



# **REDFERN-WATERLOO EMPLOYMENT AND ENTERPRISE PLAN**

**Redfern-Waterloo Authority**  
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# 1. Introduction: Jobs, Opportunity, Prosperity

The RWA's employment and enterprise development strategy aims to directly challenge the area's social and economic disadvantage by fostering jobs, educational and life opportunities and a higher standard of living.

The RWA sees wealth creation as an antidote to welfare dependency. The path to wealth creation through well-paid employment is education – whether this be education at university or through vocational education.

The statistics demonstrating the area's current social and economic disadvantage are revealing.

40% of housing in Redfern-Waterloo is public housing (23% in Redfern and 73% in Waterloo). 38% of households have a weekly income of less than \$400, with 16% being less than \$200.

Almost one third (27.9%) of the population in Redfern-Waterloo is receiving income support in the form of Disability Support Pension, Newstart Allowance, Single Parenting Payment or Age Pension.

Details of people living in Redfern, Waterloo, Eveleigh or Darlington that are receiving income support at September 2005 are as follows:

- Age Pension - approximately 2,908
- Disability Support Pension - 2,023
- NewStart Allowance – 1,237
- 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

(source: Centrelink Data)

Redfern-Waterloo is ideally situated for an urban renewal strategy designed to create new jobs and enterprise by leveraging off the area's natural geographic and transport advantages. The area is within walking distance of the CBD and offers substantial rail access to all parts of the metropolis through Redfern Station. It is also strategically located on the CBD to Airport corridor.

Urban renewal will mean enhancing employment and enterprise opportunities for the local and wider metropolitan community, as well as revitalising the area with new residents and economic activity. The Redfern-Waterloo Plan will encompass the three inter-linked elements of renewal of the built environment, facilitation of employment and enterprise development and reform of human services delivery by Government and Non-Government Organisations.

There are currently about 12,500 jobs in the area, which is more than the resident workforce, yet local unemployment is a major issue. It would seem therefore that local unemployment is more about local job seekers needing greater training and skills to secure and maintain jobs in either the local area or from the adjoining CBD, rather than simply a lack of job opportunities.

The Built Environment Plan estimates that 440,000 square metres of net employment floor space can be created over future years through commercial development on sites currently designated as State Significant within the Redfern-Waterloo area. This translates to about 18,000 jobs.

Unemployment in the Redfern-Waterloo area (7.6% in Redfern and 16.6% in Waterloo) is higher than the NSW average (7.2%)<sup>1</sup>. The 2001 census registered approximately 700 people as unemployed. Unemployment and inadequate job skills are major contributing factors in the significant social and economic disadvantage experienced by sectors of the local community.

The RWA acknowledges that there is a large concentration of people in the Redfern-Waterloo area who are unable to work. This is because they are well past working age, are ill or have high level of disabilities or other health issues. The implementation of the Built Environment and Human Services Plans will see improved quality of life outcomes being delivered to the broader community, including those people not in the labour force.

Whilst there have been previous attempts to address employment issues in the area, what is needed is a comprehensive training and employment strategy that will deliver skilled job seekers to meet the specific employment needs of the market, taking into account future growth potential.

Young people and the Indigenous community in Redfern-Waterloo face high levels of unemployment and non-involvement in the labour force. These groups will be the priorities of the Employment and Enterprise Plan.

The Indigenous community has a high rate of unemployment amongst those who are in the labour force (31%). There is an extremely high percentage of local Indigenous people not in the labour force (62%). This widespread non-engagement with the workforce is a major factor contributing to the social and economic disadvantages facing the community.

Young people aged 15-24 comprise 14% of the Redfern population and 11.7% of the Waterloo population. 16% of those young people in the labour force are unemployed. This figure is particularly high in Waterloo (33%) and significantly higher than for Sydney.

Youth unemployment has long-term consequences because it occurs at the beginning of a person's working life. Not only does the person suffer from a lack of income, but joblessness at this age also means they miss out on

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<sup>1</sup> Australian Bureau of Statistics (2001) National Census of Population and Housing

opportunities for skill development that results from on-the-job training and subsequent work experience.

Young people who experience unemployment early have a higher probability of experiencing joblessness and lower earnings in the future.

Studies (such as by the Smith Family 2003) have shown that the youth most at risk of unemployment live in disadvantaged communities characterised by low socio-economic levels; that have a higher level of early school leavers with associated low levels of literacy and numeracy skills and associated low levels of workforce participation.

Addressing the root causes of social disadvantage is a major part of addressing unemployment in the area. The Human Services Plan for Redfern-Waterloo, finalised by the RWA in December 2005, seeks to do this. Phase One of the Human Services Plan addresses reforming and integrating local services for young people, children and families, and Aboriginal people.

Providing opportunities for wealth creation is an important element of the RWA's employment strategy. Empowering people to create their own wealth (through meaningful employment or starting their own enterprise) is one aspect of addressing the root causes of social disadvantage experienced in sectors of the community.

The RWA's employment and enterprise strategy will be focussed initially on:

- Increasing supply of employment opportunities, particularly through increasing potential for commercial and residential development.
- Capitalising on the Research/Biomedical Innovation Zone
- Improving education and training including a dedicated vocational training centre, to provide people with the opportunities to gain access to well paid work.
- Strengthening partnerships with local employers.
- Industry based employment strategies
- Employment and enterprise strategies for Aboriginal people and youth.
- Supporting local business.

39% of the Redfern-Waterloo population or 5,624 people have been identified as not being in the labour force. This is particularly evident in the Indigenous community (62% not in the labour force) and in the suburb of Waterloo (59% of the total population not in the labour force - which equates to twice the average for Sydney in 2001).

The number of people looking for work in the area will increase as the Commonwealth Welfare to Work changes commence. From 1 July 2006, people who in the past have not been in the labour force (such as those on Disability Support Pension who are assessed as being able to work 15-29 hours per week and those on Parenting Payment whose youngest child is 6 or older) will be required to actively look for work.

There are thousands of people in the Redfern-Waterloo area that are in receipt of one of these allowances, so it is anticipated that these changes will have a huge effect on unemployment in the local area. The Employment and Enterprise Plan will need to address programs for this sector of the community.

The RWA's ongoing employment and enterprise strategy will accordingly be based on:

- Building upon the earlier strategies implemented, such as the implementation of the Aboriginal Participation Guidelines in Construction and the development of a hospitality and training centre at North Eveleigh.
- Targeting the employment opportunities emerging in the information technology and biotechnology sectors moving to Australia Technology Park.
- Developing strategies for employment opportunities in the service industries
- Working with the local community to ensure that the opportunities for young Aboriginal people in the area are maximised through university based cadetships.
- Expanding cultural industries through means such as design production, and realising export potential
- Strengthening connections to universities to encourage local children to move into tertiary education
- Facilitating the running of enterprise summer schools.

## **2. Building our knowledge**

### **2.1 Skills Audit**

As one third of the population of the area is not in the labour force, information about these people's skills and vocational capabilities is relatively unknown. To develop employment support for this sector of the community, a more personalised understanding of people's aspirations is required.

The RWA will conduct a skills audit in 2006 to better understand the skills that the local community currently has and those they desire, as well as to identify the skills that locals require in order to gain employment in their desired vocation.

The RWA will help gather this information by conducting community focus groups to garner a representative sample of the local population not currently in the workforce, including people from a culturally and linguistically diverse background, sole parents and people with a disability. Participants in the focus groups will be sourced from local Job Network providers, community organisations and public forums.

The RWA will work closely with local schools to identify opportunities to improve the skill levels of parents and carers to improve both educational outcomes for the children as well as employment outcomes for parents.

A community skills audit will enable the RWA to develop training and employment initiatives that link residents to the employment opportunities emerging in Redfern Waterloo and surrounding employment growth areas.

### **2.2 Business Audit**

Gaining an understanding of the employment requirements of local business and major employers in the surrounding area is critical in identifying the specific requirements of local business.

The RWA will undertake an audit of local businesses in the second half of 2006 to identify employment opportunities and the skills required to take up these opportunities.

The business audit will also seek to identify the issues that impact on business growth and associated barriers to employment growth. The RWA will take the collected information back to the business community through a series of business workshops to develop a comprehensive strategic business plan for the Redfern Waterloo, Darlington and Eveleigh area in early 2007.

Central to this approach is the RWA working in close partnership with the Redfern-Waterloo Chamber of Commerce to forge stronger business

connections and support business networking in the area. In particular, the RWA will provide an Employer Information Service that offers business information and resources that support employment growth.

In response to the audits, the RWA will work with its partners to tailor education, training and work packages to meet the employment requirements of the specific local industries.

Further to identifying existing business requirements, the RWA will also capture likely future demand for employees in the new and emerging industries moving into the Redfern Waterloo area.

### **3. Developing a Culture of Work**

The reasons for 39% of the community not being in the labour force will vary from person to person, but will include: lack of skills and opportunity, physical and mental disabilities; family caring arrangements which prohibit 'traditional' work and generations of family members being unemployed.

The RWA wants to identify ways to motivate people who are able to work but for various reasons currently do not want to. Some people have lost motivation to work or look for work after many years facing lack of available opportunities, discrimination, stereotyping, training course after training course that has not led to employment and even through not knowing how to apply for jobs.

Some people have grown up in an environment where their parents and role models are unemployed and they therefore have much less familiarity with a culture of work.

Developing and encouraging a culture of work may well be a generational exercise in some cases.

The RWA has commissioned a specialised project to work with the local community to gain an understanding of the factors that impact on how a community develops a culture of work. The project has commenced and focuses on identifying current programs and initiatives that work, and developing strategies - with an initial focus on young people and Indigenous people - for the RWA and its partners to implement in the second half of 2006.

Part of the reason behind the high youth unemployment in the area (16%, with a figure of 33% in Waterloo) is a generational lack of a culture of work. A large number of young people in the area have grown up in an environment where their parents and role models are unemployed. This can have a large impact on attitudes to working when, for example, a young person may not live in a home where any adults are engaged in the workforce. Young people in these households are markedly disadvantaged in terms of exposure to working skills, the realities of working life and the simple household rhythms of getting ready to go to work in the mornings.



Workplace technologies are changing rapidly and young people from households where parents are not in the workforce suffer from a lack of skills and exposure to modern workplace approaches and processes, particularly in relationship to the computerisation of complex tasks and the changes in the composition of work.

Some of the strategies will include identifying part-time and non-traditional employment opportunities, and developing links with local businesses to encourage the creation of part-time/casual employment for local school students to foster a culture of work.

#### **4. Employment and Enterprise Strategies**

The RWA has developed several major strategies that we will progressively implement over the next ten years commencing in 2006.

The Built Environment Plan, the key element of Stage One of the Redfern-Waterloo Plan, is currently being finalised. Nevertheless, initial projections estimate that up to 18,000 jobs can be created in future years through commercial development on the nine sites currently designated as State Significant by the Redfern-Waterloo Authority. Final projections will be in the final Built Environment Plan.

It should be noted that about 600 jobs alone will be created at the Australian Technology Park by 2007 with the RWA's decision to borrow up to \$47.5 million from NSW Treasury to commence construction in early 2006 of a new building to house National ICT Australia and the Defence, Science and Technology Organisation. A number of other significant building projects at the ATP are currently under contemplation by the RWA, demonstrating the huge employment generating potential of this site alone.

However, the Redfern Waterloo area has not achieved its full economic and employment potential despite its strategic location as the southern gateway to the City, its public transport accessibility, its strategic position in the heart of the airport CBD corridor and its proximity to some of the largest tertiary campuses in the nation. The area provides a unique opportunity to achieve the highly sought after outcome of being able to live and work in one's local community.

The RWA will investigate the benefits to the area of having Redfern-Waterloo designated an enterprise zone for up to a 10 year period, which could involve the offering of targeted payroll tax concessions to new or expanding small and medium sized businesses in the area, especially when linked with an employment and training strategy.

The RWA has identified several major strategies that will support the development of employment and enterprise opportunities for both local

residents as well as the broader metropolitan community. These opportunities are located in walking distance to Sydney's second most accessible railway station, thereby ensuring high levels of public transport patronage and limiting vehicle impacts on the local community.

The major strategies are focused on the following aspects:

1. Revitalising Redfern retail precinct
2. Increasing business development land
3. Capitalising on Research/Innovation Zone
4. Strengthening partnerships with local employers
5. Improving education and training opportunities for local residents
6. Developing industry based employment strategies
7. Targeting employment opportunities for Aboriginal people and youth
8. Supporting local business

## **4.1 Revitalising Redfern retail precinct**

### **4.1.1 Revitalising Redfern and Regent Streets**

Redfern and Regent Streets are the traditional strip commercial centres of Redfern. Both these streets are underperforming as the area's retail focus. These streets are not seen as pleasurable experiences due to safety and security perceptions and, particularly in the case of Regent Street, are regional traffic arteries subject to clearway conditions and therefore limited parking provision.

There are a number of actions that can be taken to support the revitalization of these streets:

- Street scape improvements to make the area more attractive, support outdoor dining, and improve safety and security (City Sydney Council has announced a \$20 million streetscape improvement program scheduled to be completed late 2007).
- A significant increase in the daytime working population to create demand for businesses to cater for a new clientele and activate Redfern and Regent Streets, ultimately seeing the boarded-up and abandoned shops once more open for business. This in turn would make retail and servicing outlets more attractive for the Redfern community and grow local job opportunities. The RWA is actively engaged in developing opportunities to increase the working and living population of the area at Regent and Gibbons Streets, ATP and North Eveleigh.(Refer to 4.2)
- Removal of regional traffic from Regent Street and re-instating two-way traffic movement would significantly reduce the detrimental impact of regional traffic on the retail precinct. The RWA in partnership with the

Roads and Traffic Authority has developed proposals that could revert Regent to two way, remove regional and heavy traffic off Regent Street and provide additional parking to service the businesses along Regent Street. While the RTA has not yet committed to this, the RWA considers the proposal to be feasible.

#### **4.1.2 Redevelopment of Redfern Railway Station**

Railway Station precincts are increasingly playing a central role in any strategies to revitalise inner city areas. The community benefits of providing high quality rail transport are significant in attracting business as well as providing accessible transport to the residents of the area.

Redfern Station is the 8<sup>th</sup> busiest station in the Metropolitan CityRail network in terms of passenger movements and the second most accessible after Central in terms of number of rail lines that stop at Redfern. This accessibility is an important asset to the area as an increasing number of businesses and residents value Redfern's position on the rail network.

To maximise the potential to attract businesses to the area, Redfern Station will need to be redeveloped to provide disabled access, increased capacity to accommodate patronage growth, a better rail-to-rail interchange facility and improved links to Redfern and Regent Streets, and patronage generating developments in the area, particularly the ATP and North Eveleigh.

Development within the station precinct is critical to improving safety and urban amenity by increasing the living and working population around the station. The majority of the precinct is already developed therefore the RWA has identified the need to maximise the available development opportunities along Gibbons Street.

The RWA is working in partnership with RailCorp to redevelop Redfern Station and will be taking design options to the community in late 2006.

### **4.2 Increasing business development land**

The RWA will investigate the legality and viability of requiring all major businesses that establish in the area having to lodge an employment and training strategy to assist local disadvantaged job seekers, as part of the development approval process.

#### **4.2.1 Australian Technology Park**

The Australian Technology Park (ATP) is located on the site of the former Eveleigh Railway Workshops. Built in 1887, this was the place where steam

locomotives for New South Wales were first assembled, disassembled, repaired and maintained. At its peak in the 1930s, the workshop overhauled about 540 locomotives each year with more than 200 locomotives built on site. The workshop eventually closed in 1989.

The workshops were at the forefront of 19th century steam technology, employing hundreds of thousands of people from across Sydney and the state. The workshops employed a large number of migrants and were one of the few places where Aboriginal people could get work.

In its heyday it employed approximately 3,000 skilled workers who included tinsmiths, coppersmiths, blacksmiths, boilermakers, fitters, turners, grinders, machinists and toolmakers to name a few. They worked side-by-side in what was, at the time, the largest industrial complex in Australia.

The Eveleigh Railway Workshops were significant in the development of the surrounding suburbs.

It is fitting that, with 21<sup>st</sup> Century focusing on technology, the Australian Technology Park (ATP) as a leader of developments in technology and science across the country – should again become the leading driver for employment and careers in the Redfern-Waterloo area and significantly contribute towards the urban renewal of the surrounding suburbs.

The employment and enterprise development strategy will target the employment opportunities emerging in the information technology and biotechnology sectors, including research and development and innovation. Over the next three years alone, the new office accommodation proposed to be completed at the ATP site, could create 2,000 new jobs at the Park. The industries moving onto the Park will be encouraged to commit to employment targets for local people. The RWA will implement strategies to have local people trained and ready to take up these opportunities.

#### **4.2.2 North Eveleigh precinct**

The North Eveleigh precinct is approximately 10.2 hectares in size and provides the best opportunity along with the ATP to grow local employment opportunities through the redevelopment of the site for commercial, residential, cultural and community purposes.

The site's proximity to Redfern Station along with the proposed improvements in access to a redeveloped station will position North Eveleigh as a desirable area for people to work and live.

Thousands of employment opportunities can be provided at North Eveleigh, initially during construction but also in the medium to longer term as businesses are attracted to the area.

The NSW Government is currently redeveloping the Carriageworks building into a Contemporary Performing Arts Centre and along with the anticipated growth in associated cultural industries, a dynamic cultural precinct will emerge providing employment and enterprise opportunities for the local community.

#### **4.2.3 Regent /Gibbons Streets precinct**

The Regent /Gibbons Streets precinct provides an opportunity to increase the business and residential population in the heart of the retail centre. The increased population in this precinct would not only provide employment opportunities directly through the new businesses but have a direct and positive economic benefit to existing businesses in the area. The RWA is providing opportunities for the living and working population of this precinct to increase over the next five years.

#### **4.2.4 Gibbons Street/Redfern Station precinct**

The Government owns significant land holdings along Gibbons Street that when developed in conjunction with the proposed new railway station will further add to the creation of employment opportunities in this area. The proposed commercial and residential developments along Gibbons Street will also provide significant improvements to the urban amenity and safety of the area, thereby improving the area's attractiveness and increasing the ability to attract further business.

### **5. Capitalising on Research/Innovation Zone from Sydney University to the ATP**

The area is unique in terms of access to tertiary education and to higher order employment through the research and innovation focus of Sydney University, University of NSW, University of Technology and Australian Technology Park.

This research and business innovation zone offers the opportunity to attract further business development particularly as the area provides locational advantages over other innovation hubs.

ATP and North Eveleigh are located between the Central Business District and Sydney Airport thereby offering new businesses easy access to national and international clients.

To further enhance the synergies within the zone, access from ATP to Sydney University will need to be significantly improved. As part of Stage One of the Redfern Waterloo Plan, a pedestrian, bicycle and vehicle bridge or road tunnel is being investigated that would link ATP and North Eveleigh, thereby remedying one of the area's serious disconnects which act as a barrier to urban renewal.

## **6. Strengthening partnerships with local employers**

### **6.1 Existing businesses**

The RWA recognises that many people prefer to work in a location that is close to their home. For some people, this is the only way that they are able to be involved in the workforce and maintain their family commitments.

The RWA has commenced discussions with some of the significant employers in the local area (such as Sydney University), with the intention of developing partnerships to place local people in employment.

Through the forum of the Employment and Enterprise Ministerial Advisory Committee, the RWA and the Redfern Chamber of Commerce have agreed to form a partnership designed to promote the development of local small businesses and to maximise employment opportunities for the local community through small business. The proposed partnership will also feed into the recently formed consortium of local Chambers of Commerce in the City of Sydney local government area in order to further enhance the scope of potential future employment opportunities.

### **6.2 Government contracts**

As the landowner, the RWA is in a position to expect contractors and sub-contractors in urban renewal projects on Government land to create jobs for locals. It is essential to the RWA's urban renewal vision that the local community are direct and substantial beneficiaries of the area's social and economic revitalisation.

Only tenders that include an Aboriginal Participation Plan are accepted for major construction works on Government land.

Up to four major construction projects at the RWA-owned Australian Technology Park could commence over the next 2-3 years. This will create many construction jobs. Additionally, building works on other government owned lands have either commenced or are likely to occur over the same period.

The RWA is negotiating with other Government agencies to do likewise, and is facilitating the training of a supply of skilled people to take up these opportunities in Government contracts outside of Redfern-Waterloo.

The City of Sydney has committed, through the Redfern-Waterloo Ministerial Advisory Committee process, to examine the potential for adopting the RWA's Indigenous Employment Model for its own capital works projects.

## **7. Improving education and training opportunities for local residents**

Comprehensive training is required to deliver trained job seekers to meet the specific employment needs of the market. Fundamental to a person's capacity to pursue either vocational or higher education learning is their previous performance at school. For those residents at school, the RWA has developed a comprehensive approach to improving learning and employment outcomes through both this Plan and the Human Services Plan.

However, there are large numbers of residents in this community who for a variety of reasons have not been able to engage in training that has led to employment.

One of the reasons is availability of local, culturally appropriate, affordable childcare. The RWA Human Services Plan process has identified this as an issue in the area and is in the process of facilitating 100 additional affordable child care places for children living in Redfern-Waterloo. The RWA will do this in partnership with the private sector by providing Early Childhood Learning Scholarships for local children living in low-income households; and identifying suitable locations for increasing the availability of childcare in the area.

The RWA has identified two sectors of the community that require additional support to ensure they enjoy equitable access to employment opportunities. Targeted training programs are being developed for the Indigenous and Youth sectors.

### **7.1 School aged children**

The education and employment training systems play a key role in preparing young people for employment. Completing Year 12 provides a significant buffer against unemployment (particularly amongst Indigenous youth where high school retention rates are half that of non-Indigenous youth).

Phase One of the Human Services Plan for Redfern-Waterloo has prioritised lifting the local school attendance and retention rates and local school numeracy and literacy levels to at least the state average. These factors alone have a large impact on a person's employability.

There are currently 730 children enrolled from Kindergarten to Year 12 in schools in the Redfern-Waterloo area<sup>2</sup>.

Through teaching these children vocational skills and exposing them to community based employment experiences, they have an increased chance of successfully transitioning from school to employment or further education and training.

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<sup>2</sup> Department of Education and Training data

Vocational learning is appropriate for all years of schooling and includes general employability skills, enterprise education, career education, community and work based learning.

Vocational learning should provide basic skills and knowledge relevant to a range of workplace settings. There should also be a strong focus on commencing pathways to employment and further vocational programs. Assisting students to set goals that lead to future employment and providing employment experiences is also important.

In partnership with the Department of Education and Training, the RWA will, , ensure local schools provide students in years 9, 10, 11 and 12 with:

- School to work plans;
- Personalised work portfolios;
- Advice about opportunities and resources required to acquire essential employment prerequisites (eg drivers' licences, tools and interview clothes);
- Community-based work experiences;
- Regular career events; and
- Ongoing monitoring & tailoring of individual school to work plans.

The RWA, in partnership with the Department of Education and Training, will increase the use of school-based and TAFE flexible learning pathways programs such as Enterprise Education, Links to Learning, School to Work, TAFE-delivered Vocational Education and Training (TVET) and CityEast (as outlined in the Human Services Plan) to deliver improvements in:

- availability of locally-based pre-vocational education and training courses;
- part-time school-based apprenticeships and traineeships, linked to local employment;
- availability of practical independent living skills courses delivered through schools and local services;
- partnerships between local schools, Job Network and industry;
- strategies to engage young people, particularly young mothers, who are disconnected from mainstream education and training.

The RWA will need to ensure that interested students currently studying at school gain entry into the relevant university courses to enable take up of the emerging job opportunities in the Information Technology and Biotechnology sectors. This will require the RWA to facilitate targeted academic support programs to achieve the required educational outcomes. Strategies will include:

- Tutoring programs
- Child care support
- Computer equipment scholarships
- Industry based work experience



- Academic mentoring
- Specialised homework support programs

During 2006 and 2007, the RWA will seek to develop and implement a whole of Government approach, in partnership with the Universities located in the Sydney area, to improve the number of local children entering tertiary studies.

The RWA in partnership with the university sector will facilitate the running of vocational summer schools directed at exposing local students to the various career opportunities available through pursuing tertiary studies.

## **7.2 School leavers and mature aged people**

The major issue for local unemployed job seekers is not being skilled in securing and maintaining jobs that are available in the area and adjoining employment centres such as the City and Airport corridor. There are a large number of people not in the labour force as well as job seekers who have not achieved adequate levels of education and training and find themselves unable to secure employment.

Vocational training has not been considered an option for many younger people in the area, particularly as low youth wages can act as a disincentive to move from welfare to employment.

In addition to providing vocational training courses within the community, the RWA will also implement an ongoing information program for young people, commencing in late 2006, which targets disseminating key messages about whole of life earnings, attaining personal goals and building self-esteem.

The RWA will seek to harness high profile Australians from the Aboriginal and broader community to act as champions for youth employment in this area to further support the relevant sections of the community to move from a culture of welfare to a culture of work and self reliance.

The RWA will work closely with the Indigenous Land Corporation to ensure that the development of the former Redfern Public School site into a centre of sporting, social and cultural excellence for Aboriginal youth is successfully integrated into the training and employment opportunities being delivered in the area (Refer to 9.6).

There exists a unique labour market opportunity due to the current skill shortages in many industries. This is an opportune time to support people to move into employment.

To assist mature aged people into employment, there is a need for comprehensive training to take up the available job opportunities.

The RWA is committed to facilitating training of job seekers that will directly lead to employment. This will initially be through the industry-based

employment strategies that provide real employment opportunities for people throughout their working life.

The skills audits and business audits will inform the prioritisation of training to be delivered to the local community and provide the basis for securing ongoing training resources for the community.

Mature aged people in the area must also have the option available to them to further their education through tertiary study if they choose. The RWA will investigate access to universities for mature aged residents.

Training and further education of mature age students will require specially focused programs that reflect the individual needs of this section of the community. The RWA will roll out a series of career days specifically targeting the mature aged. These career days will focus on linking employers with potential employees as well as informing both sectors of the community as the wealth of opportunities available within Redfern-Waterloo and to an increasing extent the adjoining City to Airport corridor.

### **7.3 Dedicated vocational training centre**

To maximise the training opportunities emerging in the Redfern-Waterloo area, the RWA is opening a vocational training centre with disabled access within the North Eveleigh precinct. The centre will operate in partnership with TAFE NSW Sydney Institute (including Eora College) and South Western Sydney Institutes and private training providers to offer on-site accredited training in the construction, hospitality, transport and information technology industries.

The training centre is designed to complement mainstream training facilities such as TAFE. The centre is being set up in the Redfern-Waterloo area to encourage local people to commence training within the comfort and familiarity of their community. Once they have been through this initial training, they will be streamlined into employment or further TAFE or university courses.

Training for the construction industry will be specifically geared to job opportunities for Indigenous people emerging from projects within the operational area of the RWA, in particular the ATP, North Eveleigh and the Redfern Station precinct. TAFE South Western Sydney Institute will deliver the training.

The on-site training program operating out of the centre will provide invaluable experience for students wishing to enter the above industries. The benefits of on-site training are substantial, particularly for Indigenous students as Indigenous teachers can teach them within a workplace context, where successful Indigenous tradespeople are employed on the major projects.

The hospitality section of the centre will be a project in culinary and cultural education. The training centre will be a cross-cultural hospitality training enterprise that will provide on site training and employment experience in Indigenous cuisine within an accredited hospitality training course. The training enterprise is based on a partnership between Aboriginal elders trained in hospitality and leading Sydney restaurateurs.

The centre will provide the unique experience of training in both hospitality and the cultural significance of Indigenous cuisine and provide students with on site work experience.

It is envisaged that the training enterprise will become a world-class cross cultural training and employment centre in Indigenous Australian cuisine within the hospitality industry, as well as provide opportunities for associated employment opportunities in cross cultural ventures across the hospitality, tourism, education and publishing sectors. Graduates from the centre will be linked directly to jobs in the restaurant, and cafe sector as well as with major catering employers.

The RWA has committed \$700,000 in 2005-2007 for capital works, fit out and start-up costs to establish the centre. A three-year agreement has been reached between the RWA and the Department of Education and Training, where the Department of Education and Training will provide advice on industry training requirements; access to employment services; access to TAFE Sydney Institute on-line services for employment preparation and an Outreach Program.

The provision of community based training in information technology will be critical to ensuring the local community gains access to the large numbers of jobs to be created in this field over the next ten years. The RWA will work with its partners and the private sector to establish computer training facilities at the North Eveleigh centre by late 2006.

## **8. Industry based employment strategies**

In the main, employment is industry based. The RWA will develop strategies to deliver employment for locals on an industry-by-industry basis, developing partnerships with agencies involved in delivering employment services to job seekers, peak industry bodies and employers. Initially, the RWA will develop strategies for those industries that are experiencing immediate skills shortages such as the construction, hospitality, commercial cleaning, facilities management and transport industries. As these industry strategies are bedded down, strategies for the Information Technology/Biotechnology, service industries and cultural enterprise industries will be developed.

## **8.1 Construction Industry**

The construction industry is a major employer in Australia, employing over 700,000 people – over 7% of the workforce.

Up to four major construction projects at the RWA-owned Australian Technology Park could commence over the next 2-3 years.

The RWA, in response to the opportunities emerging from the redevelopment of major sites with the Authority's operational area has developed partnerships with industry organisations to provide training and employment opportunities in the construction industry.

In January 2006, the Brick Industry Training School commenced operations at North Eveleigh. This organisation is privately funded by the Brick Industry and has a successful record in training and placing unemployed people into apprenticeships and traineeships in the lucrative field of bricklaying.

During 2006, the RWA will develop strategic partnerships with other construction industry associations to provide training and employment opportunities for local people; and further the marketing of the Redfern-Waterloo area as one of supplying job ready people into the construction industry, which is currently experiencing a significant skills shortage.

## **8.2 Hospitality Industry**

The hospitality industry covers a diverse range of establishments providing hospitality services in the form of hotel management, accommodation, food and beverage services. The RWA's initial focus will be on providing high quality training and work experience opportunities for people wishing to pursue a career in the hospitality industry, with an initial focus on the café, restaurant and catering side of the industry, which currently offers significant career opportunities in a growing market. The Redfern-Waterloo area is ideally placed to supply employees into the adjoining hospitality areas of the city.

The RWA is starting a project called Yaama Dhinawan, which will deliver a cross cultural hospitality training and employment program, that will provide on-site training and employment experience in Indigenous cuisine, within a working café/restaurant.

Leading Sydney restaurateurs Raymond and Jennice Kersh (formerly of Edna's Table) have teamed up with Aboriginal elder and caterer Beryl Van-Oploo to deliver the training and run the training enterprise.

The centre will train participants in Hospitality, with a focus on Indigenous cuisine and will be linked directly to jobs in the restaurant, café and hospitality

sector. At the end of the training, participants will have a Certificate II in Hospitality (Operations) and will be streamed into employment in the hospitality industry.

The RWA has begun negotiations with major hospitality employers, which will lead to employment for trainees who have successfully completed their training at the restaurant/café training centre at North Eveleigh.

The program will be run through a working enterprise, which will provide work experience for participants as part of the curriculum. The café will also have waged staff separate to the employment program to ensure that it is operational. The participants will have paid employment opportunities by working some shifts at Yaama Dhinawan, outside of the program.

The participants will be formally mentored for the first month in employment, which will be followed up with ongoing mentoring delivered from Yaama Dhinawan.

This training will be open to all unemployed people in the area, with some of the courses run specifically for particular people in the community, such as sole parents.

### **8.3 Commercial Cleaning Industry**

The RWA has identified the commercial cleaning sector as providing opportunities for local people to enter a low start-up cost industry that offers job flexibility and business growth opportunities.

The private and Government sector development that is proposed to occur in the Redfern-Waterloo area will provide significant employment opportunities for those sectors of the community where working hours flexibility is valued.

The employment opportunities in the new developments will include people and organisations providing window, house and office cleaning or similar cleaning services.

The RWA will seek to develop training partnerships with the peak bodies representing the industry, brokering relationships between employers, group training companies and employment service providers to deliver trained applicants to employers.

The RWA has begun negotiations to develop partnerships with major cleaning companies, which will lead to employment for trainees who have successfully completed their training.

In addition, the RWA has identified the commercial cleaning industry as being suitable for the development of small business enterprise development and will offer a series of workshops throughout 2006 and 2007 on establishing and growing commercial cleaning businesses.

## **8.4 Facilities Management Industry**

Facilities management is one of Australia's fastest growing and diversifying industries. The facilities management industry has an annual turnover of about \$60 billion per annum and employs over 400,000 people, or 4.4% of the national labour force.

The facilities management industry provides a range of maintenance, asset management, design engineering and communications services to the office, retail, health, education, hotel and industrial sectors that ensure that a workspace is functional and ready to use.

Facility managers coordinate the strategic and operational management of facilities in public and private sector organisations. They range from those making very high-level decisions within an organisation and contributing to strategic planning, to those managing the operations of the facilities.

The RWA has commenced developing training partnerships with the peak bodies representing the industry. The RWA will broker relationships between its training partners and employers to design targeted training courses for local people to fill the current skills shortages.

The RWA is also developing partnerships with the university sector to create in-house employment opportunities for local people in facilities management. The majority of universities have extensive facility management services operating within their campuses and are positioned to offer significant career paths in this field.

## **8.5 Transport Industry**

The road transport industry consists of three defined sectors:

- Manufacturers, suppliers and repairers of commercial vehicles including coaches and buses, and their components
- Transport operators engaged in the movement of freight
- Public and private operators involved in the movement of passengers.

Common occupations for employees working in the transport industry include driver, off-sider, yard person, extra hand, courier, stock controllers, warehousing managers and forklift/elevated platform operators.

The transport industry employs about 150,000 people and provides employment for a further 150,000 in supporting activities.

Redfern-Waterloo is ideally located to provide workers for the transport industry, as a central hub close to the CBD, close to major arterial routes out of the city and along the airport corridor.

The RWA is developing a training and employment partnership with the NSW Road Transport Association that recognises that the industry is growing at 30% annually and is experiencing significant skill shortages. The Redfern-Waterloo area is ideally positioned to provide trained, job-ready people into the industry. This industry also offers opportunities for mature age workers to retrain to meet the needs of the expanding job opportunities.

The NSWRTA has identified opportunities for the supply of employees, which will be further developed. The RWA will broker relationships between employers, group training companies and employment service providers to deliver pre-trained applicants to employers.

## **8.6 Information technology/ Biotechnology industries**

There are over 10,500 information and communication technology specialist businesses in NSW, employing almost 100,000 people. The NSW biotechnology industry employs 2,300 people. In addition, the pharmaceutical industry employs approximately 6,900 people.

Biotechnology is a broad term used to describe a group of technologies associated with life sciences that are applied to achieve outcomes in areas including human and animal health, agriculture and food production, diagnostics, medical and veterinary devices, manufacturing and the environment.

The employment and enterprise development strategy is to target the employment opportunities emerging particularly at the Australian Technology Park in the information technology/ biotechnology sectors through the medical research clusters, including research and development and innovation. From 2007 onwards, the new office accommodation proposed for the ATP site will be progressively completed. The employers moving onto the Park will be encouraged to commit to employment targets for local people.

The challenge for the RWA will be to ensure that interested students currently studying at school and interested job seekers gain entry into the relevant university courses to enable take up of the emerging opportunities in this sector.

To achieve this goal, the RWA will facilitate a comprehensive ongoing program to provide tutoring, access to computer equipment and work experience opportunities in the information/ biotechnology industries.

## **8.7 Service Industry Enterprise Development**

Many new residents moving into the area are expected to be working people who may be time poor and therefore potentially attracted to the benefits of engaging domestic support services.

This presents opportunities to provide local residents with services in:

- Cleaning
- Gardening
- Home maintenance
- Car care
- Animal care
- Child care
- In house care

These enterprise opportunities have low start-up costs and flexible working hours, offering attractive employment opportunities to specific sectors of the community.

As the pace of urban renewal quickens, the RWA will target assistance, including training and business support, to encourage enterprise development to service this emerging niche market.

## **8.8 Cultural Industries/Enterprise development**

The RWA will implement a number of strategies to reposition Redfern-Waterloo as a major cultural precinct in Sydney. Opportunities for cultural enterprise development are expected to grow commensurate with the success of the revitalisation program.

The Contemporary Performing Arts Centre currently being built at North Eveleigh will provide a unique opportunity to develop a cultural industries precinct within the RWA operational area.

The precinct will provide opportunities to showcase local and international performance companies as well as developing programs for local community participation.

The North Eveleigh cultural precinct will become the creative heart of the RWA urban renewal program; an evolving and dynamic urban area offering a unique environment for residential and commercial development.

The RWA, in partnership with the Ministry for the Arts and the City of Sydney, will develop a Cultural Industries Strategy for the area during 2006. The strategy will identify opportunities for cultural industry development eg. Indigenous design, textile printing and clothing manufacturing sold through Indigenous retail outlets.

Through the development of local markets at the ATP/North Eveleigh, a number of other enterprise opportunities will arise through food stalls, craft and art stalls and entertainment. Involvement of local people in these markets will be a key element in their success and will be what differentiates them from other markets across Sydney.



The North Eveleigh cultural precinct, along with the development of Indigenous cultural tourism in the area, will create employment opportunities for locals.

To support and sustain a cultural industry sector, the RWA in partnership with the Department of State and Regional Development, will hold a cultural industries business development workshop in October 2006. The workshop will focus on market development opportunities for firms in the Redfern-Waterloo area.

The RWA in partnership with the Redfern Waterloo Chamber of Commerce will develop a campaign to re-brand Redfern-Waterloo as offering unique cultural experiences, leveraging off the high number of art galleries, performance spaces and practising artists in the area.

To further cement the change in image, the RWA and its partners will develop a cultural festival to be run throughout 2007 highlighting cultural industries operating in the area.

## **9. Targeting Employment and Enterprise Strategies for Aboriginal People and Youth**

The RWA is committed to ensuring that the Aboriginal community benefits from the urban renewal in the local area.

The Indigenous Employment Model used in the construction industry is an early example of this. As at the end of October 2005, 17 young Indigenous people have started their trade apprenticeships at North Eveleigh.

The restaurant/café/training enterprise that is commencing at North Eveleigh is another example of what is envisaged will become a national centre of excellence in the training of the preparation and serving of Indigenous cuisine.

In October 2005, the RWA has also negotiated a landmark agreement with the Indigenous Land Corporation (ILC) for the ILC to purchase the 1.6-hectare former Redfern Public School site. An initial \$25 million will be invested by the ILC to transform the site into the proposed National Aboriginal Youth Development Centre.

### **9.1 Indigenous Employment Model**

In response to the opportunities emerging from the redevelopment of major sites such as the ATP and the North Eveleigh precinct, the RWA has implemented a successful Indigenous Employment Model for the construction industry.

The model delivers a streamlined recruitment, training and employment path for employers by coordinating the services to deliver quality job-ready

candidates pre-qualified in their respective career choices. This is achieved through coordinating:

- Recruitment
- Training
- Apprenticeships
- Group Employment
- Mentoring
- Cadetships

The model has been developed in partnership with agencies involved in delivering services to job seekers. The partners are:

- CFMEU
- TAFE NSW
- Macarthur Group Employment Company
- New Apprenticeship Centres
- Job Network Members
- Youth services
- Redfern Aboriginal Corporation (CDEP) & (IEC)
- RWA
- Industry representatives.
- Aboriginal Employment Strategy (Glebe)
- Work Ventures
- WAYS Youth Employment
- Universities

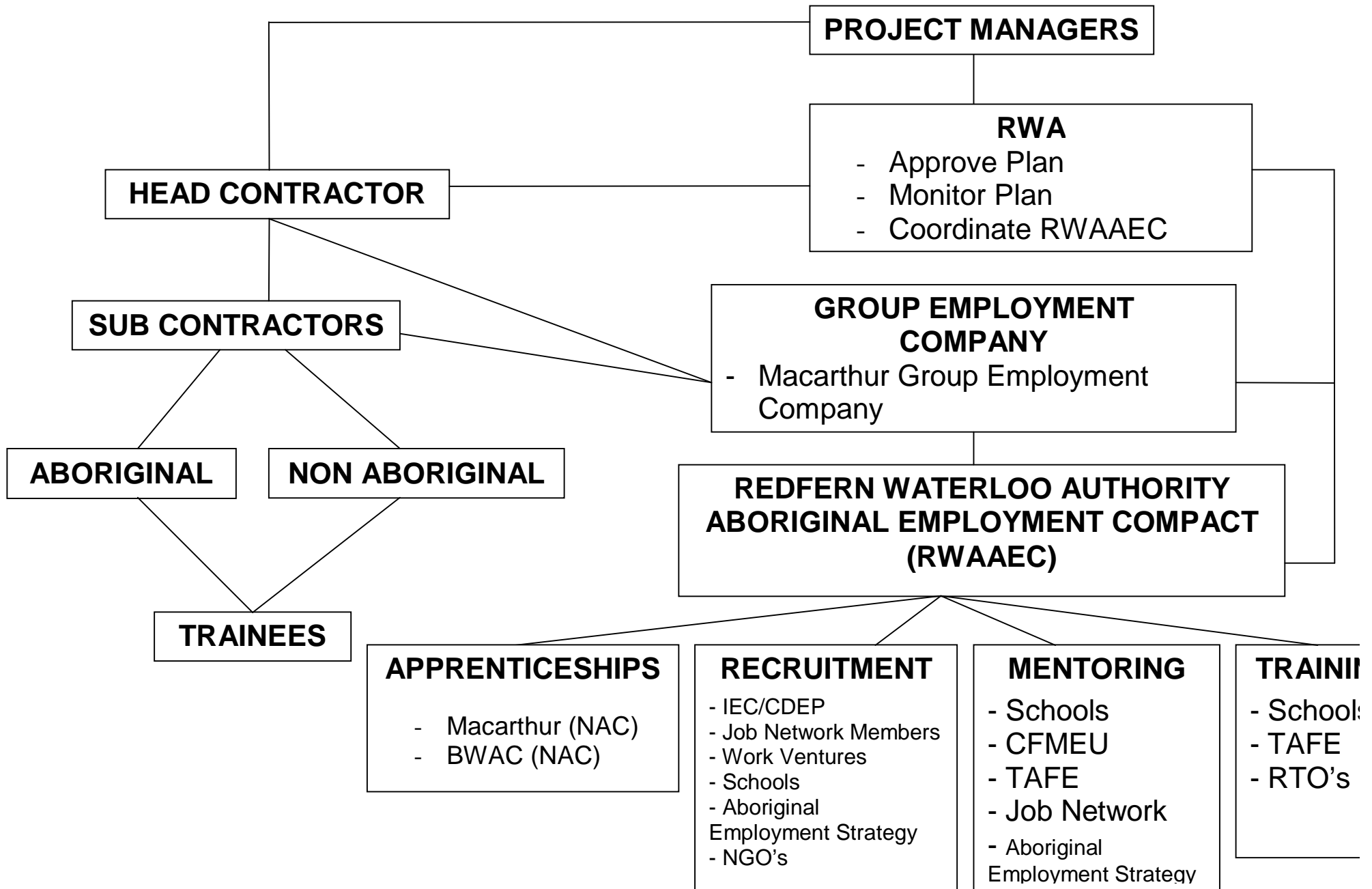
So far, the RWA has successfully negotiated as part of the North Eveleigh development for 19 Indigenous people to be employed on the redevelopment of the Contemporary Performing Arts Centre project. The Building D project at the Australian Technology Park has committed to employing 26 Indigenous people. These numbers will increase as more projects come online at the Australian Technology Park. The employment opportunities delivered to date include the following professions:

- Project Managers
- Carpenters
- Electricians
- Fitter and Turners
- Boiler makers
- Roofers
- Painters
- Tilers
- Plasterers
- Final cleaners
- Concrete placers and fixers
- Security guards
- Bricklayers

- Teachers/trainers
- Mentors

Getting people into jobs is only part of the task. The RWA recognises that ongoing support and mentoring once in the job is of vital importance. To support the Aboriginal apprentices and sub contractors on site, the RWA has employed an Aboriginal builder to assist by mentoring, providing pastoral care and guidance in skills development.

# REDFERN WATERLOO AUTHORITY INDIGENOUS EMPLOYMENT MODEL



## **9.2 Aboriginal Enterprise Service**

The RWA has set up an Aboriginal Enterprise Service, in partnership with the Department of State and Regional Development, to encourage and cultivate successful Indigenous businesses. Small business is a growing sector within the Redfern-Waterloo community and one where there are employment opportunities for locals. Labour market trends also indicate that many new workers in service industries and areas like construction are increasingly independent contractors rather than employees.

An Aboriginal Enterprise Service operates out of the RWA's office in Redfern. Business consultants located at the RWA provide information on business start-up and business development. Aboriginal people benefit from a one to one approach with an experienced business advisor who can provide strategic business information and guidance. Making the service accessible locally provides greater support to the Aboriginal business community.

To date, the service has advised on a wide range of business initiatives from cafes to driving schools. The RWA is committed to expanding this service in line with future demand and sees a role in identifying business opportunities and working with the community to encourage local people to take up the emerging opportunities.

As part of this service, the RWA will link emerging Aboriginal enterprises with existing micro-finance services.

To strengthen the sustainability of fledgling enterprises in the area, the RWA is developing an innovative initiative based on successful business operators forming partnerships with new enterprises eg. Indigenous tourist enterprises becoming business partners with leading tourism operators. The successful business will bring to the new enterprise a wealth of business experience and confidence that will ensure the new enterprise is established and operated on sustainable business principles.

## **9.3 Aboriginal Enterprise Workshops & Training**

Four enterprise workshops will be delivered annually, focusing on key business topics. These workshops will be targeted at Indigenous people interested in developing their own businesses, as well as strengthening those enterprises already in operation.

These workshops will enhance the business skills of existing enterprises as well as inform Aboriginal people who are considering developing enterprises about business planning and financing.

The first workshop will be held in mid 2006 and will be tailored for Aboriginal construction companies. The workshop will give assistance in tendering for large scale construction work, including how to prepare tender documentation and partnering with larger companies for commercial and residential projects.

In addition to the workshops, the RWA will facilitate training in business skills for people who already run businesses or work in Aboriginal organisations. This includes a Diploma of Business Management which covers subjects such as finances, people management, OH&S and record keeping. Other training will also be offered as needs are identified.

#### **9.4 Linking the private sector with Aboriginal businesses**

The Aboriginal Enterprise Service will also link private sector companies to Aboriginal businesses that support the growth of Aboriginal enterprises. This will be achieved by providing an easily accessible point of contact and up to date information on Aboriginal enterprises.

During 2006 the RWA, working in partnership with the Aboriginal Participation in Construction Steering Group - which includes the Departments of Commerce, Premier, State and Regional Development and Aboriginal Affairs - will provide a platform and reference point to expand Aboriginal participation in construction projects. This project should increase Aboriginal employment and skills in this industry at both vocational and managerial levels.

#### **9.5 Aboriginal Youth Business Program**

The successful school based Young Achievers Australia program will be delivered in 2006 to Aboriginal students at Alexandria Park Community School.

This program teaches school students through experiential learning techniques to: develop, finance, produce, market and sell the product they develop. The practical experience gained through this initiative will benefit those students wishing to pursue a career in business, as well as expose others to potential job opportunities in their community through enterprise development. This program has achieved great success in other communities and has led to the development of sustainable businesses developed, owned and operated by young Aboriginal people.

As the RWA's work progresses, it will:

- Work with the local community to ensure that the opportunities for Aboriginal people through cadetships are maximised for young Aboriginal people in the area.
- Expand cultural enterprises through design production linked to the tourist industry as well as support connections to international markets.
- Support Aboriginal cultural enterprises to create a cultural experience in Redfern targeted at the growing cultural tourism industry.
- Facilitate the commercial development of cultural enterprises.
- Work with other programs that support entrepreneurial development in young people.

## **9.6 National Aboriginal Youth Development Centre**

The Indigenous Land Corporation, an Australian Government statutory authority, is currently negotiating with the RWA and the Department of Education and Training to purchase the former Redfern Public School, which last closed its doors to students at the end of 2002.

Under a deal brokered by the RWA, the ILC has committed to purchase the site as part of a \$25 million investment to establish the National Aboriginal Youth Development Centre – an institute to promote sporting, social and cultural excellence amongst Aboriginal youth.

The proposed national Centre will form the heart of a new youth precinct for the local community as outlined in the RWA's Human Services Plan.

The Exodus Foundation will also establish its successful Tutorial Centre program on the site, which already caters for a number of Redfern-Waterloo youth at its Ashfield operation. The program helps young people aged 10-14 to improve literacy, school attendance and behaviour.

## **9.7 Employment Strategies for Young People**

Tackling youth unemployment in the Redfern-Waterloo area is a key initial focus of the RWA's employment and enterprise plan. Youth unemployment in particular has long term consequences as it occurs at the beginning of a person's working life. Not only can the person suffer from a lack of income, low confidence and self-esteem, but joblessness at this age also means they miss out on opportunities for skill development that results from on-the-job training and subsequent work experience.

Part of the problem of high youth unemployment in the area, 16% overall with a figure of 33% in Waterloo, is a generational lack of work culture. A large number of young people in the area have grown up in an environment where their parents and role models are not in the labour force, which can have a major impact on a young person's attitude to work. Young people in these households are markedly disadvantaged in terms of exposure to work based skills, the realities of working life and the simple household rhythms of getting ready to go to work in the mornings.

A majority of the strategies outlined in this plan have a particular emphasis on the needs of young people in the area. The industry-based employment strategies will be focused on employment opportunities for young people, particularly with apprenticeships, traineeships and cadetships.

However, there is no quick-fix solution to addressing youth unemployment in the area. The RWA is committed to ensuring that the 730 children currently in schools in Redfern-Waterloo are equipped and ready to make the most of the opportunities that the RWA is encouraging and nurturing. The RWA will work

with schools to ensure that when these young people come to the end of their schooling, they have a direct link into further education, training or work.

The focus on retention, numeracy and literacy, and vocational education at schools is a key element in the longer term employability of young people in the area. These strategies are addressed in more detail in the RWA's Human Services Plan.

The education and training strategies in this plan (at 6.1) include teaching school children vocational skills and exposing them to community based employment experiences. Through these and other strategies, such as developing individual school to work plans, they have an increased chance of successfully transitioning from school to employment or further education and training.

It is important to also reach young people who are not engaged or involved in schools in the area. These young people are at a higher risk of remaining unemployed than their counterparts at school. The RWA will seek to engage these people through the local youth centres, which will be coordinated into three youth service delivery precincts as part of the Human Services Plan.

Through the Human Services Youth Taskforce, the RWA will develop employment and training programs to be run out of one or more of the proposed youth service delivery precincts. The training programs will be directly linked to the employment opportunities that are available in the area and to the industry-based employment strategies described in this Plan.

As many of these young people will need ongoing assistance due to their lack of confidence, skills and work experience, it will include mentoring programs for them once in employment and also for the businesses that have employed them.

## **10. Supporting local business**

### **10.1 Small business**

In 2000-01, there were 372,500 small businesses in NSW, employing 1,083,400 people. Small businesses are a growing part of the economy.

The RWA's small business strategy focuses on two areas: creating jobs and assisting small business to establish and/or grow.

A consortium comprising Commonwealth, State and local governments and the Redfern-Waterloo Chamber of Commerce will work together to identify funding and opportunities for small business in the area.

The consortium will also make one-to-one approaches to small business to encourage them to employ local people. The RWA will work with the Redfern-Waterloo Chamber of Commerce to develop a package of information that



advises businesses to facilitate recruitment of locals, focusing on the Commonwealth and State funding assistance available to them and the assistance the RWA can provide in terms of delivering people who are pre-qualified, have a mentor and want to work.

This information kit will be developed during 2006 and will also be used in approaches to neighbouring chambers of commerce to market job ready people from the Redfern-Waterloo area.

Local small business is expected to be a major beneficiary of the RWA's urban renewal strategy. This will be the case particularly for traders in the retail strips of Regent and Redfern Streets, who will be able to leverage off the significant employment growth arising from redevelopment of Redfern Station and the surrounding area, including the ATP.

The RWA has committed to the initial establishment of a regular Farmers Market to partly address the current lack of adequate local shopping combined with parking facilities. The markets concept is regarded as well suited to small scale enterprise development for the local community and business planning advice will be provided to enterprises wanting to participate.

An Aboriginal Cultural Awareness Program will be run in the area by TAFE Sydney Institute, to support local businesses and strengthen the relationship between local residents and employers.

Mentoring is an important tool which can lead to the success of a new business. The RWA will look at forming partnerships to establish a specific Redfern-Waterloo focused business mentoring service for new starting and potentially expanding small enterprises.

## **10.2 Repositioning Redfern-Waterloo in the Sydney context**

Redfern and Waterloo are situated adjacent to the CBD and are well served by public transport. This ideally positions the area to service a wider community. The potential for weekend markets, street festivals and increased street activity is assisted by the implementation of strategies that improve amenity and personal safety.

Creative approaches in retail that exploit the Indigenous cultural focus of the area and the emerging arts and crafts community will attract patronage from all over the metropolitan area and ultimately tourists from outside Sydney.

The changes to community life in the area are already being marketed via the RWA website and Update newsletters. While the focus of those mediums is on the work of the RWA, the successes of individuals, groups and business enterprises in the area are also highlighted. Based on the general feedback about the change strategy, community support is positive and enthusiastic.

To further advance the process of repositioning Redfern-Waterloo, the RWA is developing a comprehensive strategy that will include public events to celebrate the area and multi media projects to market Redfern within the broader Sydney context.

Redfern-Waterloo is a strong, diverse community in the real sense of the word 'community'. It can and should be an area to which people are attracted and one where the great cultural symbols of the Aboriginal community can be honoured alongside those of the broader community.

The community, especially its children, needs to celebrate the successes of local people, to experience fulfilling and enjoyable public life, to see and meet people who are role models that offer real examples of how people can succeed.

Building self respect in a community is achieved by valuing the people of that community. Working with its partners, the RWA has accordingly commenced developing an ongoing strategy that focuses on promoting Redfern-Waterloo's local heroes.

People like the Tribal Warrior Association on Lawson Street Redfern; an inspiring organisation that provides quality training in commercial maritime qualifications, operating Australia's first Aboriginal cultural harbour cruises on Sydney Harbour out of two beautifully maintained vessels proudly flying the Aboriginal flag. They are genuine local heroes and positive role models.

To further enhance the re-positioning of Redfern Waterloo, the RWA commencing in 2006 will sponsor an annual art festival that celebrates the "Faces and Places" of the area. The festival will be open to all residents and workers in the community and be held under a spectrum of age groups. The festival will culminate in an official judging, exhibition and celebration of the community's work.

The threshold task is to break down the barriers of misperception and prejudice that constrain the potential of the Redfern-Waterloo community to climb the essential ladder to jobs, opportunity and prosperity.

## **11. Evaluating Results**

An evaluation process to monitor the success of the employment and enterprise strategies will be implemented over the next 18 months.