

Part 7:

Resourcing and Legislation

23 Government Resources

23.1 Recruitment of staff

A number of Government agencies operating in Redfern and Waterloo have recently experienced difficulties in recruiting staff to work in the area. Due to negative perceptions about the difficulties associated with working in Redfern and Waterloo, agencies have, in some instances, been forced to recruit people with less skills and experience than is desirable. This is highly problematic in an area with such a high level of need. Given the complexity of problems that exist in the area, effective service delivery is reliant on highly skilled employees who can operate effectively in a complex political, social and economic environment.

The preliminary results from the Review of Human Services that has been commissioned by the Redfern/Waterloo Partnership Project (RWPP), suggest that there is a requirement to better match resources to need in the area. This has implications for both the human and physical resources of Government agencies, as well as non-government and community organisations.

23.2 Policing

23.2.1 Redfern LAC staff profile

Redfern LAC comprises both sworn and unsworn officers. The staff can be grouped into a number of areas:

- Management Team, including the Local Area Commander, Local Area Manager, Crime Manager and Duty Officers
- General Duties Police
- Intelligence Response Team (IRT)
- Crime Management Unit (CMU)
- Criminal investigation (eg. detectives)
- Mounted Police
- Licensing Police
- Traffic Services

- Brief Management
- Education and Development Officers
- Forensic Scenes of Crime Officers (SOCOs)
- Youth Liaison
- Crime Prevention Officers
- Aboriginal Community Liaison
- Administrative support.

Redfern LAC is classified as a category 2 LAC. This classification affects the pay rate of LAC Commanders and Duty Officers and is based on assessment of a number of factors relating to workload and complexity of managing commands.

The level of experience of general duties officers at Redfern is consistent with other Commands in the region. That is; Redfern and other commands in the Region have a high proportion of Probationary Constables and Constables with less than five years experience.

The level of experience of Constables with Criminal Investigation experience at Redfern is less than that of the Region. NSW Police advise that difficulty in filling criminal investigation positions at Redfern is a matter of concern and directed transfers are an important measure to address this problem and help Redfern build its criminal investigation capacity. It is important to note however, that police officers, in common with other workers, are entitled and able to influence or choose their employment.

NSW Police report that each Local Area Command in New South Wales has a First Response Policing Agreement in the workplace which outlines the minimum number of police required for first response duties. First response duties relate to those frontline duties involving immediate service to the community. Although this tends to be reactive policing, these police are also tasked to attend repeat crime locations to ensure their continued involvement in proactive policing.

The First Response Agreement at Redfern allocates 4 units (1 unit = 1 officer) for the day shift and 4 units for the night shift, Sunday through to Wednesday and 4 units for the day shift and 6 units for the night shift, Thursday to Saturday.

23.2.2 Personal safety issues

NSW Police report that staff working in Redfern are faced with substantial challenges each day. Police Association representatives at Redfern have stressed that officers work daily in an environment that poses significant risks to their personal safety. For example, it is not uncommon for police to have rocks and bottles thrown at them.

Police property is also subjected to malicious damage, notably police motor vehicles. Based on other comparable Local Area Commands, Redfern Local Area Command (LAC) might be expected to represent around 1% of the value of insurance claims for malicious damage to motor vehicles. Instead it represents about 19% of all claims.

Many police and other law enforcement officers – and their families – are subject to threats and harassment, simply because of their jobs. The threats may be designed to cause fear or harm, or to influence investigations or court matters. Officers and their families require additional protection against these threats and harassment.

Additional protection has been provided by:

- introducing new minimum sentences for crimes committed against police in the course of their duties
- extending offences relating to stalking, harassing, intimidating, maliciously wounding or inflicting grievous bodily harm on police officers who are off duty but targeted because they are police
- creating similar offences to protect people involved in domestic relationships with a police or other law enforcement officer
- making obtaining information about a police or other law enforcement officer an offence, when the intention is to use the information to harm the officer as a consequence of their duties or occupation and
- making it an offence to assault, stalk, harass, intimidate, maliciously wound or inflict grievous bodily harm on certain law enforcement officers other than police officers.

23.2.3 Aboriginal recruitment

The NSW Police Service has developed a number of strategies in recent years to improve its relations with Aboriginal communities across New South Wales. The relationship between the Aboriginal community living on The Block and the Redfern LAC is particularly complex, and one strategy which is expected to positively impact on that relationship is the Aboriginal Employment Strategy 2003 – 2005. The Aboriginal Employment Strategy aims to increase the number of Aboriginal people recruited into and retained by NSW Police.

The aim of this Strategy is to attract and retain Aboriginal employees in order to achieve an employment balance that reflects the representation of Aboriginal people to the same level as represented in the community we serve. This will enable NSW Police to better respond to Aboriginal communities through increased awareness of cultural issues.

Aboriginal Employment Strategy, 2003-2005

The NSW Police Aboriginal Employment Strategy aims to achieve positive outcomes by:

- employing and promoting Aboriginal people on the basis of merit. Applicants need to meet agreed levels of skills and knowledge and demonstrate attributes required to perform the duties of the position
- targeting existing and new positions for Aboriginal employees, with clear performance requirements for each position
- providing education, training and development programs as required to address identified needs
- providing enhanced cross-cultural awareness training throughout NSW Police.

NSW Police currently employs approximately 138 sworn Aboriginal Police Officers and 54 unsworn Aboriginal officers.

Targets which are included in the Employment strategy and which relate specifically to police recruitment include:

- increasing the number of Aboriginal Police officers
- increasing the number of Aboriginal people appointed to administrative and other unsworn positions.

NSW Police recruitment has a number of strategies in place to achieve these objectives:

- A Koori Career Day is being planned for the 20th June 2004 at the Tamworth PCYC
- Recruitment Police have attended Koori Specific Career Days. Some of these days have been at Nowra, Moree Croc Festival, Plumpton High School and Mt Druitt GROW Festival
- The Aboriginal Information Kit is currently being updated
- Continuation of the development of Koori specific marketing material
- Implementation of the Aboriginal Access to Further Studies Course at Moree. Approximately 11 people are studying the course at Moree hoping to join the NSW Police
- The Aboriginal Access to Further Studies Course is currently running at the Bankstown TAFE with approximately 13 persons
- After a presentation by Recruitment Police to the TAFE NSW Aboriginal Vocational, Education and Training Conference in February 2003, action has commenced to have the Aboriginal Access to Further Studies Course delivered through the distance education (Open Training and Education Network (OTEN)) arm of TAFE
- Advertising for Security Officer positions were recently conducted. The Koori Mail and the National Indigenous Times, being the major Aboriginal newspapers, had adverts in them relating to the positions with a positive response

- The last Police class to attest, DPP 17, had 6 Aboriginal people.

Redfern LAC has four Aboriginal Community Liaison Officer positions however one position is currently waiting to be filled and an officer who is on leave without pay occupies one position. The other two positions are filled on a permanent basis.

23.2.4 New Police Station

The current Redfern Police Station is inadequate for the number of officers who are attached to the Redfern LAC and it fails to meet appropriate Occupational health and safety standards.

Accordingly the Department of Commerce has secured, on behalf of the Police Department, a five year lease with three times five year options on at least six floors of the western TNT Tower. The final number of floors is dependent on the outcome of Strike Force COBURN (see Chapter 21). The new station is expected to be operational by early 2005.

23.3 Department of Community Services

The Department of Community Services (DoCS) faces similar personal safety issues to NSW Police for staff working in the area. DoCS works with police assistance to undertake statutory child protection functions. Whilst retaining its commitment to continuing as a lead agency in relation to projects for children, families and young people, DoCS has reported that the funding formula and budget of the Redfern/Waterloo Partnership Project (RWPP) has not made allowance for the impact it will have on DoCS's essential activities. These activities include planning, purchasing and monitoring of funded projects, and development and implementation of processes to enhance existing youth and family support services in Redfern and Waterloo. Specific resources to manage this work would significantly strengthen the capacity of DoCS to negotiate with other state agencies and communities and facilitate joint planning and coordination of priority projects.

In the absence of dedicated resources and personnel to deliver these key elements of the RWPP, this activity is undertaken directly by the Regional Director and a Director Partnership and Planning, at the expense of other DoCS related work.

23.4 Surplus Government assets: the former Redfern Public School

Redfern Public School was identified for closure as part of the Building the Future Program which was subsequently renamed Revitalisation of Inner Sydney Schools (RISS). The school ceased operation at the end of 2002.

Some years prior to the closure of the school, approval was given for the Murawina Aboriginal Child Care Centre to relocate to the site. The Centre subsequently took possession of a large brick building at the corner of George and Phillip Streets, Redfern. A Deed of Agreement for lease was signed on 15 February 2002, which provides for the premises to be leased for a period of thirty years at a nominal rental of \$1 per annum. There is no lease option period.

Following the closure of the school it was proposed to sell the residual portion of the site. A subdivision application was lodged with former South Sydney Council in January 2002 to facilitate the leasing proposal while allowing for the eventual disposal of the remainder of the site. This application has not yet been determined by Council.

In considering a disposal strategy for the site the Government Asset Management Committee requested the Department to liaise with the Redfern/Waterloo Partnership Project team. While some discussion has taken place no decision has been made regarding the future of the former school site.

While the future of the site remains undecided a number of community organisations have been permitted to occupy the premises. This arrangement will cease on 30 June 2004. This timeframe concurs with the completion of the Human Services Review.

Consequently the future of that part of the site of the Redfern Public School not occupied on a long term basis by Murawina will depend on the outcome of the work by the Redfern/Waterloo Partnership Project team. The Department expects that revenue from the sale of any of the site will be used to contribute to the cost of the refurbishment works undertaken as part of the Revitalisation of Inner Sydney Schools Program.

24 Legislation and Policy Issues

24.1 Privacy and Personal Information Protection Act

24.1.1 Application for an Exemption under the Privacy and Personal Information Protection Act 1998

The NSW Government, through its human services agencies, is developing a new and innovative Case Coordination Framework (CCF) for Redfern and Waterloo. This model focuses on specific children and young people who have been identified by agencies as being involved in consistent and ongoing anti-social behaviour in Redfern and Waterloo. Inevitably they have long histories with services. Although few in number, the behaviour of these children has a disproportionately negative impact on the community. (Chapter 14 outlines the CCF in more detail.)

Under the CCF, the process is expected to be overseen by the Redfern/Waterloo Human Services Senior Officers' Group (RWSSOG) which is a sub-committee of the Redfern/Waterloo Senior Officers' Group. The RWSSOG is chaired by the Premier's Department. Through this process it will be possible to prioritise which young people and children are most at risk and then develop a comprehensive program around the needs of that particular child. Linked to this, it is intended to make agencies more accountable for any failure to carry out their responsibilities under the program.

For the program to be effective it assumes that agencies have the capacity to exchange information as this is the key to effective case management of these children and young people. As the families in question often have had a long history with many, if not all, of the major agencies in the area, individually each of these agencies is likely to hold significant pieces of information which would be important in the development of an effective case management plan.

There are a number of the initiatives established under the RWPP which are premised on the exchange of such information including Redfern/Waterloo Street Team which is staffed by employees from a range of agencies both Government and non-Government. Furthermore the Redfern/Waterloo Anti-Drug Strategy includes as one of its actions, the intensive case management of the 20-25 most at risk young people living in Redfern and Waterloo.

For good reason, the *Privacy and Personal Information Protection Act 1998* limits the type of information that can be exchanged between agencies. However where there are instances of unlawful behaviour or where children or young people are at risk as defined in the *Children and Young Persons (Care and Protection) Act 1998*, agencies are exempt from the requirements of the *Privacy and Personal Information Protection Act*.

Experience has shown that, in many of the cases of the children and young people likely to be included in the CCF, they fall outside the scope of the exemption allowed under the *Children and Young Persons (Care and Protection) Act*. Without such an exemption, agencies cannot legally exchange information.

So that the necessary information can be shared, and in order to address the needs of these children, the RWPP has prepared an application for exemption to five Information and Protection Principles of the *Privacy and Personal Information Protection Act*. The goals of the CCF, upon which the application under the Privacy and Personal Information Protection Act is being made, are to:

- improve the wellbeing of children and young people
- reduce the impact of anti-social behaviour on the community.

Under the CCF a ‘high risk’ child or young person who has come to the attention of an individual NSW Government human service agency will be assessed internally by that agency against the ‘Case Coordination Assessment Criteria’. The criteria are:

- the child/young person resides in Redfern, Darlington or Waterloo
- the child/young person is a high level risk to themselves and/or others
- multiple agency collaboration is necessary due to the complexity of the case
- agency intervention has failed to reduce risks so far.

An agency may determine that the child or young person is not sufficiently ‘at-risk’ for Case Coordination. For example, they may not need multiple agency involvement and the needs of the child/young person may be adequately met by one agency. If this is the case, the agency will proceed with their normal agency processes. Conversely, if the child/young person is at immediate risk of serious harm, there would be an immediate referral to the Department of Community Services.

In exceptional circumstances, such as a serious incident (for example, a riot), the Chair will convene an emergency meeting of the RWHSSOG. If at that meeting it is determined that there is an ongoing risk that could result in further harm to children and/or young people and/or the community, it may be necessary for agencies to exchange information prior to each agency having completed their full internal assessment. In other words, the cases would proceed directly to RWHSSOG for assessment, without consent being sought. Consequently, an exemption under Section 41 of the *Privacy and Personal Information Protection Act* would need to be applied.

In all other circumstances, where an agency has determined that the case should be presented to the RWHSSOG for consideration under the CCF, the agency is required to make every effort to obtain consent to collect and share personal information from the legal guardian/s of the child/young person PRIOR to referring the case to RWHSSOG.

Advice from the Legal Branch of the Cabinet Office to the RWPP is that if consent has not been gained the RWHSSOG will, if the application for exemption is granted, be in a position to override consent on the grounds that either the rights of the child or the public interest outweighs the need for consent. This advice is being sent to the Privacy Commissioner for consideration in the application for exemption under the Act.

24.1.2 Consultation regarding the application for an exemption

The need for the Case Coordination Framework and request for exemption to the Privacy and Personal Information Protection Act is supported by the Children and Families, Youth and Community Safety Taskforces.

In addition, the RWPP has separately consulted with three Aboriginal organisations in Redfern and Waterloo as many of the children who would be considered for inclusion under the CCF will be Aboriginal. The RWPP met with Redfern Aboriginal Medical Service (AMS) on 17th November 2003 to brief them about the application for exemption. The AMS could see the value in the request for direction and are stated that they were supportive of case coordination processes that were being proposed.

Separate discussions were held with the Redfern Aboriginal Children's Service (ACS) on 26 November 2003. This service affirmed the need for better coordination of case management across government agencies. Staff expressed concerns that they had not been able to work with a number of other non-government organisations in the area who are currently providing services to Aboriginal children at high risk. For that reason they were supportive of the request for the exemption. The ACS understood that the information proposed to be shared would be limited to what was absolutely necessary for the coordination of the particular child.

The Aboriginal Housing Company, owners of the houses located on The Block, has also expressed strong support for the Case Coordination Framework. It is their belief that without such an integrated approach, the issues which were so apparent in the recent disturbances, will never be addressed.

Once a direction is given for an exemption under Section 41 of *the Privacy and Personal Information Protection Act*, participating human services agencies will be required to sign a Memorandum of Understanding, underpinned by protocols and management guidelines to ensure that agencies comply with the direction. In addition, participating agencies will have to develop and implement specific internal protocols and operational procedures to ensure that they conform to the CCF.

Although the information exchanged under the CCF will include personal and identifying information to assist case coordination and crisis management of children and young persons, information can only be used for the purposes as defined in the Memorandum of Understanding.

In addressing care and protection issues which arise from unlawful acts, a balance will be required between protecting the privacy of individuals and sharing information which will contribute to effective child protection and case management.

24.2 Crime related legislation

24.2.1 Police Powers (Drug Premises) Act 2001

A drug premises or drug house is defined as any premises that is being used for the unlawful supply and/or manufacture of prohibited drugs. The *Police Powers (Drug Premises) Act 2001* commenced in July 2001 and provides police with powers in respect to drug premises and those associated with their operation.

The Act creates offences with respect to those involved in drug premises. These include:

- being found on, or found entering or leaving, drug premises without a lawful purpose or lawful excuse
- being an owner or occupier of any premises and knowingly allowing the premises to be used as drug premises
- organising or conducting, or assisting in organising or conducting, drug premises.

The Act also enables premises to be proven to be drug premises, by circumstantial evidence, even in the absence of evidence of drugs having been found in the premises. Once it is established that premises are drug premises, the above offences flow from being present on those premises. The Act enables police to obtain a search warrant to enter and search premises believed to be used for the unlawful supply or manufacture of a prohibited drug.

From 1 July 2001, when the NSW Drug House legislation was introduced, to 31 March 2004:

- 199 drug houses have been shut down across the State
- 477 people across the State have been charged with 559 offences, including:
 - 297 charges for a first offence of being on, entering or leaving a drug premises
 - 11 charges for a second or subsequent offence of being on, entering or leaving a drug premises
 - 148 charges for a first offence of allowing a premises to be used as a drug house
 - 86 charges for a first offence of organising a drug premises
 - 6 charges of obstructing an officer from entering a drug premises.

NSW Police advise that the Redfern LAC has not had great success applying this legislation because of the difficulty in proving that the houses are used for heroin distribution.

In late 2001 Redfern Police executed a number of search warrants in The Block utilising the drug house legislation (Operation Anvil). In late 2002 a similar operation was conducted (Players). Many of the matters were dismissed at Court, particularly with Operation Anvil, with the Aboriginal Legal Service raising the statutory defence to the charge of 'being on drug premise'.

Section 12 of the *Police Powers (Drug Premises) Act* provides a defence in subsection 12 (2), "a person is not guilty of an offence if that persons satisfies the Court that he/she was on/entering/leaving the premises for a lawful purpose or lawful excuse."

Additional investigative methods are now being implemented by Redfern Police to improve the quality of evidence obtained and increase the prospects of convictions for drug supply and drug use.

24.2.2 Law Enforcement (Controlled Operations) Act 1997

The *Law Enforcement (Controlled Operations) Act 1997* provides for the authorisation, conduct and monitoring of certain operations (specifically operations involving what might otherwise be unlawful activities) by the New South Wales Police Service, the Independent Commission Against Corruption, the New South Wales Crime Commission and the Police Integrity Commission. The intent of the Act is to remove any doubt as to the status of evidence obtained in the course of such operations and as to the liability of participants in such operations.

The purpose of a controlled operation is to:

- a) obtain evidence of criminal activity or corrupt conduct or
- b) arrest any person involved in criminal activity or corrupt conduct or
- c) frustrate criminal activity or corrupt conduct or
- d) carry out an activity that is reasonably necessary to facilitate the achievement of any of the above.

The Redfern LAC utilises this legislation.

24.2.3 Police and Public Safety

The *Crimes Legislation Amendment (Police and Public Safety) Act 1988* provides police with powers to ensure public order and reduce violence.

The focus of policing, supported by this legislation is:

- to reduce the number of knives and other weapons being carried or used in public place or school
- to provide police with additional power to conduct a search on a person and to confiscate any dangerous implements found upon them
 - to give reasonable directions to a person where required in public places
 - to demand a person’s name and address where they may provide information about indictable offences.

The spirit of the legislation is about reducing the prevalence of people routinely carrying knives. The Ombudsman monitors the use of these powers by police.

Redfern LAC, through Operation Concertinas and other proactive operations, routinely use this legislation in the Redfern and Waterloo area. It is important to note that this legislation is not just utilised in Redfern LAC. Like other pieces of legislation, it is used across the State, especially in areas of high crime activity.

24.2.4 Crimes (Forensic Procedures) Act 2000

The use of this legislation enables police to link and identify individuals to crime scenes. The Act outlines a number of rules for the conduct of forensic procedures and it contains provisions empowering the Ombudsman to review the functions under this. Redfern LAC, through its Scenes of Crime Officer, has used the legislation on a number of occasions with some success.

25 Doing Business Differently

25.1 Redfern/Waterloo Partnership Project Team

The Redfern/Waterloo Partnership Project (RWPP) Team serves as a model for doing business in a new way. It seeks to break down silos between agencies and to provide a holistic, collaborative approach to achieving outcomes for the communities of Redfern and Waterloo. One example of this is the taskforces that the RWPP Team has set up to address particular social issues including community safety, drug and alcohol use, youth, and family issues. By bringing together all of the stakeholders in relation to each issue and by participating on all taskforces, the RWPP Team has developed a cohesive understanding and approach to government planning and programming in Redfern and Waterloo.

The RWPP Team is constantly looking to maximise opportunities for new approaches to public administration. An example of the work that has flowed out of thinking differently about doing business is the Redfern/Waterloo Street Team which joins together government and non-government agencies in an integrated service delivery model. Information on the work involved into developing an enterprise agreement to support this initiatives is provided later in this chapter.

The RWPP Team also recently commissioned a Review into Human Services in Redfern and Waterloo. Preliminary data suggests that there are approximately 100 organisations providing 195 services. Despite the existence of such a large number of services, the level of socio-economic disadvantage in Redfern and Waterloo (see Chapter 4) clearly points to the need for all service providers to do business differently. By informing Government about the duplication and gaps in service delivery, the Review of Human Services will provide guidance as to how to reshape the delivery of services in the area to ensure that resources are matched to need.

25.2 Human Services Review

The Review of Human Services commenced in January 2004 in response to the Government's recognition that the existing service system is inflexible and lacks capacity to meet the needs of the community. Government was also concerned about the current system for program funding, review and monitoring of service system programs.

The Review of Human Services is examining all human services, both Government and non-government, whether they be funded, licensed, contracted or provided, in order to create a more effective and better integrated human service provision for the Redfern and Waterloo area. The Review will explore new methods and approaches to service delivery in order to inform the development of new models. When developed, and if proved to be effective, the models will be available for use to other populations across New South Wales and nationally.

The Review involves assessing the level of need in these communities and how that need might best be met by human services. Extensive communication and consultation strategies are in place and research has been undertaken on related developments here and overseas. The review also involves:

- mapping the breadth of the existing network of services
- examining the spread of those services including the appropriateness of their location
- assessing the quality of services delivered against the level of need identified
- identifying service gaps
- identifying strategies for strengthening services by building capacity.

Generally, the Review will ‘capture’ all services:

- physically located in the area which serves the local population or
- not located in this area but which provide services to the populations in Redfern and Waterloo.

The final report will include recommendations on:

- how best to structure the service network to better meet the needs of the community
- a methodology to improve cross agency planning mechanisms across the human service delivery system
- an implementation strategy which considers both service design and a model for funding, monitoring and reviewing human services located within or provided to the area covered by the Redfern/Waterloo Partnership Project.

25.2.1 Structural aspects of the service system and new ways of doing business

The final report on the Human Services Review is due to be presented to the Government at the end of June 2004. Preliminary work has already been undertaken by the consultants which is starting to inform their thinking in regard to the final report. Themes which are starting to emerge include:

- Integrated service delivery models – including government and non-government services in the one model, where appropriate. A range of these models are already developed and developing in Australia and overseas, for example;
 - co-location of services
 - co-ordinated, co-location of workers from different services to address specific needs
 - outreach of coordinated/integrated teams of workers to community sites on a regular basis

- case-coordination models with multidisciplinary case planning and intervention and jointly developed common assessment and referral processes
- Provision of administration services to non-government services – sometimes referred to as ‘back office’ services
- Locality based planning and decision making in relation to service provision – working from agreed shared outcomes to be achieved for the community
- Pooled funding and other mechanisms to address the separation of services created by numerous unrelated funding programs from different government agencies
- Sustainable funding approaches for 5 – 10 years to address long standing complex issues
- Common accountability and monitoring requirements possibly administered by one locally based body - this could reduce the compliance costs for non-government organisations and government agencies and would reduce the costs of monitoring of compliance for government
- Shared performance measures and data collection to underpin planning and monitoring
- Community leadership development
- Community and organisational capacity building
- Joint training across Government and non-government organisations on integrated models and partnership skills to underpin the shared approaches.

The consultants have said that improved collaboration and coordination of services to address peoples’ needs and focus on client outcomes – particularly where people have high and complex needs - is the strongest theme emerging from the Review. Related to the need for collaboration, people expressed a need for more holistic and comprehensive service delivery, particularly to respond to the very complex circumstances for many people. The need to ‘work/think beyond silos’, has been mentioned by many people in the consultations.

25.3 Redfern/Waterloo Street Team Enterprise Agreement 2003

The Redfern/Waterloo Street Team is funded through the RWPP. The Department of Community Services (DoCS) is the lead agency and the Team includes staff from DoCS, Health and non-government organisations.

The Street Team is a new and innovative approach to addressing the issues of children and young people who congregate in public places within Redfern, Waterloo and Darlington. Primarily it targets those who are at risk of harm or who are engaging in anti-social or criminal behaviour. It is currently operating 7 days per week, at least 2 shifts per day. Shifts vary between 9am and 2am with an increase in shifts over the weekends.

The Team is a cutting edge departure from similar models of service delivery through the adoption of an integrated service delivery approach which brings together Government and non-government agencies working as equal partners in the provision of services to this target group. Consequently whilst managed by the Department of Community Services, the Redfern/Waterloo Street Team includes staff from both Government and non-government agencies. In effect it creates a seamless service – the Team has its own ‘brand’ and consequently the clients do not have to concern themselves about who is the service provider.

This approach acknowledges that no one agency has the capacity, skills and experience to meet the complex and diverse range of needs of these young people. It embodies the concept of the whole of government, whole of community partnership approach which is the key feature of the Redfern/Waterloo Partnership Project.

For the Team to be successful it was critical that there was consistency in the employment condition across Team members. In all there were three separate industrial awards involved. Furthermore, managing the complexities surrounding supervision and rostering of staff from a variety of organisations across both the public sector (Department of Community Services (DoCS) and Central Sydney Area Health Service) and from non-government organisations was seen to be critical to the success of the Team.

Consequently Premier’s Department, through the Public Employment Office and the RWPP, approached the NSW Labor Council to negotiate an enterprise agreement which covered all members of the Team. Following extensive and constructive negotiations with the Labor Council and the relevant industrial associations, the *Redfern/Waterloo Street Team Enterprise Agreement 2003* was signed in mid August 2003.

The parties to the agreement were:

- Public Employment Office
- Department of Community Services
- Central Sydney Area Health Service
- Metropolitan Local Aboriginal Land Council
- South Sydney Youth Services Inc.
- South Sydney Aboriginal Corporation Resource Centre
- Labor Council
- The Public Service Association and Professional Officers’ Association Amalgamated Union of NSW
- Health and Research Employees’ Association of NSW
- Australian Services Union NSW and ACT Services Branch.

The main areas covered by the Agreement include:

- coverage
- nature of engagement
- conditions of employment
- rates of pay
- commencing rates and increments
- review of commencing rates of pay
- salary sacrifice
- relief arrangements
- disputes procedure
- anti-discrimination
- further agreements with NGOs
- relationship to acts and awards
- area incidence and duration.

Although the Department of Community Services has management responsibility for the Street Team, all employing agencies, together with the RWPP as the funding body, are involved in overseeing its operation. It is anticipated that this model could be applied in the future to other situations where the Government and non-government sectors wish to work together on joint projects. (See Chapter 14 for more details on the Street Team.)

