Territory governments and local government. They are about partnership and commitment from all partners to address community priorities both now and in the longer-term. The Australian Government is committed to this partnership approach. Part of the Government's undertaking under every SRA is that it will not walk away if things go wrong – Government will maintain regular contact with communities to ensure that expectations reflected in SRAs are met.

It is through this process and the Government's commitment to it, that Indigenous communities are able to participate as partners in negotiating SRAs. It is the communities themselves who establish and agree expectations around a range of issues, including school attendance, health and nutrition for kids or improved job opportunities for community members.

From the Australian Government's perspective, SRAs are seen as an important mechanism for addressing the major policy priorities identified by the Ministerial Taskforce, and the strategic areas for action identified in the *Overcoming Indigenous Disadvantage* report.

As at 24 March 2006, 153 SRAs have been signed with 122 communities. Many of these SRAs have addressed one or two relatively simple community priorities. The Government considered that it was important in the first year of the new arrangements for Indigenous communities to establish a broad range of agreements which address

priorities identified by the communities themselves.

In 2005-06, the Government started work on more comprehensive or holistic approaches to community needs, including further SRA development. In some cases this work will progress by building on the single issue SRAs that are now in place in communities. In other cases, where communities are willing and ready, it can mean working intensively with those communities to identify longer term goals as an early step, and develop in partnership with them a range of responses and shared commitments for meeting those goals.

Part of this holistic approach would involve bringing together a number of initiatives to form a more comprehensive SRA that can grow – and change – over time as actions are completed, or new actions added that are consistent with advancing the community's goals. It might also be linked to the development of a Regional Partnership Agreement across several communities, or groups, which could provide an overarching framework for progress in a region.

SRAs are not funding agreements and have no status as legally-binding contracts. Funding is specified separately through funding agreements which are formal contracts. Programme guidelines and the contractual requirements upon the signatories of the funding agreement would prevail if any breaches of contract occurred.

All SRAs include a two-way feedback mechanism which is negotiated during SRA development and reflected in the agreement. This enables all parties to the agreement to provide information and feedback on the implementation and progress of the SRA. Indigenous Coordination Centres, as part of their responsibilities and their ongoing relationships with communities, monitor the SRAs to ensure that all parties to the agreements are meeting their commitments. If a community experiences difficulties in meeting its commitments under the SRA, the ICC will work closely with them to identify any additional support or resources that may assist in overcoming the difficulties. If necessary, the SRA can be renegotiated and modified to reflect the community's changing needs.

SRAs are agreements between the Indigenous communities and Government that provide some discretionary benefits in return for community obligations. Therefore, rather than providing an "ad hoc approach", they enable communities to be involved in shaping Government investment to their particular circumstances and priorities and making sure delivery is sensible, appropriate and effective.

SRAs do not affect the provision of essential services in Indigenous communities. Therefore, communities that have not negotiated SRAs do not lose any of their existing funding or normal service delivery. Conversely, SRA funding does not substitute for any existing funding or service delivery in communities that are successful in negotiating a SRA.

**24. In the covering letter, the OIPC state that they 'would be happy to discuss some practical examples of SRAs that provide employment opportunities' when they meet with the Committee.**

- **Could you please provide some further detail on the practical examples of SRAs that have provided employment opportunities?**
- **What were the major factors that contributed to their success?**
- **What do you define as 'success' in employment outcomes? How do you measure it?**

As indicated previously, the negotiation of SRAs occurs at the local level, with ICC staff being directly involved in formulating agreements with communities on behalf of the Australian Government.

Attachment B provides details of SRAs signed to March 2006 that are intended to provide employment opportunities for Indigenous people. The examples have been included on the basis that they will provide actual jobs for local people, either through job opportunities created by the SRA or business ventures established under the SRA.

It is apparent from the descriptions provided that there are three main motivations behind the development of SRAs intended to provide employment opportunities:

- addressing a community need that provides subsequent job opportunities – eg building a community store, improving a community's housing, or providing temporary accommodation for young people;
- building on existing business opportunities – eg the Baddagun Performers; and
- the development of a business idea generated within the community themselves – eg mud crab business, Marta Marta agricultural enterprise.

Every SRA includes specific performance measures that are agreed to by government and the community. The success or otherwise of any given SRA will be determined by reference to these performance measures.

It should be noted however that the majority of the 153 SRAs signed (as at 21 March 2006) are still in the early stages of implementation. As such it is likely to be some further time before the outcomes sought from the agreements are able to be realised, and therefore it is a little early to discuss the success of these SRAs in providing the job opportunities intended.

**25. Could you please provide additional information on the 19 SRAs that focus on economic development?**

- **How are these being monitored and are there any signs of success evident yet?**
- **Have you sought input from local communities on whether SRAs are working effectively? What is the view of local communities?**
- **How, and when, will you evaluate whether SRAs have been successful?**
- **In the agreements that do not have an employment focus, to what extent have the improvements in community wellbeing resulted in positive employment outcomes?**
- **How do you determine whether successes in employment outcomes are attributable to improved housing, health, education or to the employment initiatives themselves?**

Attachment B provides details of the 38 SRAs that seek to achieve general economic development outcomes. For example, these include where the SRA:

- provides training opportunities with a vocational focus;
- funds infrastructure or activities that could develop into potential business ventures;
- provides CDEP places for use in a specific project that teach useful skills to participants.

In addition to those SRAs listed, some SRAs include community priorities that are not directly related to improved employment outcomes, but which identify additional employment related activities and outcomes that flow from the broader main priority within the SRA. For example, improving community safety in Bourke provides the opportunity for CDEP participants to receive accredited training, which should enhance their employment prospects. Similarly, improving community housing in Wadeye provides opportunities for local people to receive training and secure employment in the building industry.

The measurement of employment outcomes achieved in employment-specific SRAs will occur in the process for evaluation of SRAs, as referred to earlier. Where employment outcomes may be incidental to broader community wellbeing outcomes articulated in other SRAs, these will generally be measured in broader monitoring processes such as those associated with the ongoing *Overcoming Indigenous Disadvantage* reporting framework.

The response to Question 23 outlines OIPC's approach to evaluating SRAs. The qualitative reviews of SRAs are expected to commence in April 2006. These reviews will include consultations with the signatories to the SRAs, including Indigenous communities where relevant.

**26. At the hearing on 30 May 2005, Mr Gibbons advised the Committee that the OIPC administers a 'flexible funding pool' which is 'something we use to fill in gaps or kick-start the government's new approach to investment in communities or to support communities of interest through shared responsibility agreements or regional partnership arrangements (p.1 of the transcript).**

- **Is the 'flexible funding pool' a reference to the SRA Implementation Assistance Programme flexible pool or does it refer to something else?**
- **The recent budget allocated \$85.9 million over four years for the SRA Implementation Assistance Programme flexible pool. Could OIPC please provide more detail on how it will determine the expenditure of these funds, in relation to employment initiatives, over the next four years?**
- **Could OIPC provide a detailed breakdown of how this funding pool has already been allocated and/or spent in relation to employment initiatives?**
- **How does OIPC determine which communities are 'of interest'?**
- **What mechanisms and policies are in place to provide employment assistance to those communities who are not determined to be 'of interest'?**
- **How does a community, who would like to negotiate an SRA, become a 'community of interest'?**

The terminology 'flexible funding pool' refers to the SRA Implementation Assistance Programme.

Funds provided in the 2005-06 Budget for the SRA Implementation Assistance Programme (SRA IAP) will be allocated to SRAs as they are developed over the next four years.

The purpose of the programme is to assist communities to negotiate SRAs with governments, provide start-up resources for activities they have identified as important for their community, and support capacity building for community members. While we expect that some of these initiatives will relate to employment, we are not in a position to identify in advance what individual communities will identify as their priority needs.

SRA IAP funding can also be used to provide access to specialised skills and expertise through the panels of experts established by OIPC. This includes access to business and other advice which may support improved economic development and employment outcomes.

Details of funding allocated from the SRA Implementation Assistance Programme to support SRAs which involve components of employment and or economic development are included in Attachment B.

The term 'communities of interest' refers to any community or group of communities that have a common interest in negotiating an SRA or RPA with the Government. OIPC does not select which communities are of interest, but responds to those that initiate discussions with ICCs concerning development of an SRA.

## ATTACHMENT A: Examples of SRAs relating to the COAG trial sites

This attachment provides information on three SRAs that have been signed with Indigenous communities in the COAG trial sites, in response to question 16 asked by the Committee.

### *Brewarrina SRA*

The Brewarrina Shearing School was established in late 2005 at the instigation of the Brewarrina community to provide training and sustainable employment opportunities to Aboriginal youth. The initiative takes advantage of a strong demand for shearers in western NSW and a good supply of willing and able Aboriginal youth. This is the first job for 19 trainees (including one female trainee) who are aged between 16 to 25 years. Trainees are provided with the opportunity to learn shearing skills in a real working environment with experienced Aboriginal mentors, with the necessary equipment and tools for work in the shearing and wool handling industry.

#### *(a & b) Resources and responsibilities*

The table below outlines the recurrent partnership funding for the initiative.

| Project Funding Partners   | DET            | Western Institute of TAFE | DEWR CDEP Program | DEWR STEP Program | DEST          | Job Network    | Fletchers International |                  |
|----------------------------|----------------|---------------------------|-------------------|-------------------|---------------|----------------|-------------------------|------------------|
| Coordination               |                |                           |                   |                   |               |                |                         |                  |
| Governance Training *      |                | 50,000                    |                   |                   |               |                |                         |                  |
| Business Plan              | 6,500          |                           |                   |                   |               |                |                         |                  |
| Training resources         | 143,500        |                           |                   |                   |               |                |                         |                  |
| Training / land provisions |                |                           |                   |                   |               | 19,000         | 40,600                  |                  |
| Training                   |                |                           |                   | 165,000           |               |                |                         |                  |
| Development / Mentoring    |                |                           |                   |                   | 82,500        | 40,600         |                         |                  |
| Wages/Traineeships         |                |                           | 160,680           |                   |               | 125,400        |                         |                  |
| <b>Total</b>               | <b>150,000</b> | <b>50,000</b>             | <b>160,680</b>    | <b>165,000</b>    | <b>82,500</b> | <b>185,000</b> | <b>40,600</b>           | <b>\$833,780</b> |

\* Governance training is once off.

#### *(c) Administrative and accountability arrangements*

The project is being managed by an Indigenous owned and operated company, Canbac Pty Ltd, with business development, administrative and networking support from independent agricultural consultants, Western Land Planning (based in Dubbo).

Northern Star Aboriginal Corporation is providing the host employment Community Development Employment Project (CDEP) support, including provision of 2 days' wages for each participant. The participants are employed full time by Canbac Pty Ltd. The 3 days fulltime wages, additional to the CDEP component, is provided by Structured Training and Employment Project (STEP) for 15 participants and by Canbac Pty Ltd and Job Link Plus (Job Network) placement support for the remaining 4 participants.

The 19 participants are completing a Certificate II in Agriculture focusing on shearing. The NSW Department of Education and Training New Apprenticeship Centre (DETNAAC) arranged the traineeships, with formal training provided by Access Group Training, a Private RTO, and funded by DET and the Department of Education, Science and Training. The NSW Vocational Education and Training Advisory Board (VETAB) have provided capital assistance for training resources and equipment.

The Indigenous Land Corporation has recently purchased a property in Brewarrina for the purpose of providing a base for the training enterprise operations.

Fletchers International, the largest meat processing works in Australia, based in Dubbo, has provided corporate sponsorship, shearing sheds, sheep and husbandry support. Fletchers is providing a 5 year commitment to make sheep available for shearing, even during drought.

Accountability is by way of standard ASIC compliance for companies and the set down compliance arrangements for each grant. Canbac Pty Ltd has engaged an independent accountant/director, bookkeeper and project manager.

#### *(d) Employment outcomes*

At present the project has employed 23 Indigenous people in the agricultural industry for a projected 12 months. This includes 19 trainees and 4 supervisors.

The aim is to move a minimum of 75% of participants off welfare / employment benefits after 12 months. It is expected that approximately half of current participants will find employment as independent shearers. The local organisation, Canbac Pty Ltd, will also retain many graduates as ongoing employees.

#### ***Pukatja SRA***

The Pukatja SRA is between Anangu Pitjantjatjara Yankunytjatjara Services (AP Services) and the Australian and South Australian Governments. It was signed on 10 January 2006.

The SRA provides local jobs through the revival of the local 'Wali K' house repair and maintenance business and explores opportunities to expand the business.

#### *Resources and responsibilities*

The Australian Government's contribution to the Pukatja community through this SRA is \$35,700 for:

- the purchase of a metal saw as part of necessary start up equipment (\$25,700); and
- the development of a business plan (\$10,000).

The Australian Government is also providing support for metal trades apprentices.

The South Australian Government agreed to:

- engage Wali K at Pukatja to provide windows and door frames for six new houses built on the APY Lands in 2005–06;
- explore future building/repair opportunities; and
- provide training and support apprentices in partnership with the Australian Government (the Department of Employment and Workplace Relations).

The community agreed to:

- take part in the development of the repair and maintenance service;
- use up to eight CDEP places for the apprentices; and
- provide a building for the workshop for the enterprise.

Families and individuals agreed to:

- participate in training and employment opportunities;
- commit to the employment opportunities available at the completion of training; and
- advise AP Services of window and door repair and maintenance requirements.

#### *Administrative and accountability arrangements*

The repair and maintenance service is managed by AP Services and participants are being supervised by a tradesman employed by AP Services.

The activities undertaken as part of the SRA will be reviewed after six months.

Outcomes are to be reported to the ICC through feedback on development of the repair and maintenance business and use by local people.

Benchmarks that outcomes will be measured against include:

- number of unemployed community members actively looking for work ;
- number of community members who transfer from the CDEP scheme to regular paid employment;
- number of community members in regular (non-CDEP) employment; and
- number of private businesses created.

#### *Employment outcomes*

The initiative is strongly focussed on developing long term employment opportunities, sustainable livelihoods and a broader skill base for the Pukatja community. Currently the Wali K project employs four CDEP participants and the short term outlook is for this number to increase to eight.



## *Wadeye SRA*

The Wadeye SRA is between the Thamarrurr Regional Council and the Australian and Northern Territory Governments. It was signed in March 2003.

The key regional priorities for the agreement fall into the three broad areas of women and families; youth; and housing and construction.

The objectives of the SRA are to:

- establish partnerships and share responsibility for achieving measurable and sustainable improvements for people living in the region;
- support and strengthen local governance, decision making and accountability;
- learn from a shared approach – identify what works and what doesn't, and apply lessons to future approaches both at the community level and more broadly;
- ensure the provision of better coordinated and more flexible services to meet the needs, as agreed to by the Governments, of the Thamarrurr Region; and
- concentrate on community capacity building by supporting the community's assets, capacities and abilities.

## *Resources and responsibilities*

The SRA has supported the development of action plans through which substantial new Australian and Northern Territory Government investment has been directed to the Wadeye community, and which will support better employment outcomes, including:

- an additional \$14 million to be spent by the Australian Government (Office of Aboriginal and Torres Strait Islander Health) over the next three years to expand clinic services and staff to service a regional population of 2,800. The current facility was built and staffed for a population of 1,500.
- a financial commitment of over \$5 million by the Northern Territory Government to build a high school in the region and provide more accommodation for staff. As a result of this SRA, secondary education has now been established in the region and in 2005 - for the first time - seven year 12 students graduated from Wadeye.
- a financial commitment of \$10 million from the Northern Territory Government to improve local roads in the Wadeye region;
- the establishment of a crèche and mobile play group through funding from the Australian Government; this will provide child care services in the region for the first time; and
- the establishment of a local housing and construction firm (see below for details).

### *Administrative and accountability arrangements*

The SRA provides for a Tri-partite Steering Committee made up of representatives of Thamarrurr Regional Council (the local government body for the region) and the Australian and Northern Territory Governments to:

- guide and monitor negotiations on the partnership agreement;
- negotiate with the community on establishing priorities and themes; and
- develop an appropriate evaluation methodology agreed by all parties.

To assist the Tri-partite Steering Committee to develop agreed outcomes and actions, the SRA also provides for the creation of Priority Working Groups, which concentrate on the three priority areas. The Priority Working Groups have worked with the community to develop agreed Action Plans and timelines to address identified priorities and which have been endorsed by the Tri-partite Steering Committee.

### *Employment outcomes*

The SRA has facilitated the introduction of a number of significant initiatives that have delivered, or are expected to deliver, successful employment outcomes for the Wadeye community. For example, in response to the identified key regional priority of housing and construction, a tilt-up concrete slab factory has been built as the basis for a regional housing and construction industry. It has already supplied materials for new housing and will participate in the \$25 million Australian Government commitment for new housing in the Wadeye region, as announced in 2005. The local construction industry has also supported the training of 12 local apprentices, and six apprentices are now in the second year of their apprenticeships. This is in addition to Indigenous workers already employed by building companies contracted in Wadeye. The local construction industry has also provided the impetus for the development of sand and gravel businesses in the region.

The Thamarrurr Development Corporation (the establishment costs of which have come from the Australian Government) will look at major construction projects including the building of a Remote Area Service Centre (Centrelink) and possible partnerships around major new construction in the region.

The women's association – *Palgun Wurnungat* – now oversees management of the community take-away and bakery. This venture has provided employment for local Indigenous people and more positions will become available as the business develops further.

The Australian Government has provided \$500,000 to expand a sea and land ranger program that will provide work for 20 local men and women. The program will include weed eradication, sea surveillance and feral animal control. In the future it will provide the basis for wild harvesting, ecological and cultural tourism and other enterprises based on family clan estates.

**ATTACHMENT B: SRAs relating to Employment, Training and Economic development.**

| State | ICC           | Agreement Title                                  | Community           | Funding from SRA IAP | Type    |
|-------|---------------|--------------------------------------------------|---------------------|----------------------|---------|
| NSW   | Bourke        | Making the town safer                            | Bourke              | 0                    | 1, 2    |
| NSW   | Bourke        | Homemaking skills for women                      | Brewarrina          | \$135,000            | 3       |
| NSW   | Coffs Harbour | Community facilities                             | Malalbugilmah       | \$150,000            | 1, 2    |
| NSW   | Queanbeyan    | Housing                                          | Wreck Bay           | \$70,000             | 3       |
| NSW   | Tamworth      | Hot Wheels                                       | Muswellbrook        | \$60,000             | 2       |
| NSW   | Wagga Wagga   | Connecting youth to education, developing skills | Narrandera          | \$60,000             | 2       |
| NSW   | Wagga Wagga   | Bila Park Cultural Heritage Project              | Tumut               | \$65,000             | 1, 2, 3 |
| NT    | Alice Springs | Young women go to summer school.                 | NPY Women's Council | \$41,430             | 1, 2    |
| NT    | Alice Springs | Better food, better living                       | Bonya               | \$50,000             | 1, 3    |
| NT    | Darwin        | Healthy housing and women's development          | Wadeye              | 0                    | 1, 2, 3 |
| NT    | Darwin        | Developing a mud crab business                   | Kulaluk             | \$35,000             | 1, 2, 3 |
| NT    | Darwin        | Working towards self sufficiency                 | Emu Point           | \$80,000             | 1, 2, 3 |
| NT    | Darwin        | New community store                              | Minjilang           | \$165,000            | 1, 2, 3 |
| NT    | Darwin        | Larrakia Tank Art                                | Larrakia Nation     | \$70,000             | 2       |

**ATTACHMENT B: SRAs relating to Employment, Training and Economic development.**

| State | ICC           | Agreement Title                            | Community               | Funding from SRA IAP | Type    |
|-------|---------------|--------------------------------------------|-------------------------|----------------------|---------|
| NT    | Darwin        | Community Development                      | Bagot                   | \$223,000            | 2, 3    |
| NT    | Darwin        | Mamaruni School                            | Minjilang               | \$27,000             | 1, 2    |
| NT    | Darwin        | Improve educational outcomes               | Warruwi                 | \$17,000             | 1       |
| NT    | Darwin        | Developing an art industry in Peppimenarti | Peppimenarti            | \$157,000            | 1, 2, 3 |
| NT    | Darwin        | Larrakia Nation - Rangers SRA              | Larrakia Nation         | \$137,000            | 1, 2    |
| NT    | Darwin        | Larrakia Nation - Lyons SRA                | Larrakia Nation         | \$213,600            | 2       |
| NT    | Katherine     | Tourism Venture                            | Manyallaluk             | \$250,000            | 1, 2, 3 |
| NT    | Nhulunbuy     | Better health and nutrition                | Arnhem Land communities | \$369,000            | 1       |
| NT    | Nhulunbuy     | Community facilities for Galiwin'ku        | Galiwin'ku              | 0                    | 1, 2, 3 |
| NT    | Nhulunbuy     | Sea Country Plan                           | Dhimurru                | \$50,400             | 1, 3    |
| NT    | Tennant Creek | Community centre and internet cafe         | Alpurrulam              | \$15,000             | 1, 2    |
| NT    | Tennant Creek | Establishing cattle yards                  | Hatches Creek           | \$100,000            | 1, 3    |
| QLD   | Cairns        | Partnership                                | Hopevale                | 0                    | 1, 2, 3 |
| QLD   | Cairns        | Empower the community                      | Lockhart River          | 0                    | 2, 3    |
| QLD   | Cairns        | The Baddagun Performers                    | Innisfail               | \$27,500             | 1, 2, 3 |

**ATTACHMENT B: SRAs relating to Employment, Training and Economic development.**

| State | IGC          | Agreement Title                                                   | Community          | Funding from SRA IAP | Type    |
|-------|--------------|-------------------------------------------------------------------|--------------------|----------------------|---------|
| QLD   | Cairns       | Improving economic opportunities                                  | Mossman Gorge      | \$70,000             | 1, 3    |
| QLD   | Mt Isa       | Building the community                                            | Doomadgee          | \$250,000            | 2, 3    |
| QLD   | Rockhampton  | Helping young people get work and learn a trade                   | Eidsvold           | \$128,000            | 1, 2    |
| QLD   | Rockhampton  | Timber Products                                                   | Woorabinda         | \$100,000            | 1, 3    |
| QLD   | Roma         | Yumba historical preservation                                     | Mitchell           | \$120,000            | 1, 2, 3 |
| QLD   | Townsville   | Giving young people a future                                      | Sarina             | 0                    | 1, 2, 3 |
| QLD   | Townsville   | Employment opportunities for young people                         | Townsville         | \$75,000             | 1, 2, 3 |
| SA    | Ceduna       | Community safety and transport                                    | Yalata             | \$22,000             | 2       |
| SA    | Ceduna       | Yalata Womens Art Project                                         | Yalata             | \$6,850              | 1, 3    |
| SA    | Ceduna       | Dreaming trail                                                    | Ceduna Area School | 0                    | 1, 2, 3 |
| SA    | Port Augusta | Providing mechanical services                                     | Pipalyatjara       | \$60,000             | 1, 2, 3 |
| SA    | Port Augusta | Wali K - Establishing a service to repair windows and door frames | Pukatja            | \$25,700             | 1, 2, 3 |
| TAS   | Hobart       | Community Garden                                                  | Circular Head.     | \$13,000             | 1, 2, 3 |
| TAS   | Hobart       | TACWAC Sewing Group                                               | Launceston         | \$6,600              | 1, 3    |
| VIC   | Melbourne    | Strengthening families                                            | Shepparton         | 0                    | 1, 2, 3 |

**ATTACHMENT B: SRAs relating to Employment, Training and Economic development.**

| State | ICC           | Agreement Title                                             | Community                          | Funding from SRA IAP | Type    |
|-------|---------------|-------------------------------------------------------------|------------------------------------|----------------------|---------|
| WA    | Broome        | A bush museum                                               | Kooljaman Resort at Cape Leveque   | \$60,000             | 3       |
| WA    | Derby         | Building a sense of community                               | Bayulu                             | \$208,500            | 1, 2    |
| WA    | Geraldton     | Junjar Mudar Mia                                            | Meekatharra                        | \$40,000             | 2       |
| WA    | Geraldton     | Community Revitalisation                                    | Mungullah                          | \$659,310            | 2       |
| WA    | Kalgoorlie    | Improving health/feral animals                              | Coonana                            | \$40,500             | 1       |
| WA    | Kalgoorlie    | Wanarn store                                                | Wanarn                             | \$50,000             | 1, 2, 3 |
| WA    | Kununurra     | Community facilities                                        | Billiluna                          | \$135,000            | 2       |
| WA    | Kununurra     | Economic strength                                           | Mulan                              | \$216,588            | 3       |
| WA    | Kununurra     | Governance                                                  | Kalumburu                          | \$335,000            | 2       |
| WA    | Kununurra     | Breakfast club                                              | Kalumburu                          | \$10,000             | 2       |
| WA    | Kununurra     | Airstrip Lighting                                           | Billiluna                          | \$33,100             | 2       |
| WA    | Kununurra     | Fuel bowsers                                                | Billiluna                          | \$155,000            | 1, 2, 3 |
| WA    | Kununurra     | Basketball court                                            | Mulan                              | 0                    | 2       |
| WA    | Kununurra     | Education and Training                                      | Gelganyem                          | \$150,000            | 2       |
| WA    | Kununurra     | Community Store                                             | Kalumburu                          | \$60,000             | 1, 2, 3 |
| WA    | Perth         | Mungari Boodja Art Centre - Noongar Arts Marketing Position | Katanning Noongar Artist Community | 0                    | 3       |
| WA    | South Hedland | Developing an agricultural enterprise                       | Marta Marta                        | \$15,000             | 1, 3    |

**ATTACHMENT B: SRAs relating to Employment, Training and Economic development.**

| State | ICC                  | Agreement Title                    | Community    | Funding from SRA IAP   | Type     |
|-------|----------------------|------------------------------------|--------------|------------------------|----------|
| WA    | South Hedland        | Farming for food & clean community | Punju Njamal | \$15,000               | 1, 3     |
| WA    | South Hedland        | Early childhood education          | Youngaleena  | \$20,000               | 1, 2     |
|       |                      |                                    |              | <b>\$5,648,078</b>     |          |
|       | <b>1: Employment</b> |                                    |              | <b>TYPE Employment</b> | <b>1</b> |
|       | <b>2: Training</b>   |                                    |              | <b>Training</b>        | <b>2</b> |
|       | <b>3: Economic</b>   |                                    |              | <b>Economic</b>        | <b>3</b> |

**ATTACHMENT B: SRAs relating to Employment, Training and Economic development.**

| Description of Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community members (through CDEP) will receive additional accredited training to run a community night patrol                                                                                                                                                                                                                                                                                                                                                                                                        |
| Local women will run the school canteen learning food handling and financial management skills. Through a new women's centre, local women will learn to produce homewares (eg curtains, quilts, sheets etc) and arts and crafts, which they hope will lead to the development of a business venture.                                                                                                                                                                                                                |
| SRA will repair and upgrade the wastewater treatment system and complete the sports oval. Community members (through the CDEP) will provide labour and undertake training to help with the works. They will operate the waste-water facility in the longer term, through activities such as cyclical testing, pruning trees, mowing, pump priming and coordinating licensed trades to meet the maintenance schedules                                                                                                |
| Implementation of a Housing Management Plan in relation to rental accommodation in the Wreck Bay area. A Community Development Officer to consult with tenants over 6 months and develop a plan to implement a reasonable rental collection program both now and when housing maintenance has been completed.                                                                                                                                                                                                       |
| Young Aboriginal people in Muswellbrook want to get into local jobs. They know that having a driver's licence and being able to do basic vehicle maintenance and repair are advantages in a competitive job market. The Hot Wheels initiative will help young people with driver training and gaining drivers licences, and teach mechanical skills and link to private-sector work experience and real job opportunities.                                                                                          |
| The community wants to build a better future for its young people by improving school retention rates, and giving young people work-related skills. This SRA will allow a group of young people to build a motor vehicle to participate in the Dry Salt Races. Years 11 and 12 students will get lessons on driving skills to help them obtain their driving licences and progress to advanced driving qualifications and will be connected to mainstream employment and training services.                         |
| SRA will fund the Bila Park Cultural and Heritage Project, which will showcase local Koori history, and provide training and employment programmes for the community's young people, particularly in the local forest industry. CDEP activities will be changed to reflect community priorities e.g. completing Bila Park, environmental projects, and helping Aboriginal Education Workers support Koori kids at local schools.                                                                                    |
| Improve the educational opportunities and aspirations of young women in the NPY Women's Council region by encouraging consideration of higher education options. They will attend a number of workshops, seminars and information sessions at the University of Melbourne.                                                                                                                                                                                                                                          |
| Establish a new community-owned and operated store (under Indigenous Business Development Programme). Community members will receive training in food handling and healthy food choices so that they can run the store.                                                                                                                                                                                                                                                                                             |
| The SRA provides for the construction of more houses to overcome housing shortages and provide opportunities for training and local jobs in the building industry. In addition, local women are being trained in business and computing skills, developing a sewing business, and organising social events for themselves and the community.                                                                                                                                                                        |
| The SRA will lay the basis for a sustainable mud-crab business that will employ young people and develop the financial management and entrepreneurial skills of their business leaders.                                                                                                                                                                                                                                                                                                                             |
| The Emu Point community wants to become self-sufficient by developing a stockyard and market garden, as well as maintaining traditional harvesting of bush tucker. The SRA will provide labour and materials to complete the cattle fence and provide a water supply. The local land council is providing start-up stock and CDEP participants will learn how to run the stockyard and maintain the garden. Community elders will work with young people to develop stock-handling skills and art and craft skills. |
| The Australian Government and the Arnhemland Progress Association will share the costs of rebuilding the Minjilang store that was destroyed by Cyclone Ingrid. The Arnhemland Progress Association will train and employ community members to run the new store.                                                                                                                                                                                                                                                    |
| The SRA uses the existing talents of several well known Larrakia artists and combines these with identified at risk youth from local discrete communities, in a focus group that will design a suitable presentation based on the two aspects of Larrakia culture - land and culture. The artists will culturally mentor the youth through the design, preparation stages and work directly, passing on sign writing and painting skills.                                                                           |



**ATTACHMENT B: SRAs relating to Employment, Training and Economic development.**

| Description of Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| The SRA includes the development of a community plan including succession planning. It does not have the skills and expertise to develop a community plan so wants to maintain a CDO position with two locals to be trained to continue the work.                                                                                                                                                                                                                                                       |
| Mamaruni School has a Parent and Friends Committee (P&FC) that recognised a link between absenteeism and lack of adult family representation in the classroom. As a result the school has adopted a strategy to engage representatives from each family group to act as Indigenous Education Workers (IEWs) in their school. Four representative IEWs have been selected to work with teachers and parents.                                                                                             |
| Employ five Indigenous Education Workers at the school. Community Council to provide five CDEP places and administer the wages top-up for the fulltime positions.                                                                                                                                                                                                                                                                                                                                       |
| The community has an active Indigenous Arts focus and want to capitalise on the strength of that activity. Employ an arts coordinator to assist in the development of the art industry in Peppimenarti.                                                                                                                                                                                                                                                                                                 |
| Through the development of a sustainable Indigenous ranger and land management program Darwin regional Indigenous people will have the opportunity to manage their country as well as gain local employment and education/training opportunities.                                                                                                                                                                                                                                                       |
| The SRA provides the opportunity for Larrakia Nation Aboriginal Corporation to be involved in a Larrakia public art and environs project to be featured throughout the new housing division. The community (through the retail arts outlet and project generally) will increase business acumen and skills in retail sector sales.                                                                                                                                                                      |
| The Manyallaluk Community has for the past 13 years worked hard to deliver a quality tourism product with little business knowledge and support. The SRA will include the delivery of financial management training for both the company and individuals.                                                                                                                                                                                                                                               |
| Implementation of the Arnhem Land Progress Association (ALPA) healthy food strategy across the 5 member communities. The 5 communities will each have a 'Good Food' position funded for each of the community stores to be filled by local people.                                                                                                                                                                                                                                                      |
| The SRA will increase economic development through cultural tourism and develop a Yolngu Cultural precinct that will include an Art Centre, Museum and Knowledge Centre to support Cultural based tourism.                                                                                                                                                                                                                                                                                              |
| The SRA will fund the development and endorsement of an Indigenous Sea Country Plan and enable collaboration of all stakeholders in forming a whole of region approach to sea country management. Maximise Yolngu employment opportunities in the ongoing management of the sea country around the Gove Peninsula.                                                                                                                                                                                      |
| The Alpurururtum community needs a place to hold meetings, health education sessions and training in computers, community radio and the internet. The community will provide apprentices for the construction of the centre, who will also undertake structured training. When the centre is up and running, the community will be responsible for maintenance and operational costs. Local Centrelink recipients will help out with the internet cafe, community radio and arts and crafts activities. |
| The community at Hatches Creek want to reduce their dependence on welfare and as a first step have signed an SRA that will establish the infrastructure for a pastoral enterprise. The community will provide labour to build cattle yards, fences, gates and water troughs and muster the cattle on the associated Anurrete Aboriginal Lands Trust. Indigenous Pastoral Development Officers will help the community to develop a sustainable venture.                                                 |
| The SRA addresses a number of key areas that the community feels need                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| The SRA addresses key issues which were identified and agreement between the community and governments to develop specific action plans. These issues include: Governance, reduction in alcohol and substance abuse, housing and water, health, violence and crime, school attendance, youth activities                                                                                                                                                                                                 |
| In Innisfail a tourist operator has formed a partnership with the Indigenous community (through Baddagun Aboriginal Corporation) to provide traditional dance performances at Paronella Park, a popular tourist destination 20 kilometres south of the town. The SRA will enable the community to develop more cultural experiences that will provide real jobs as well as training, skills development and mentoring opportunities.                                                                    |

**ATTACHMENT B: SRAs relating to Employment, Training and Economic development.**

| Description of Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <p>The Mossman Gorge community live in an area of tropical North Queensland that receives around 1 million tourists a year. The community wants to tap into this industry and its economic potential. The community's SRA provides a Business Manager to develop tourism opportunities for the community. The community will work with the Business Manager to identify sustainable business opportunities and will undertake skills training to support the new businesses. A community centre for women will be built to be used for women's business, a place to network and share ideas, a means to develop women's leadership skills and strategies to improve the community's health and well-being. In time, the women hope the centre will be used to develop business opportunities such as a laundromat, a hairdressing salon and an arts and crafts facility.</p> |
| <p>Establish an embroidery and screen printing enterprise and employ a trainer/co-ordinator for twelve months. Youth to attend training and be fully engaged in all work practices.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p>This SRA will create employment opportunities which have been identified as a priority and are expected to be created through the development of a timber products enterprise.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>Develop the Yumba and the Interpretive Walking Trail as a viable tourist attraction to share the Yumba story with school children, tourists and the local community. Use the Trail to provide life skills and knowledge to local Indigenous people through training, work experience and employment opportunities.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>The community have signed an SRA that brings together the Australian and Queensland Governments, the local council and local businesses to develop an Economic Participation Strategy for young people. All partners will work together on the plan to create jobs, training and business opportunities. The plan will also look at how CDEP activities can be adapted to give people necessary skills and improve their chances of finding a job.</p>                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Engagement of 12 trainees in tourism, retail, hospitality and administration. Trainees commit to completion of traineeships including completion of appropriate accredited Certificate II and III courses.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p>The SRA allows for CDEP workers and volunteers to staff a night patrol, funded by the Australian Government. Families and individuals will attend training on safer communities, and support local police and night patrol workers. As Yalata has no medical, legal or similar services, the Australian Government will also fund a six-month trial of a bus service to Ceduna. The community will develop a set of bus travel rules, the police will train and support bus marshals, and the CDEP will provide bus drivers and marshals.</p>                                                                                                                                                                                                                                                                                                                             |
| <p>Art and craft production offers productive employment and independent income opportunities for women living in small remote communities. This SRA enables the Yalata community to assist the women to improve their art and craft skills and involve them in art enterprises to reap financial rewards for their artwork to allow them to better access decent living standards.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p>The SRA, through traditional knowledge and cultural exchange, will integrate educational programs with career pathways and has the potential to lead to long term employment and economic development.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>Pipalyatjara has signed an SRA that will provide a mechanic service for the community as well as give young people opportunities to learn a trade as apprentices at the mechanic workshop.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p>This SRA will provide support to develop a windows and door frames manufacturing service for houses built on the APY Lands and explore opportunities to further develop and train local youth in broader manufacturing business of windows, security screens, fencing and gates.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p>This SRA reflects CHACs identified priorities to improve health and nutrition and develop a horticultural skills base that will bring economic benefit and represent a significant business opportunity for the Aboriginal members of the Circular Head Community. It will also allow horticultural training through TAFE for Community members.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p>This SRA reflects the COAG priority of economic participation and development and represents a significant business opportunity especially for Aboriginal women in Launceston. Expand and develop the skills base of CDEP participants in the TACWAC Sewing Program to enable transition into non-CDEP employment.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>This is an early SRA which addresses the strategic priority areas identified by the community which include improving education and employment outcomes and increased business opportunities.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

**ATTACHMENT B: SRAs relating to Employment, Training and Economic development.**

| Description of Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| Four small communities on the Dampier Peninsula—Mudnunn, Goombading, Bulgin and Gumbunun—want to build a bush museum to share their history and culture with visitors and to generate income. Each of the communities has custodianship of one part of their Dreaming story. They will create information displays about their Dreaming stories, produce arts and crafts, and provide camping facilities for tourists. The communities will then work together to establish the bush museum and display their history and culture to tourists. |
| This SRA has multiple activities which includes the promotion and improvement of the capacity and skills of the community members in the community governance. Strong and fair community governance leads to strong and healthy communities. The training includes roles, responsibilities obligations and management of their business, and human resources within the community.                                                                                                                                                             |
| The SRA will allow the community to renovate the existing building used by Junjar Mudar Mia to ensure it is safe for the use of parents and children and to take responsibility for coordination of the group (a part-time position) through training for one of the mothers.                                                                                                                                                                                                                                                                  |
| Develop the middle of the community into an oval, with landscaping, to increase sports activities and reduce dust-related health issues. Build a community hall, for drug and alcohol free events. The community will run a range of activities using the new infrastructure, including training in governance, environmental health and rural skills.                                                                                                                                                                                         |
| This SRA will allow the community to stop stock and feral animals to foul the local water supply. As part of the agreement, the community will establish a work team to supply labour to local pastoralists.                                                                                                                                                                                                                                                                                                                                   |
| The SRA will initiate a youth program in Wanarn and establish a viable and sustainable community store that has a greater focus on health, local community involvement and training.                                                                                                                                                                                                                                                                                                                                                           |
| This SRA will provide people in the community and region with facilities to gather and meet, undertake training in governance and capacity building, have access to computing and other office resources.                                                                                                                                                                                                                                                                                                                                      |
| The Australian Government is funding the installation of fuel bowsers both for the convenience of the community and to cater for tourists visiting nearby Lake Gregory (Paruku). More tourist stops will allow the community to benefit from related businesses such as arts and crafts, cultural tours, camping and bird watching.                                                                                                                                                                                                            |
| Provide governance and conflict resolution training to community members, and in particular the Community Council. The SRA will also provide a mentor/coach to the Community Council                                                                                                                                                                                                                                                                                                                                                           |
| The SRA will provide breakfast and a healthy recess snack for school aged children to encourage regular attendance and positive engagement from well fed students. It will also aim to teach parents food preparation and nutrition skills and would therefore also increase parent confidence as well as encouraging school attendance                                                                                                                                                                                                        |
| Installation of lighting at the airstrip to ensure safety for emergency evacuation. CDEP participants to train in aerodrome reporting and works safety.                                                                                                                                                                                                                                                                                                                                                                                        |
| Install fuel bowsers at the community to encourage tourist trade and employment. Community members will be trained in fuel handling and OH&S towards receipt of a Dangerous Goods certificate.                                                                                                                                                                                                                                                                                                                                                 |
| Repair and upgrade of the existing basketball shed including the court, lighting and ventilation. The community, with assistance, will develop a structured sporting competition with adjoining communities at Balgo and Billiluna. The SRA will also provide participants with on-the-job training in community building skills.                                                                                                                                                                                                              |
| This agreement will lead to improved educational and training opportunities for all those people covered by the Argyle Indigenous Land Use Agreement (ILUA). The SRA will establish an education and training fund by the Gelganyem Trust with the Australian Government matching the investment of the Trust.                                                                                                                                                                                                                                 |
| The SRA will enable the community to re-open the store and operate it as an effective business to provide employment and training for community members, profits to the community and healthy food options for community.                                                                                                                                                                                                                                                                                                                      |
| This SRA will enable economic advancement through preservation and marketing of Noongar Art                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| The Marfa Marfa community is a small extended family group near South Hedland who want to set up a business selling sorghum to nearby cattle stations and native shrubs to a local mining company. The community has signed an SRA that will help them establish grain farming and expand current farming activities. Income will be put back into the business and go towards providing community jobs                                                                                                                                        |

**ATTACHMENT B: SRAs relating to Employment, Training and Economic development.**

| Description of Activities                                                                                                                                                                                                                                                                                                                                                                                             |
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| The Punju Njamal community is an extended family group that want to start farming again to supply their own food and eventually sell produce. The community has signed an SRA that will re-establish their farm, upgrade the irrigation systems and stop the community's tip polluting a nearby evaporative salt pond. The community will start growing its own food, and maintain all equipment and pumping systems. |
| Through the purchase of a donga, this SRA will improve early childhood education and better equip children's entrance into primary school, it will also facilitate training and employment opportunities (teacher's aide) at the community.                                                                                                                                                                           |
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