

IMPLEMENTATION STRATEGIES

YOUNG PEOPLE, 0-5 YEARS

Key Issues

Health data in the RWA's Human Services Plan December 2005 indicates substantially poorer health for people at risk, such as Indigenous children and children born to mothers who are substance abusers. Babies of Indigenous mothers are twice as likely to be of low birth weight, a key lifetime predictor of poor health outcomes. It also reveals that some children are being raised in homes where they suffer neglect, often teamed with poor parenting skills.

Interestingly, there are low levels of engagement of children into formal children's services in Redfern-Waterloo. Yet, interventions targeted at the first five years of life improve overall lifetime health outcomes for families and children.

Particularly important are:

- Home visiting for new mothers
- Using schools as community centres
- Measures aimed at improving school readiness
- High quality early childhood support

A child's full potential is ultimately realised when raised in a nurturing and protective environment.

Developing Parenting Skills in Disadvantaged Homes

Best Practice Examples	Best Practice Learnings	Programs Planned for the Redfern Waterloo Area	Other Groups Working in this Area
South Australian Universal Home Visiting Program	Regular visits to the home by a nurse, for several weeks prior to the birth of	Improve information to women about the importance of antenatal care and encourage their attendance at antenatal services early in pregnancy (NSW Health)	Mudgin-Gal Aboriginal Children's

<p>The Miller Early Childhood Sustained Home Visiting program in South-West Sydney (see Appendix 1)</p>	<p>a child and for up to two years following the birth, make a significant difference to the development of the child.</p>	<p>Implement the NSW Families First and Aboriginal Child, Youth and Family strategies and provide (DET):</p> <ul style="list-style-type: none"> - improved access to antenatal and sustained home visiting to vulnerable families - supported playgroups - build on the existing interagency network established by the 'Connect Redfern' initiative <p>Facilitate access to 100 additional affordable child care places (RWA)</p> <p>Strengthen Aboriginal child care services (DoCs)</p> <p>Place family resource workers within childcare centres (DoCs)</p> <p>Coordinate playgroups – diversify activities (DoCs)</p>	<p>Services</p> <p>CONNECT Redfern</p> <p>(see 'Making Connections' – Community Resource Information)</p>	
<p>Gap</p>	<p>Recommended additional strategies</p>	<p>How it might work</p>	<p>Expected Benefits</p>	<p>Possible Partners</p>
<p>Some disadvantaged still missing out on needed support</p>	<p>Adopt the Early Childhood Sustained Home Visiting Program in Redfern Waterloo</p>	<p>A nurse visits the home of an expectant mother weekly in the year leading up to the birth and for a year or more after a child is born. The nurse provides support, encouragement and education to the mother</p> <p>Sydney Area Health Service employ nurses to</p>	<p>Child receives love and develops physically, emotionally and intellectually to its full potential</p>	<p>Sydney Area Health Service</p> <p>DoCs</p> <p>Local Women & Children's</p>

		regularly visit disadvantaged families who are expecting, or who have newborn children, to encourage, support, and educate parents in parenting skills.		Service organizations
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Making a Successful Transition From Home to School

Best Practice Examples	Best Practice Learnings	Programs Planned for the Redfern Waterloo Area	Other groups working in this area
Schools as Community Centres programs such as run by Glebe Public School and Connect Redfern (see Appendix 1)	'Transition to School' program such as Headstart run at pre-schools in Term 4 for children who will be starting kindergarten the next year. Helps children make a successful transition. Helps pre-school age children develop reading and maths skills	Improve early childhood learning among Aboriginal children (DAA) Introduce Home Instruction for Parents of Pre School Youngsters (HIPPY) in Redfern-Waterloo area (DAA) Connect Redfern Schools as Community Centres ready to assist with facilitation of programs i.e. train parents and conduct programs in schools Develop specific transition to school guidelines for childcare services (DET/Families First) Improve access to programs by targeting specific groups (DET) Communicate available services to parents (DET)	Alexandria Park Community School Darlington Public School Our Lady of Mt Carmel Primary School Preschools in the area
HIPPY program as run at La Perouse (see Appendix 1)	HIPPY program - Training tutors from the community, who have children of their own,	Conduct workshops with young parents to increase their ability to give preschool education (DET) Establish a Tutorial Centre with Exodus Foundation (DET)	

	ensures rapport with parents		
Gap	Recommended additional strategies	How it might work	Expected Benefits
Underdeveloped transition programs between pre-schools and Darlington Public School and Alexandria Park Community School	<p>Encourage primary schools to work with feeder pre-schools on an Early Literacy program</p> <p>Support establishment of HIPPY program in Redfern-Waterloo area</p>	<p>A teacher takes children from Yrs 4,5 & 6 to pre-schools to read to pre-schoolers</p> <p>This program has been working well in Glebe</p> <p>Co-ordinated by Koori Centre at University of Sydney or with Jumbunna Centre at UTS, in association with pre-schools and Primary Schools in Redfern-Waterloo, tutors are recruited and trained to work with disadvantaged families</p> <p>HIPPY program has been working well in the La Perouse area (Evaluation Report is available from Sherrie Longbottom)</p>	<p>Pre-schoolers become interested in reading and primary school children are inspired to help their siblings</p> <p>Children learn to read and count before going to kindergarten and so get a better start at school, and parents also improve their literacy and numeracy</p>

YOUNG PEOPLE, 5-12 YEARS

Key Issues

It is perceived that some children within this target group are not part of a positive educative environment, usually due to poor participation in a school environment by their parents or carers, as evidenced by low literacy and numeracy skills.

The attainment of satisfactory literacy and numeracy skills is vital to future achievement at school and fundamental to making a successful high school transition.

Both the home and school environments have an impact; parents are particularly influential on how well children learn at home and at school.

There is a danger of children disengaging from school, particularly where they need to do school work at home and are not supported - once behind, it is very difficult to recover.

The school environment needs to be recognised as the centre of a 'learning community' and be supported by programs that achieve this.

Absenteeism and suspension impact negatively on student performance and general achievement. This can impact life-long social and economic success.

It is important to create a home environment that supports and encourages learning and to involve parents/carers in their children's education.

Involving Parents in Their Children's Education

Best Practice Examples	Best Practice Learnings	Programs Planned for Redfern Waterloo Area		Other groups working in this area
<p>TTALL (Talk To A Literacy Learner) – a program developed by Professor Trevor Cairney, and used extensively in schools across NSW.</p>	<p>The program works well with many groups but it is best when presented by a skilled facilitator.</p> <p>As the parent handbook has limited amounts of text, even parents with low literacy can cope with it.</p>	<p>Schools to implement student programs that encourage leadership and involve families in schools (DET)</p> <p>Schools to implement comprehensive student programs (DET)</p> <p>Explore inclusion of Redfern-Waterloo schools in Phase 2 of Schools in Partnership initiative (DET)</p> <p>Improve school transport links (DET)</p>		<p>Alexandria Park Community School – have in-class tutors in Primary School</p> <p>Darlington Public School</p> <p>Our Lady of Mt Carmel Primary School</p>
Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
<p>There are gaps in programs and funding to engage parents from homes which have low literacy levels</p>	<p>RWA act as broker to support and expand school programs which encourage parental interaction:</p> <p>a) TTALL</p>	<p>a) TTALL - An existing staff member or an additional staff person at each Primary</p>	<p>TTALL – Primary school age children do better at literacy and numeracy and parents gain confidence and new literacy skills as well</p>	<p>Darlington Public School</p> <p>Alexandria Park Community School</p> <p>Our Lady of Mt Carmel Primary School</p>

	<p>b) Parent School Partnership Initiatives (PSPI)</p>	<p>School is trained as a TTALL facilitator, and then works with relevant parents of children attending that school</p> <p>TTALL has been proven to work in other locations</p> <p>Schools may need additional funding for training TTALL tutors</p> <p>b) ASSPA committees have proven history as a way to engage Indigenous parents in school activities</p> <p>Funding for ASSPA Committees has been discontinued.</p> <p>Schools may need additional funding to reintroduce these valuable committees</p>	<p>Greater involvement of Indigenous parents in their children's education</p>	<p>RWA</p> <p>DET</p>
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Improving Standards in Literacy and Numeracy

Best Practice Examples	Best Practice Learnings	Programs Planned for Redfern Waterloo Area	Other groups working in this area
Indigenous Tutorial Assistance Scheme (ITAS)	Provision of Aboriginal tutors in primary school classes	<p>RWA is working to achieve state average levels for:</p> <ul style="list-style-type: none"> - local school attendance and retention 	Darlington Public School – receives funding from Indigenous Tutorial Assistance

	has resulted in much better literacy & numeracy outcomes for Aboriginal children	<ul style="list-style-type: none"> - numeracy and literacy <p>Enhance services for children and young people at risk of poor attendance and suspension</p> <ul style="list-style-type: none"> • Coordinate ASLO and HSLO officers targeting school attendance and engagement (DET) • Joint operations targeting specific age groups (DET) 		Scheme – uses it to employ a tutor for 10 hrs/week to work with Yr 6 students who need it
Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
Insufficient funding of ITAS to meet the need	Support tutorial assistance schemes such as the Indigenous Tutorial Assistance Scheme (ITAS)	<p>ITAS is a proven program</p> <p>NSW DET to make up the shortfall in funding for the Indigenous Tutorial Assistance Scheme so that Indigenous students who need literacy and numeracy coaching can get necessary help</p>	<p>More children reach satisfactory levels of literacy and numeracy, so do better when they move into Secondary school</p>	<p>Darlington Public School</p> <p>Alexandria Park Community School</p> <p>Our Lady of Mt Carmel Primary School</p> <p>RWA</p>
Insufficient speech therapists to deal with waiting lists	Involve speech therapy students in running speech therapy groups	Speech therapy students run groups one day per week at community centres attached to Primary Schools as making appointments does not work	Children's education will be enhanced through better access to speech therapy programs	University of Sydney

YOUNG PEOPLE, 12-18 YEARS

Profile (Redfern/Waterloo area)	Key Issues
<p>Young people aged 15-24 comprise 14% of the Redfern population and 11.7% of the Waterloo population</p> <p>16% of these young people in the labour force are unemployed</p> <p>This is particularly high in Waterloo (33%) and significantly higher than for Sydney</p> <p>There are currently 730 children enrolled from kindergarten to Year 12 in schools in the Redfern-Waterloo area</p> <p>Many more children attend schools outside the area such as Randwick Boys and Girls High Schools, JJ Cahill and some non-Government schools.</p>	<p>Young people who experience unemployment early are more likely to experience joblessness and lower earnings in the future.</p> <p>Some young people grow up in a home environment where there has been no culture of work for two to three generations. Consequently they do not have immediate role models of people going to work every day. Many young people therefore have low self-esteem.</p> <p>Children and young people who feel connected to their environment (eg family, other adults, school and their communities) are more likely to make a successful transition from adolescence to adulthood.</p> <p>We need to capture young people's imagination and engage them in activities that build self-confidence and skills.</p> <p>Education and employment training is the key to escaping social and economic disadvantage.</p>

Inspiring Young People to Build a Career

Best Practice Examples	Best Practice Learnings	Programs Planned for the Redfern Waterloo Area		Other groups working in the area
Local Heroes Program	<p>Local heroes can inspire youth and help break down the barriers to employment</p> <p>Raising awareness of how businesses work and of employment opportunities helps youth prepare for the next step</p>	There are currently no similar programs on this scale planned for the Redfern Waterloo area		<p>Tribal Warrior Association</p> <p>Alexandria Park Community School</p> <p>Redfern Community Centre</p>
Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
<p>Many youth do not have a practical idea of what jobs ordinary people can do</p> <p>Youth need to be inspired – to have a sense of what is possible</p>	Initiate a ‘Local /National Heroes’ Program	<p>Inspire youth with talks from ‘local heroes’ working successfully in local businesses and from ‘national heroes’ from all walks of life</p> <p>Local heroes could be drawn from both Indigenous & non-Indigenous people, from a whole range of jobs/occupations</p> <p>Presenters could inspire young people about work values/their industry/upcoming traineeships</p>	<p>Such stories may inspire youth to follow their lead</p> <p>Provides a role model of what can be done at a local, and even national, level</p> <p>Help youth to</p>	<p>RWA –youth coordinators</p> <p>DET VET coordinators</p> <p>Sydney City Council</p> <p>Redfern Community Centre</p>

		<p>Supporting businesses for the program could include those that have committed to the RWA youth employment program; ATP and the CPAC</p> <p>Presentations could be given to students, particularly those in Years 9-12, at local schools & youth centres</p> <p>Would need commitment from RWA and partner organizations to recruit and place presenters in a formal program – some may need presentation skills training – would need to be professionally coordinated</p> <p>May need around 12-15 local/national heroes presenting twice per year to sustain the program</p>	<p>overcome perceived barriers to employment</p> <p>Presenters to engage youth with stories of what they do and to make youth aware of real life opportunities that may be available to them</p>	<p>Local Schools and preschools</p> <p>Sydney Local Community Partnership</p> <p>Businesses large and small operating in CBD and Redfern Waterloo area</p>
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Building Self-Confidence in Young People

Best Practice Examples	Best Practice Learnings	Programs Planned for the Redfern Waterloo Area	Other groups working in the area
<p>The ReStart Art Project run in the Redfern, Waterloo, Darlington and Alexandria area in 2004 and 2005 was a great success</p>	<p>Youth gain confidence and skills by engaging in accessible art projects</p>	<p>RWA will work through local youth centres to engage youth through structured activities</p> <p>These will provide:</p> <ul style="list-style-type: none"> - art, dancing, music and cultural activities; sporting and social activities including surfing, camps, outings and workshops (RWA) 	<p>Many youth activity programs are run throughout the year by:</p> <p>Redfern Community Centre</p> <p>PCYC</p>

<p>It is sponsored by the City of Sydney</p> <p>ReStart uses art as a means of empowering youth</p>		<p>Diversify local youth mentoring programs for young people to include</p> <ul style="list-style-type: none"> - the Plan-it-Youth mentoring program (DET) – a coordinator has been appointed - a NSW Police youth mentoring program (has 12 participants) <p>Increase access to mentor-focussed cultural activities for young Aboriginal people including</p> <ul style="list-style-type: none"> - fishing clinics - art, dance and music programs 	<p>SSYS</p> <p>The Settlement</p> <p>The Fact Tree</p> <p>The Factory</p>	
Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
<p>No Indigenous facilitators engaged in ReStart Art program</p>	<p>Provide funding to employ Indigenous co-facilitators in Re Start Art Project</p>	<p>The Re Start Art project is an ideal platform on which to base other successful initiatives to engage with youth</p> <p>ReStart Art has a successful track record</p> <p>Functional artworks and recycled furniture provide the basis of the artworks</p> <p>An exhibition combined with stories about the pieces helps lift individual confidence and breaks down stereo-typical barriers</p> <p>The ReStart program is an initiative of the</p>	<p>The aim of youth engagement programs are:</p> <ul style="list-style-type: none"> - to release young people’s creativity - to build skills - to build confidence and self esteem 	<p>Sydney City Council</p> <p>South Sydney Community Aid</p>

		South Sydney Community Aid Cooperative in partnership with the Sydney City Council		
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Building Self-Confidence in Young People (continued)

Best Practice Examples	Best Practice Learnings	Programs Planned for the Redfern Waterloo Area		Other groups working in the area
ReStart Art as discussed above	Youth gain confidence and skills by engaging in accessible art projects	Work with NGOs to deliver: <ul style="list-style-type: none"> - young leaders programs - young people in decision making Work closely with Australian Government and the City of Sydney to improve youth involvement in activities		Sydney City Council South Sydney Community Aid Youth services
Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
To expand the opportunities for youth to build self confidence through art	'The World's Largest Art Gallery' Arrilla proposes that for four weeks of the	The World's Largest Art Gallery would invite local young people to prepare works of art that could be enlarged to as much as a full billboard poster size Full size billboards currently used for advertising	The World's Largest Art Gallery would provide youth with dramatic public	The World's Largest Art Gallery would gain the support of a broad range of corporate sponsors

<p>year Redfern Station becomes 'the World's Largest Art Gallery' featuring the works of young local artists</p> <p>It can be upscaled in future years with the whole Redfern Waterloo area becoming one enormous outdoor art gallery using retail space and public spaces across the Redfern Waterloo area (ATP, CPAC)</p>	<p>would become giant size works of art</p> <p>Indigenous and non-Indigenous art would be represented</p> <p>There are around twenty billboards at Redfern Station – Fourteen are underground on Platforms 11 and 12. Six are on platform 10 above ground</p> <p>The pedestrian overbridge has space for a further 30 artworks of a smaller size (3 metres by 1 metre)</p> <p>Beyond the Station precinct there are many possible locations for large size artworks in both Redfern and Waterloo</p> <p>Each 24-sheet billboard would cost around \$700 to produce and around \$400 for smaller artworks. The cost of billboard space is around \$1500 to \$3000 per month</p>	<p>recognition of their culture and creativity</p> <p>It would capture the public imagination and provide major brand building benefits for Redfern Waterloo</p>	<p>RWA would seek major sponsors for this project eg</p> <p>Qantas Cityrail Lend Lease Goninans ATP businesses CPAC</p> <p>Major Corporations would receive branded acknowledgement of their sponsorship alongside the artwork</p>
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Building Self Confidence in Young People (continued)

Best Practice Examples	Best Practice Learnings	Programs Planned for the Redfern Waterloo Area	Other groups working in the area
<p>Music is a wide spread medium for engaging youth in activities that build confidence and</p>	<p>Music successfully engages youth at any age and from any background</p>	<p>(See above)</p>	

<p>skills</p> <p>A prime example of a successful program is the annual Combined High Schools Music Event.</p>	<p>It can provide the vital opportunity to build confidence and skills necessary for future development</p>			
<p>Gap</p>	<p>Recommended additional strategies</p>	<p>How it might work</p>	<p>Expected Benefits</p>	<p>Possible Partners</p>
<p>There is a need to expand the opportunities for youth to build self confidence through art</p>	<p>Engage Youth through Music</p> <p>It is recommended that RWA, in developing its cultural strategies, particularly focuses on the developmental benefits to youth of community based music activities</p>	<p>Music is an outstanding medium for engaging youth in activities that are creative and that build skills and confidence – qualities that are essential to building a culture of work</p> <p>Music reaches young people of all backgrounds</p> <p>A prime example of a successful program is the annual Combined High Schools Music Event.</p> <p>The Redfern Community Centre provides opportunities and activities for youth to participate in musical events</p> <p>A major youth music festival could work well with established festivals in the Redfern Waterloo area</p>	<p>Youth can build skills and confidence through music</p> <p>An important element in positioning Redfern Waterloo as the creative centre of Australia</p>	<p>Local schools and community groups</p>

Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
Need for additional school based part time traineeships	<p>Work with DET VET program, the AES and Sydney Local Community Partnership to identify additional employers to offer traineeships</p> <p>Introduce vocational taster courses</p>	<p>DET approved school based traineeships for students in years 11 and 12 work for one day a week in the workplace, one day per week at TAFE and three days per week at school</p> <p>Could be conducted by TAFE in association with targeted industries (particularly those with skills shortages). A two week vocational training course could be followed by work experience in the same industry.</p>	<p>Students exposed to real life employment opportunities</p> <p>All off the job training counts towards the HSC</p> <p>Creates a smooth transition to employment</p>	<p>DET</p> <p>Local businesses</p> <p>AES</p> <p>RWA</p> <p>Local businesses</p> <p>TAFE</p>

INDIGENOUS YOUNG PEOPLE, 12-18 YEARS

Key Issues

High school retention rates for Indigenous young people are half that for non-Indigenous young people.

Indigenous young people often have low self-esteem and low levels of engagement with school and community. They experience high levels of unemployment - and some have been exposed to a lack of culture of work that spans generations.

Young people who experience unemployment early in life are more likely to experience joblessness and lower earnings in the future.

Children and young people who feel a sense of connectedness (eg to their family, other adults, school and to their communities) are more likely to make a successful transition from adolescence to adulthood.

There is a need to capture young people's imagination and engage them in activities that build self-confidence.

Education and employment training is the key to escaping social and economic disadvantage.

Young people need to value education as a path toward employment or tertiary level education.

The challenge for Government and community groups is how best to engage Indigenous young people in school and community life.

Inspiring Young People to Build a Career

Best Practice Examples	Best Practice Learnings	Programs Planned for the Redfern Waterloo Area	Other groups working in the area
Local heroes program	<p>Local heroes can inspire youth and help break down the barriers to employment</p> <p>Raising awareness of how businesses work and of employment opportunities helps youth prepare for the next step</p>	<p>Diversify local youth mentoring programs for young people to include</p> <ul style="list-style-type: none"> - the Plan – it-Youth Mentoring Program (DET) – a coordinator has been appointed - a NSW Police Youth Mentoring Program (has 12 participants) <p>Increase access to mentor-focussed cultural activities for young Aboriginal people including</p> <ul style="list-style-type: none"> - fishing clinics - art, dance and music programs <p>The Exodus Foundation will establish its successful Tutorial Centre Program at the proposed National Aboriginal Youth Development Centre</p> <p>This program helps young people aged 10-14 to improve literacy, school attendance and behaviour (RWA/Exodus Foundation)</p>	<p>The Tribal Warrior Association</p> <p>The Settlement</p> <p>SSYS</p> <p>PCYC</p> <p>The Fact Tree</p>

Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
<p>Youth need to be inspired by hearing personally from people like themselves who have achieved in life</p>	<p>‘Local and National Heroes’ Program to include Indigenous presenters</p>	<p>Publicise stories about ordinary Indigenous people working successfully in local jobs</p> <p>National Indigenous heroes to inspire local youth</p> <p>In the RWA, a number of Indigenous local heroes have been identified</p> <p>Would need to gain their participation – may need to pay Indigenous contributors as demands on their time may be greater than for non-Indigenous presenters</p> <p>National Indigenous heroes may be willing to contribute</p> <p>Would need commitment from RWA and partner organizations to recruit and place presenters in a formal program</p> <p>May need around 4-6 local Indigenous heroes to sustain a program. 4 presenters making four presentations per year would provide 16 opportunities</p>	<p>Such stories may inspire youth to follow their lead</p> <p>Provides a role model of what can be done at a local level</p> <p>Help youth to overcome perceived barriers to employment and achievement</p>	<p>RWA</p> <p>Local Businesses</p> <p>Local Schools</p>

Building Self-Confidence in Young People

Best Practice Examples	Best Practice Learnings	Programs Planned for the Redfern Waterloo Area	Other groups working in the area
<p>The ReStart Art Project run in the Redfern, Waterloo, Darlington and Alexandria area in 2004 and 2005 was a great success</p> <p>It is sponsored by the City of Sydney</p> <p>ReStart uses art as a means of empowering youth</p>	<p>Youth gain confidence and skills by engaging in accessible art projects</p>	<p>The National Aboriginal Youth Development Centre is to be established on the site of the former Redfern Primary School in a proposed \$40m development (ILC/RWA/DET)</p> <p>The National Aboriginal Youth Development Centre will promote sporting, social and cultural excellence amongst Aboriginal youth</p> <p>RWA will deliver the successful Young Achievers Australia program to Aboriginal students at Alexandria Park Community School in 2006</p> <p>RWA will also help young Aboriginal people to:</p> <ul style="list-style-type: none"> - access cadetships - expand cultural enterprises e.g. tourism and design - support creation of a local cultural tourist experience - support the efforts of others fostering entrepreneurial development 	<p>Many youth activity programs are run throughout the year by:</p> <p>Redfern Community Centre</p> <p>PCYC</p> <p>SSYS</p> <p>The Settlement</p> <p>The Fact Tree</p> <p>The Factory</p>

Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
<p>Need more opportunities to engage young Indigenous people in activities that allow them to gain skills and confidence</p> <p>No Indigenous facilitators engaged in ReStart Art program</p>	<p>ReStartArt Project</p> <p>Provide funding to employ Indigenous co-facilitators in Re Start Art Project</p> <p>The Worlds Largest Art Gallery</p>	<p>Local Indigenous coordinators would be part of ReStart Art project</p> <p>An equitable percentage space (eg based on population?) could be designated for Indigenous art/artists</p>	<p>The aim of youth engagement programs are:</p> <ul style="list-style-type: none"> - to release young people's creativity - to build skills - to build confidence and self esteem 	<p>Sydney City Council</p> <p>South Sydney Community Aid</p> <p>The World's Largest Art Gallery would gain the support of a broad range of corporate sponsors</p> <p>Major Corporations would receive branded acknowledgement of their sponsorship alongside the artwork</p>

Keeping Young People in Jobs

Best Practice Examples	Best Practice Learnings	Programs Planned for Redfern Waterloo Area		Other groups working in the area
Aboriginal Employment Service Mentoring Program	Provision of strong mentoring support results in young people staying in jobs longer	RWA will increase access to mentor-focussed cultural activities for young Aboriginal people including <ul style="list-style-type: none"> - fishing clinics - art, dance and music programs 		AES Redfern Aboriginal Corporation
Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
Some apprentices find it difficult to maintain focus on regular work attendance due to family environment	Approach Aboriginal Hostels about possibility of establishing a Hostel for apprentices in Redfern-Waterloo	A hostel would provide a more disciplined environment for young people and increase the probability that they stay in employment longer Apprentice wages are generally not sufficient to allow young people to live independently	Employees will stay in jobs longer and employers will gain confidence in hiring Indigenous workers	RWA Aboriginal Hostels

ADULTS GENERAL

Profile (Redfern/Waterloo area)	Key Issues
<p>39% of the Redfern-Waterloo population or about 5624 people are not in the labour force</p> <p>62% of the indigenous community are not in the labour force</p> <p>59% of the suburb of Waterloo is not in the labour force</p> <p>However, these figures should be considered in the context that many people in the Redfern Waterloo area are not in a position to work, either through older age or disability</p> <p>Unemployment in the Redfern-Waterloo area (7.6% in Redfern and 16.6% in Waterloo) is higher than the NSW average (7.2%)</p> <p>The 2001 census registered approx 700 people as unemployed</p> <p>40% of housing in Redfern- Waterloo is public housing (23% in Redfern and 73% in Waterloo)</p> <p>38% of households have a weekly income of less than \$400, with 16% being less than \$200</p> <p>Almost one third (27.9%) of the population in Redfern Waterloo is receiving income support in the form of the Disability Support Pension, NewStart Allowance, Single Parenting Payment or Age</p>	<p>Unemployment and inadequate job skills are major contributing factors in the significant social and economic disadvantage experienced by sectors of the local community</p> <p>There are a large number of people in the area unable to work, due to either age or disability.</p> <p>Young people and the Indigenous community in Redfern-Waterloo face high levels of unemployment and non involvement in the labour force</p> <p>There is a declining number of unskilled jobs in the Redfern Waterloo area</p> <p>Welfare to Work changes effective 01 July 2006 are expected to increase the number of people looking for work</p> <p>There are 12,500 jobs in the Redfern-Waterloo area – more than the resident workforce, yet local unemployment is an issue</p> <p>Local job seekers need greater training and skills to secure and maintain jobs in either the local area or from the adjoining CBD</p> <p>There is a clear need to develop strategies that will engage these people in programs and activities that will build their skills as well as their confidence</p>

Pension

People living in Redfern, Waterloo, Eveleigh or Darlington receiving income support at September 2005:

- Age pension – 2908 approx
- Disability Support Pension - 2023
- NewStart Allowance – 1237
- NewStart Mature Aged Allowance – 46
- Single Parents Payment – 550
- Partnered Parenting Payment – 83
- Youth Allowance (not studying) 89
- Youth Allowance (full time study) – 503
- CDEP Payment – 45

Supporting Jobseekers

Best Practice Examples	Best Practice Learnings	Programs Planned for the Redfern Waterloo Area	Other groups working in the area
Lend Lease Millers Point Project	Key to success was development of a partnership between the community and a large employer planning building projects in the community – TAFE trained staff as mentors to work with people hired and trained locally	<p>RWA will implement the Aboriginal Participation Guidelines in Construction program</p> <p>A Hospitality and Training Centre will be established at North Eveleigh (DET/RWA)</p> <p>RWA will:</p> <ul style="list-style-type: none"> - Target employment opportunities at Australia Technology Park (information technology and biotechnology) - Target service industries - Gain University based cadetships for young Aboriginal people - Expand cultural industries - Strengthen connections to universities for young people - Assist enterprise summer schools 	<p>DEWR</p> <p>Job Network providers</p> <p>Redfern Aboriginal Corporation</p> <p>Australia Post</p>

Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
<p>Support for new employees for whom the work environment may be unwelcoming or intimidating</p>	<p>Continue to develop and launch a mentoring program</p>	<p>Mentoring of new employees has been shown to be beneficial for both the employee and the employer</p> <p>Any mentoring program should include:</p> <ol style="list-style-type: none"> 1) practical, 'locale-specific' training of mentors. 2) non-voluntary mentors to ensure commitment from a time and skill perspective. 3) support for jobseekers, not just the employed. <p>This could be viewed as an 'opportunity brokerage' program.</p> <p>Also consider linking in with 'Mentoring our Mob' or an equivalent Men's Group program</p>	<p>New employees turn up for work on time, feel valued as employees and therefore stay in their job</p>	<p>RWA</p> <p>DEWR</p> <p>Job Network providers</p> <p>Sydney Local Community Partnership</p> <p>Centrelink</p> <p>Redfern Aboriginal Corporation</p> <p>Australian Business Employers</p>

Encouraging Career Development and Advancement

Best Practice Examples	Best Practice Learnings	Programs Planned for the Redfern Waterloo Area	Other groups working in the area
		<p>The RWA will develop specially focused programs for the training and education of mature age students (indigenous and non-indigenous)</p> <p>These will include career days and improving access to universities for mature aged students</p> <p>The dedicated vocational training centre at North Eveleigh will target key industries:</p> <ul style="list-style-type: none"> - construction - hospitality - transport - information technology <p>Will lead to employment or further TAFE, university courses</p> <p>An RWA Community Skills Audit and Business Audit will be undertaken to develop training and employment initiatives that meet local business needs (RWA)</p> <p>Training for the construction industry will be specifically geared to job opportunities for Indigenous people</p>	<p>AES</p> <p>Construction companies with whom RWA has signed agreements.</p>

Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
Some employers do not fully recognise the importance of providing people with opportunities to develop their skills	Invite companies to develop career assessment and development policies as part of their human resource and development strategies.	<p>People respond creatively when their needs and expectations are recognised</p> <p>It is important that policies are</p> <ul style="list-style-type: none"> a) an integral part of people's contracts and b) demonstrated within their traineeship/ apprenticeship programs <p>RWA could encourage those companies with which it does business to formally include career assessment and development programs</p>	Employee feels valued and is able to pursue career advancement	<p>RWA</p> <p>Aboriginal Employment Strategy (AES)</p> <p>Redfern Aboriginal Corporation</p> <p>Local Community Partnership</p> <p>Campbell Page</p> <p>SSYS</p>

Communicating Better with Jobseekers

Best Practice Examples	Best Practice Learnings	Programs Planned for the Redfern Waterloo Area	Other groups working in the area
Multi channel communication works best in reaching people	Communication efforts must consider how their target audience	Job Network providers in the Redfern Waterloo area have a responsibility to inform people of the services available to help them prepare for a job and to help them to stay in a job	<p>Centrelink</p> <p>DoH</p>

with low literacy skills	consumes information	<p>However, not everyone will seek out such information from the job network or other organizations working in this area</p> <p>The RWA receives many enquiries from people seeking such information suggesting current channels of communication are not working well enough</p>	<p>Job Network providers</p> <p>Inner Sydney Regional Council for Social Development</p>	
Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
<p>Many unemployed people do not readily access written information either because of poor English language skills or because their general literacy level is low</p> <p>Communication, to be effective, must use a variety of channels</p> <p>Communication efforts by the Job Network need to be broadened</p>	<p>RWA to work with Job Network providers and others to help them communicate more effectively using a variety of communication methods</p>	<p>Jobseekers should be well-informed about the benefits of working,</p> <p>People need to be aware of the support available to them, as well as the support that will continue to exist once employment is found</p> <p>Information should be conveyed to job-seekers through many channels and to places frequented by unemployed people</p> <p>Koori Radio could be used to reach people who have poor literacy skills</p> <p>Information would include:</p> <ul style="list-style-type: none"> - support structures - the effect of workplace changes on benefits - DoH policy regarding tenancy - the facts and fallacies regarding criminal records 	<p>Unemployed people will be better informed of real opportunities for training and jobs available</p>	<p>Koori Radio</p> <p>Centrelink</p> <p>DoH</p> <p>Job Network providers</p> <p>Dept of Aging, Disability & Home Care</p> <p>Dept of Health</p> <p>Inner Sydney Regional Council for Social Development</p>

		etc. A language interpreter component would help communications		South Sydney Community Aid SSYS The Settlement
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ADULT - INDIGENOUS MALES

Profile (Redfern/Waterloo area)	Key Issues
<p>The Indigenous community in the Redfern-Waterloo area has a high rate of unemployment amongst those who are deemed to be in the labour force (31%)</p> <p>There is an extremely high percentage of local Indigenous people not in the labour force (62%)</p>	<p>The widespread no- engagement of Indigenous men in the workforce is a major factor contributing to the social and economic disadvantages facing the community.</p> <p>Indigenous men can be categorised by the following:</p> <ul style="list-style-type: none"> • Often experience a lack of confidence and low self-esteem. • Often lack the skills required by employers; there are a limited number of entry level jobs in the area. • Some Indigenous men have little expectation of employment because of poor experiences. • Some Indigenous men have a criminal record (including gaol sentences) that may exclude them from employment opportunities.

Supporting Entry into the Workforce

Best Practice Examples	Best Practice Learnings	Programs Planned for the Redfern Waterloo Area	Other groups working in the area
<p>An Indigenous employment model has been implemented by RWA in the construction</p>	<p>The Indigenous employment model has a proven track</p>	<p>The RWA will develop specially focused programs for the training and education of mature age students (indigenous and non-indigenous)</p>	<p>Redfern Aboriginal Corporation CDEP provides participants with training and as an Indigenous</p>

<p>industry</p> <p>Focussed on such sites as ATP and the North Eveleigh precinct</p> <p>Provides a streamlined recruitment, training and employment path</p> <p>Provides quality job ready candidates</p> <p>Successful mentoring programs include:</p> <p>‘Black-on-Track’ program in the Hunter Region</p> <p>Probation & Parole “Walking Together”</p>	<p>record</p> <p>At North Eveleigh 19 Indigenous people have been employed; and 26 places committed for the future</p> <p>The ‘Black-on-Track’ Mentoring our Mob program in the Hunter has produced good results</p>	<p>These will include career days and improving access to universities for mature aged students</p> <p>The dedicated vocational training centre at North Eveleigh will target key industries:</p> <ul style="list-style-type: none"> - construction - hospitality - transport - information technology <p>Will later lead to employment or further TAFE, uni courses</p> <p>Training for the construction industry will be specifically geared to job opportunities for Indigenous people</p>		<p>Employment Centre also finds jobs for them when ready</p> <p>The Settlement -- hosts the “Walking Together” program</p> <p>The Settlement also hosts a new Men’s Group</p>
Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
<p>There is a need for a special space for the Men’s Group to meet</p> <p>No structured program is</p>	<p>Support establishment of a program such as:</p> <p>‘Mentoring our Mob to</p>	<p>Contract a consultant to help the</p>	<p>Men will be enabled to work through their issues and be trained in skills which will prepare them for finding employment</p>	<p>RWA</p> <p>Redfern Aboriginal Corporation</p>

<p>available which helps men work through trauma and then leads on to training and employment</p> <p>There is a need for extend Indigenous employment contracts beyond the construction industry</p>	<p>Get Jobs' program (Black on Track Inc)</p> <p>Help the Men's Group find a 'Shed' for regular meetings and skills development</p> <p>Continue to develop models of employment creation, by industry</p>	<p>Men's Group develop a long-term development and business plan</p> <p>RWA find space at North Eveleigh - may need funding for lease of a 'Shed'</p> <p>Amongst other things, this would include a contractual obligation to employ x number of local people, the use of local trade etc.</p>		<p>The Settlement</p> <p>Black on Track Inc.</p> <p>Probation & Parole Board</p> <p>Chamber of Commerce</p> <p>Local Businesses</p>
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Keeping People in Jobs

Best Practice Examples	Best Practice Learnings	Programs Planned in the Redfern Waterloo Area	Other groups working in the area
<p>Millers Point Partnership</p>	<p>Mentoring is a key component of a successful Indigenous employment program</p> <p>Can make the difference between success and failure</p>	<p>To support Aboriginal apprentices and subcontractors on site, the RWA has employed an Aboriginal builder to assist by providing pastoral care and guidance in skills development</p>	<p>Private Job Network providers are obliged to provide mentoring services to some placements</p> <p>Redfern Aboriginal Corporation – includes some mentoring</p>

Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
Additional mentors are needed for supporting people placed in employment by RAC	Expand RAC Mentoring program	AES has demonstrated across NSW that supporting Indigenous employees with a strong mentoring program ensures long term employment and satisfied employers RAC to work in partnership with Campbell Page to provide additional mentors for Indigenous males	Employees will stay in jobs longer and employers will gain confidence in hiring Indigenous workers	Redfern Aboriginal Corporation Campbell Page
Many businesses are not sensitive to cultural needs of Indigenous employees	Continue to support cross-cultural training for businesses	RWA to influence construction companies with whom they are negotiating Aboriginal apprenticeships to also provide cross-cultural training for management staff		Construction companies under/negotiating contract

Support for Indigenous Businesses

Best Practice Examples	Best Practice Learnings	Programs Planned for the Redfern Waterloo Area	Other groups working in the area
Tobwabba Art in Forster (NSW)	Indigenous businesses need support for 4-5 years until they	The Aboriginal Enterprise Service was established (with DSRD) to encourage and cultivate successful Indigenous businesses	Metropolitan Aboriginal Land Council

	become commercially viable	<p>Established at RWA Redfern office</p> <p>Experienced business advisors offer one on one support and advice</p> <p>RWA looking to help fledgling businesses by partnering with established businesses</p> <p>Four Enterprise Workshops will be delivered annually targeting indigenous people – either to start or strengthen a local business</p> <p>RWA also will offer business skills training (Diploma Of Business Management) to Indigenous business people</p>		
Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
<p>Potential local Indigenous businesses generally lack:</p> <p>Start up capital</p> <p>Local Indigenous people with business experience</p>	<p>Broker a business mentoring program for Indigenous people who are starting small businesses</p> <p>Establish a Business Hub</p>	<p>Arrange for those interested in beginning a business to visit Tobwabba Art or other successful Indigenous businesses to learn first-hand about running a business</p> <p>Assist in development of business plans</p> <p>Approach successful businessmen in the Redfern Waterloo area to act as mentors</p> <p>A new business development strategy aimed at supporting the growth of Aboriginal enterprises was launched in 2006 as a joint initiative of the NSW Government and RWA. It has three main</p>	<p>Indigenous people will gain the confidence and skills to run their own businesses</p>	<p>RWA</p> <p>Metropolitan Aboriginal Association</p>

		<p>focus areas – an Aboriginal enterprise service, enterprise workshops, and an Aboriginal youth business program.</p> <p>RWA is in discussion with the Metropolitan Aboriginal Association to establish a Business Hub.</p>		
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ADULTS - INDIGENOUS FEMALES

Profile (Redfern/Waterloo area)	Key Issues
<p>The Demographic Profile for the RWA indicates that Indigenous People in the Redfern Waterloo area receive:</p> <ul style="list-style-type: none"> • Single Parent income support – 105 • New Start allowance – 196 • Disability Support – 184 	<p>Our consultation feedback, combined with accepted statistics for this demographic, describe how adult Indigenous women in the Redfern Waterloo area may be characterised.</p> <ul style="list-style-type: none"> • Young mothers managing young families many with a higher than average number of children. • Family commitments, which generally inhibit the opportunity for Indigenous women to participate fully in education or employment opportunities. • Caring for the family is generally regarded as more important than following one's individual pursuits. • Many Indigenous women suffer from a low self-esteem. • Indigenous women can be victims of domestic violence, or live a domestic violent environment. • Many want to get into paid employment but don't have high expectations (eg a perception that they will be paid poorly and/or exploited). • Indigenous women have to cope with a high number of deaths in the family - lose hope - lose motivation. • While there are many apprenticeship opportunities for men in construction and other industries, there are fewer opportunities for women.

Workforce Entry Participation

Best Practice Examples	Best Practice Learnings	Programs Planned in the Redfern Waterloo Area		Other groups working in the area
TAFE colleges recognise prior learning in assessing course eligibility	<p>Prior learning is a generally accepted principle of most tertiary education courses</p> <p>This recognition helps encourage people into training courses</p>	Hospitality courses at North Eveleigh		
Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
<p>Indigenous women in Redfern-Waterloo have expressed a desire to find employment that uses existing skills</p> <p>They also want to be trained to a level that</p>	<p>Undertake a generic skills audit of Indigenous women in the community who want to seek employment</p> <p>Develop a pre-employment training</p>	<p>Mudgin-Gal &/or alternative local organisation in association with UTS or Sydney University Social Work department could develop a proforma for assessing skills of local Indigenous women, and organise and implement an assessment process.</p> <p>RAC & Mudgin-Gal, in association with the Chamber of Commerce and Job Network</p>	<p>Indigenous women in Redfern-Waterloo gain confidence in their ability to seek and find appropriate employment</p> <p>Traineeships and pre – employment training packages to provide the much needed path for</p>	<p>RWA</p> <p>Redfern Aboriginal Corporation</p> <p>Mudgin-Gal Aboriginal Corp</p> <p>Redfern Chamber of Commerce</p>

would be recognised by employers	package which is recognised by employer groups including a component of building self-confidence through women's camps	providers such as Campbell Page could develop a pre-employment training package and offer it to unemployed Indigenous women in the Redfern-Waterloo area A component of this package could be Camps for Indigenous women as a way of building self-esteem and confidence in a supportive environment.	Aboriginal women to enter the workforce	Campbell Page UTS Sydney University Local businesses
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Increased Childcare Centres/Options

Best Practice Examples	Best Practice Learnings	Programs Planned in the Redfern Waterloo Area	Other groups working in the area
Glebe Schools as Community Centres program works with Centacare to provide Child Care whilst mothers attend training programs	Providing support which gives women time to explore their interests and potential e.g. enrol in courses which build self-esteem, confidence and skill levels	RWA is working to support the provision of an additional 100 affordable Childcare places in the Redfern Waterloo area	Mudgin-Gal offers support to many Indigenous women

Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
There is a need for further support services to allow Aboriginal women the time away from family responsibilities to acquire job-ready skills	<p>A percentage of the 100 extra low-cost childcare places planned in the Redfern Waterloo area to be allocated to Indigenous women.</p> <p>If insufficient add additional places</p>	RWA, RAC and Mudgin-Gal to negotiate an agreement over the provision of child care places and the provision by TAFE of new pre-employment courses to be developed and delivered	Indigenous women feel supported and take advantage of the opportunities offered to receive training to make them job-ready	<p>RWA</p> <p>Mudgin-Gal</p> <p>RAC</p> <p>Centacare</p> <p>Barnardos</p> <p>Child-care centres</p>

Entry Level Employment Opportunities

Best Practice Examples	Best Practice Learnings	Programs Planned for Redfern Waterloo Area	Other groups working in the area
School Based Traineeships conducted by DET in association with secondary schools in the Redfern Waterloo area	Traineeships build confidence and skills in a non - threatening environment	<p>Aboriginal women do not need to pay for TAFE training courses</p> <p>Additionally, employers are required to spend a percentage of their budgets on training for their staff</p> <p>Together, these two issues may provide an opportunity for local community based organizations and local employers to offer</p>	

Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
<p>Few traineeships available in local community-based organisations</p> <p>Few traineeships in local businesses</p>	<p>Assist local community-based organisations to offer traineeships which recognise prior experience and provide accreditation at the end of the trainee period</p>	<p>Indigenous women with no recognised qualifications can gain work experience in local community based organizations in a supportive work environment and gain skills and a certificate which opens up future employment prospects</p> <p>To be developed in association with local community-based organisations and TAFE</p> <p>RWA to also work with the local Chamber of Commerce and with TAFE to consider establishing a program of traineeships for Aboriginal women in local businesses</p> <p>This program would be funded by mandated training budgets and free access to TAFE courses</p> <p>It may also need to be supported by a pre-employment training package for Aboriginal women</p>	<p>Indigenous women may receive the confidence and skills needed to enter the workforce for the first time</p>	<p>RWA</p> <p>TAFE</p> <p>Mudgin-Gal</p> <p>Wyanga</p> <p>RAC</p> <p>Campbell Page</p> <p>Chamber of Commerce</p> <p>Local Businesses</p>

Note: Strategies included in Adults General matrix will also benefit Indigenous Women e.g. Mentorship program, cultural awareness programs for employers.

SINGLE PARENTS

Profile (Redfern/Waterloo area)	Key Issues
<p>In the Redfern Waterloo area 550 people receive the Single Parents Allowance:</p> <ul style="list-style-type: none"> - 105 of these are Indigenous - 39 are Vietnamese - 406 not specified by group - 93% of recipients are female. 	<p>Many single parents do not have recent workforce experience and many others lack basic computer skills necessary for employment today.</p> <p>Furthermore, many of these parents cannot afford day care to allow them to pursue further training or job opportunities.</p> <p>It is difficult for single mothers to secure part-time or job share opportunities that suit family arrangements. This emphasises the need for 'family friendly' work/organizations as well as the need to ensure that carers are aware of the childcare support available to them.</p> <p>A recent change to the Single Parents allowance requires parents to look for work when their youngest child is 6 years of age. This change is expected to financially disadvantage many single parents in the Redfern Waterloo area. (Ref: Tenants Union of NSW, Reshaping Public Housing & Work Disincentives).</p> <p>The following recommendations complement those that appear in the section above, 'Adults Indigenous Females'.</p>

Need for Flexible Employment Opportunities

Best Practice Examples	Best Practice Learnings	What the RWA will address in its Human Services Plan		Other groups working in this area
	Flexible employment hours will attract committed and loyal single parents	RWA will make 100 additional affordable childcare places available in the Redfern- Waterloo area		Mudgin-Gal Aboriginal Corp Aboriginal Children's Services South Sydney Community Aid Waterloo Girls Centre The Factory
Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
Insufficient employers offering part-time or flexible work arrangements suitable for single parents	Identify which organisations may be 'family friendly' in the area. Identify which organisations prefer flexible or non-standard work hours	There is a need to identify employment opportunities which match the needs of single parents For example: Operators who attract high demand in staff lunch hours Businesses that have peak times at certain	Employers may find it a good investment to employ a mature, reliable employee who is likely to want to stay in a job	Australian Business Limited AES Frontline Family support services TAFE

		times. Single parents are a group that are very motivated to find a suitable job, and will tend to stick with it when they find one.		Centrelink Job Network providers RWA
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Preparing for Work

Best Practice Examples	Best Practice Learnings	Programs Planned for the Redfern Waterloo Area	Other groups working in the area
Glebe Schools as Community Centres works with Centacare who provide funding for childcare while single parents do various courses to equip them for the workforce	Providing childcare assistance which frees up the parent to engage in training is one key to success		The Shop/Waterloo Girls Centre run programs for Indigenous single mothers Mudgin-Gal works with young Aboriginal women WAYS run a personal support program for 15-24 yr olds, and job-search training courses EORA offers literacy tutoring

Gap	Recommended additional strategies	How it might work	Expected Benefits	Possible Partners
<p>Insufficient community-based programs assisting single parents to acquire skills, prepare resumes etc.</p>	<p>Support additional community based programs</p>	<p>Glebe Schools as Community Centres works with Centacare who provide funding for childcare while single parents do various courses to equip them for the workforce</p> <p>A similar program may benefit single parents in the Redfern Waterloo area</p> <p>Single parents are motivated to acquire skills which will enable them to find employment</p> <p>Some single parents may be unaware of the childcare opportunities available to them</p>	<p>Single parents are able to acquire skills which make them job ready and thus more likely to find employment</p>	<p>Job Network providers</p> <p>TAFE</p> <p>Centacare</p>