

Northern Rivers Aboriginal Education, Training and Employment Project

Board of Vocational Education and Training

Final Report July 2006



the **development board**

*northern rivers regional
development board inc
new south wales*

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1.0 Executive Summary

This is the final report of the *Aboriginal Education, Training and Employment Project* which has fostered partnerships with diverse stakeholders to secure opportunities in achieving successful outcomes for Aboriginal people of the Northern Rivers in training, employment and economic development. The collaborative emphasis of the project has resulted in the success and the broadening of educational and employment outcomes. The key collaborators and stakeholders include the Board of Vocational Education and Training (BVET), Indigenous Reference Group (IRG) of the Northern Rivers Regional Development Board (NRRDB) (see Appendix A), Department of State and Regional Development (DSRD), TAFE NSW – North Coast Institute and the indigenous communities of the Northern Rivers. A range of other stakeholders are involved with key aspects of project development and implementation as required. These include the Indigenous Coordination Centre (ICC), Community Development Employment Program (CDEP) organisations, Northern Rivers Area Consultative Committee (NRACC), Department of Primary Industries (DPI), Arts Northern Rivers, Lismore Community Connections, Southern Cross University, Bundjalung Elders, business enterprises and employers, grass roots communities and individuals.

The goal of the overall project and the Indigenous Reference Group (IRG) of the NRRDB is to support the educational, vocational and economic development of the region's Aboriginal communities via the variety of projects undertaken by the IRG and its members. The activities created have and will provide ongoing and growing opportunities in achieving positive educational, vocational, employment and economic outcomes within the Northern Rivers Indigenous community past the term of this project. The opportunities lie within the agricultural, creative arts, tourism, and education and employment industries, specifically relating to each individual project that has been independently selected as being of high priority and identified by the IRG.

The Import Replacement of Medicinal Plant Products project is based on identifying opportunities that exist within the agricultural industry locally. This project highlights the need for a flexible approach to delivery of training to meet the needs of the Northern Rivers Aboriginal communities who are participating in the herb growing project. Four communities have participated. One of the identified communities for this project is in the process of forming a joint venture to grow and supply blue berries and are undergoing relevant horticultural and propagation training to fulfill contractual obligations. Another has identified markets for fresh gourmet vegetable crops in Sydney and locally with guaranteed purchases. Two identified communities are undergoing changes associated with governance and leadership or capital works and as a result training in governance, rural operations and plant operations has been provided to these communities. Other training needs to enhance economic and employment opportunities for these communities will be developed as required. A Herb and

Plant Growing Guide is near completion to inform and stimulate communities that are considering small crops (copy to be forwarded). This guide will have its launch in August 2006 with all indigenous communities and Land Councils and development corporations. One community is eager to commence work with the Department of Agriculture on identified bush tucker for the Northern Rivers restaurants.

The IRG has worked to establish an **Aboriginal Employment Service (AES)** in the Northern Rivers Region, based on and in collaboration with the Moree AES (MAES). During the period of negotiations, service delivery augmentation by DEWR for Indigenous job seeking programs in the region resulted in potential for duplication by the AES. Consequently, the IRG ceased negotiations with MAES and has concentrated on individual employers and organisations to implement a **Northern Rivers Aboriginal Employment Strategy**. This Strategy provides an ongoing mechanism assist Aboriginal people and communities to gain employment and assist in meeting the labour force needs of the Northern Rivers.

As a result of this Strategy, there have been several collaborative initiatives resulting in employment outcomes with local meat processing, hair dressing and bus driving companies. There are also a number of organisations in the health and aquaculture industries involved in negotiations about sourcing and training Aboriginal staff to meet future employment needs.

Individual members of the IRG will continue to collaborate when an employment opportunity or skills gap is presented to ensure appropriate education and vocational training are undertaken prior to recruitment.

The **Aboriginal Business Mentoring** program was completed in late 2004 and support by the NSW DSRD. (See Appendix B – Aboriginal Business Mentoring Program Outline). The mentoring program proved a success and the participants and mentors benefited from the presentations and participation. Nine participants attended the program. The participants came from a variety of backgrounds with a plethora of business ideas and directions. Land councils and development corporations with specific projects on which to work were part of the program along with individuals who had a product or business idea which they thought marketable. These enterprises included agriculture, hairdressing and medicinal creams and lotions using bush products.

The project conducted a six month review and evaluation (See Appendix C for Aboriginal Business Mentoring Program - Project Review and Participants Questionnaire). The purpose of the evaluation was to review the information and activities that were provided at the original mentoring project and identify key elements that have been adopted into business/ personal practices by participants. The review/audit of the overall project also identified further training and mentoring needs for each of the participants.

One participant's comment from the evaluation:

“Developed a great webpage and... Moved up from conducting camp fire talks to now being invited to after dinner public speaking events to organisations”

A review of the **Aboriginal Healing Program** in February 2005 determined that issues associated with permission, ownership and intellectual property rights would affect use and access to the *Pathways Program*. As a result, this project component has ceased until these issues are resolved between Southern Cross University and *Pathways Program* in New England. However, as a result of continued collaboration with TAFE NSW - North Coast Institute and a leading Southern Cross University Aboriginal lecturer, a **Certificate IV Course in Aboriginal Family Mediation** has been developed. The course has been funded by Community Connections and is conducted by TAFE NSW – North Coast Institute in collaboration with a range of Aboriginal, welfare, youth and family organisations. Initially 14 participants enrolled and 6 continue with the course; all participants are employed. Two additional participants who are employed attend for specific modules related to their work. The course highlights the increasing need for maximum flexibility and pastoral care when working with indigenous communities and learners with employment commitments. The training will be completed in December 2006 and a review undertaken. The course utilises teaching staff from North Coast Area Health Service and TAFE NSW - North Coast Institute.

The **Regional Industry and Economic Plan (RIEP)** was introduced by both the NRRDB and the IRG in late 2004 as a new area of focus. This has involved the inclusion of Aboriginal issues into the development of the draft RIEP and in the next stage of the process. Collaboration with the Indigenous Coordination Centre (ICC) through the regional partnership arrangements was to secure meaningful engagement of the Aboriginal community in the next phase of the RIEP. Attendance at the RIEP workshops was disappointing. Communities and individuals were initially requested to comment on issues affecting indigenous communities; as a result of the generalist nature of the request few responses were received. However, the IRG acknowledge that participation in regard to specific issues which are relevant and affect Indigenous communities relating to the RIEP is preferable. At the time of the RIEP workshops (January – April 2006) communities identified that there was a lot of change in focus and that the RIEP workshops were not a high priority. Members of the IRG attended the workshops and gave significant input into the process and have reported back to communities.

The **Indigenous Visual Artists Network (I VAN)** is a new project that the IRG identified and has gained momentum following the appointment of a Regional Visual Arts Network (VAN) Officer with Arts Northern Rivers (the peak regional

arts body). The IRG sees the VAN project as an important vocational and economic pathway to help support as well as develop local Aboriginal artists as a collective group. An initial consultation meeting and focus group was held with the region's Aboriginal artists to provide a basis for further action. Over 36 artists attended these artists formed a small group to progress the issues which were identified (see Appendix D – Minutes of the indigenous Artists Network Inaugural Meeting) and to seek appropriate assistance from Arts Northern Rivers to pursue funding for an indigenous specific arts development officer. At the time of writing the I VAN group had applied for funding from the Department of Communications, Information Technology and the Arts (DCITA), the Regional Partnerships program (ACC) and Shared Vision Inc.

The group identified the community outcomes of the project to be the development of sustainable cultural practices which lead to:

- the development and improvement of employment and enterprise opportunities in the visual arts;
- the encouragement of economic development by linking innovative visual arts projects with business development;
- the promotion of sales through exhibitions and marketing strategies; and
- the development of mentoring by established artists to support artists and the maintenance of culture.

This project remains a high priority for the IRG and it will be pursued as a priority in 2006 and 2007. It is expected that if funded the project will be jointly managed by the IRG, Arts Northern Rivers and NRRDB with the Artists Advisory body overseeing the project.

Conclusion

The IRG employed a Project Officer for a short time to undertake the designated project priority areas. The members of the IRG acknowledge that the various elements of the project were complex and required a great deal of skill to develop satisfactorily. Whilst the Project Officer had substantial support from all members of the IRG who were involved with one or more projects in a lead agency capacity, the Project Officer left in June 2005. As a consequence the IRG has managed all elements of the project through its own resources with the assistance of additional stakeholders and contract staff for specific elements of each project i.e. the Herb and Plant Growing Guide for Indigenous Communities, and the Indigenous Visual Artists Network.

In addition, external factors beyond the control or risk management strategy that the IRG considered appropriate impacted on initial project intent. These included the Aboriginal Healing project and the Aboriginal Employment Strategy and the subsequent changes and reduction to many of the CDEP programs with which the IRG was working. However, in response to those external factors the IRG then sought creative solutions to provision of the services they felt were most beneficial to the community. Thus 3 new but related initiatives were pursued with

significant outcomes. These are the Aboriginal Family Mediation, Northern Rivers Aboriginal Employment Strategy and the Indigenous Visual Artists Network. The achievements have been significant. The IRG has been collaborating in the development of employment, training and economic initiatives since 2001 with a constant and stable membership and continued commitment to improving the employment, training and economic outcomes for Aboriginal communities and individuals.

The IRG is a focus for:

- continued development in promoting and facilitating education and training to enable indigenous communities to meaningfully engage in economic opportunities;
- identification and development of economic and industry participation by Northern Rivers indigenous communities; and
- identification of Indigenous initiatives promulgated by the NRRDB

Many of the projects identified will continue to generate initiatives and new directions for the IRG, well past the life of this project. The IRG continues its activities under the auspices of the NRRDB but as a loosely formed group committed to collaboration with communities and which meets as an initiative presents itself.

The members of the IRG are committed to engaging in the development activities and initiatives which will further the education and employment and business and economic development opportunities for the Aboriginal communities of the Northern Rivers.

This project has demonstrated the efficacy of multi-sector and community collaboration in economic and employment development utilizing skills development and training as the underpinning element in securing future employment for the Aboriginal communities of the Northern Rivers. It has also demonstrated the need for continued commitment identifying initiatives and support for Aboriginal communities which will progress economic outcomes.

2.0 Aim of the Aboriginal Education, Training and Employment Project

The Aboriginal Education, Training and Employment project is designed to increase opportunities for Aboriginal people in:

- vocational education and training;
- employment; and
- business and economic development;

and, in doing so, contribute to reconciliation, justice and support community economic development and sustainability among Aboriginal Australians of the Northern Rivers Region.

The specific aim is to increase Aboriginal participation in vocational education, training and employment, through the development of innovative, inclusive and culturally appropriate strategies. The initiatives will work towards reducing reliance on welfare support, improving employment opportunities and enhancing quality of life for Aboriginal people within the Northern Rivers Region.

This project is carried out by an Indigenous Reference Group (IRG) that has been established by the Northern Rivers Regional Development Board (NRRDB).

The IRG has completed priority elements of the following initiatives:

- Import Replacement of Medicinal and Culinary Herbs;
- Aboriginal Business Mentoring Program;
- Northern Rivers Aboriginal Employment Strategy;
- Regional Industry and Economic Plan (RIEP);
- Indigenous Visual Arts Network (I VAN); and
- Aboriginal Family Mediation

Two priority projects initially identified by the IRG which were unable to be achieved were the establishment of a dedicated Aboriginal Employment Service (AES) and the Aboriginal Healing project. However, the alternative solutions of the Aboriginal Family Mediation and the Northern Rivers Aboriginal Employment Strategy were developed in their stead which will contribute to the original purpose and outcomes of these projects.

3.0 Project Objectives

- Improve the productivity of Aboriginal businesses in the region through support mechanisms, such as mentoring and the development of skills through training provision.
- Improve the opportunities for Aboriginal employment through culturally appropriate service delivery.
- Increase employment opportunities for Aboriginal people through a focus on training and employment strategies in the industry sectors and areas that have not been traditionally accessible by Aboriginal people.
- Develop specific training programs and delivery strategies to support the range of project initiatives.
- Increase the number of Aboriginal people participating in the education and training sectors, particularly in horticulture, agriculture and the arts.
- Integrate Aboriginal cultural processes into learning practices.

4.0 Project Activities

The NRRDB and IRG have been actively involved with the ongoing development of the individual projects. This section provides an overview of the activities and outcomes for each project component at the completion of the funding. As noted in Section 2.0, the IRG has identified additional areas and focus activities that would support the core project outcomes and aims. These include the:

- Regional Industry and Economic Plan (RIEP);
- Northern Rivers Aboriginal Employment Strategy (NRAES); and
- Indigenous Visual Arts Network (I VAN).

4.1 *Import Replacement of Medicinal and Culinary Plant Products*

Aim

Position the Aboriginal community to take full advantage of the expansion in demand for the provision of culinary and medicinal herbs through trials of agricultural and horticultural enterprises, supported by the provision of appropriate training.

Project Outcomes

The primary partners collaborating on this project include the TAFE NSW - North Coast Institute, NSW Department Primary Industries (DPI, previously NSW Agriculture) and the Department of State and Regional Development (DSRD) and individual members of the IRG.

Initially three sites and communities were identified for collaboration with the partners and project. The three identified herb growing sites were Coraki, Alstonville and Mullabugilmah. An additional site was identified – Nungera on Ulugundi Island; thus giving the project four sites to work with and to identify site specific crops and regional and national markets.

As the selected communities commenced trials and feasibility studies other Aboriginal communities wanted to be involved. Given the resources and funding would only allow for four communities to be supported, the IRG have commissioned a **Herb and Plant Growing Guide** for Aboriginal communities. The guide is a brief overview of what plant products have been identified and where communities can access assistance to commence or plan for involvement in the industry. The guide is designed to be replicable by other NSW Aboriginal

communities and the DPI as sources of information will be similar – only the plant products might change given climatic and micro climate conditions. The guide is near completion and will be launched in August 2006 to all Northern Rivers communities (a copy will be forwarded to BVET once finalised). It is expected that other communities will become involved in the venture.

Below is a summary of the key activities performed with each identified trial community:

- site visits, consultations and assessments of potential communities to identify site suitability as required;
- soil testing and analysis to determine potential culinary and medicinal herb species completed;
- audit of infrastructure and human resources on each identified community completed;
- meeting of key stakeholders to finalise trial sites, requirements and partner contributions;
- trial plot site preparation and sowing investigations for some communities are complete and others are continuing;
- industry needs/market analysis in progress;
- initial assessment of required training needs.

In addition, the following activities have been undertaken on specific communities, in response to their particular needs and requirements:

- implementation of Certificate II in Rural Operations and Certificate IV in Governance (Business);
- facilitate the formation of joint venture partnership between Namabundah Farm and Mountain Blue Orchards;
- identification and preliminary assessment of an additional community at Maclean, resulting in a feasibility study for Nungera; and
- funding submissions to assist with capital works for some communities

Some identified communities participated in the Northern Rivers Food Tour to the Northern Rivers by chefs, restaurateurs and gourmet food suppliers from Sydney to identify the potential partnerships and products available with and for suppliers. This was very successful with communities obtaining direct markets and outlets for their produce with a firm commitment to buy their products. The event was celebrated in the local media.

Nungera at Ulugundi Island was supported by the DSRD to undertake a feasibility study into trials and employment potential and to develop a strategic plan for the community. The feasibility study was completed in July 2006 and it is expected that the community will commence investment, training and production by July 2006 in specific gourmet vegetable production for local and Sydney markets. The Nungera community is enthusiastic and motivated to commence as soon as possible. Markets in small crop vegetables have been identified locally

with promises to purchase all produce. The community has plans to embark on full scale, diversified production of vegetables and hydroponic lettuce.

Training has been undertaken with Nungera participants in Certificate II Rural Operations and Certificate III Land Conservation Management. This training was conducted by TAFE NSW - North Coast Institute in anticipation of the community's involvement in the herb and plant project.

The Alstonville site/ Namabundah Farm were trialed with herb plots. A recent development with Namabundah Farm has been the agreement to form a joint venture operation between one of the Southern hemisphere's largest producers of and leading blue berry growers, Mountain Blue Orchards. The arrangement has been formalised with a Memorandum of Understanding (MOU) which will see Namabundah Farm grow blue berries under contract for Mountain Blue Orchards. Planting is planned to commence in August 2006. The agreement will also involve opportunities in training for those working at Namabundah farm in areas such as propagation, irrigation, harvesting and marketing and land conservation management thus complementing the horticultural training undertaken by the group through the TAFE NSW - North Coast Institute. Continued issues with continuity of farm management have made it difficult for the training and project to continue. It is hoped that elements of this project will be resumed toward the end of 2006.

As the **Mullabugilmah** community has commenced major capital works and infrastructure projects, the community members will have limited capacity and time to focus on the herb project. The community's involvement in the capital program is a "hands on" approach and has being supported by the TAFE NSW - North Coast Institute. The delivery of the Rural Operations Certificate II training in small crop development, farm machinery, OH&S and First Aid, delivered functional primary industry training to participants and was a key program for Mullabugilmah. Fifteen participants undertook the Plant Operators course in excavator, backhoe, etc and additional training has been conducted in the maintenance of the treatment works on site A development strategy will be implemented to accommodate the implementation of the herb project toward the end of 2006. The Certificate IV in Governance (Business) was also conducted to enhance service delivery and management to the CDEP, housing and health.

The **Coraki** community was affected significantly by the closure of their CDEP. Subsequent alternative arrangements with other CDEP programs resulted in the Coraki trial being postponed. However, the project is now in the process of resuming its investigations into production of plant products. A proposal has been submitted to Sustainable Regions and Regional Partnerships for capital items funding to assist with production. It is expected that it will be received favourably.

Training in governance and leadership was identified as a priority in some communities and was commenced by TAFE NSW - North Coast Institute for some local Directors through the delivery of the Certificate IV in Business (Governance) course to assist with change management and transitional arrangements.

Future Scope for the IRG in Plant Production Priorities for 2006 – 2007

The following has been identified by communities and the IRG as activities and priorities for 2006-2007:

- launch, promotion and distribution of the Herb Growing Guide;
- each identified community continue to collaborate with the IRG and its members to progress aspects of plant production to meet local and regional produce needs and to support the economic sustainability of communities;
- support of additional communities to participate in plant production;
- continued collaboration in market assessment and identification;
- support from the IRG in access to funding sources;
- continued identification of training needs to support governance, plant production, marketing and business and management;
- monitoring of employment outcomes in the trial communities;
- promotion of pilot and employment opportunities to schools; and
- progress towards the establishment of a business entity/single sales desk (2008).

4.2 Aboriginal Business Mentoring Program

Aim

To increase the skills and knowledge of Aboriginal people in small business and to enhance current skills which will assist Aboriginal people to develop and grow sustainable businesses.

Project Outcomes

The DSRD initiated Aboriginal Business Mentoring program was conducted in late 2004 and involved:

- development and distribution of Information Packs;
- promotion of mentoring program to Aboriginal business people and the community;
- promotion of the program to business leaders and previous mentors from the Women in Business program;
- selection and training of mentors;
- cultural diversity training for mentors;
- culturally appropriate training delivery including liaison with mentorees and mentors and weekly meetings between mentors and mentorees; and
- development and collection of appropriate resources.

Nine businesses were identified and were matched with a mentor assessed as being most appropriate. Participants undertook training with mentors and guest speakers were included as motivational and training additions. An outline of the Mentoring program is contained in Appendix B.

Training was undertaken with the mentors and with guest speakers providing specific information on issues to small businesses. On site visits by mentors and mentoring occurred with each business.

A review of outcomes of the mentoring program evaluation was conducted by telephone in early 2006. (See Appendix C)

The review was designed to:

- identify additional training and mentoring needs for these and other Aboriginal businesses; and
- determine the benefits and outcomes of the program to participating businesses.

The project was a success with participants completing the mentoring and providing a model which has been replicated across NSW by the DSRD. The program has been run in 4 other locations, in the west of NSW and in Sydney.

Following the success of the Mentoring Program the DSRD and IRG members, in conjunction with the Northern Rivers ACC and Ausindustry conducted an ***Indigenous Home Based Business*** seminar for 30 Aboriginal participants. Many of the participants were artists and many with a small business focus. The whole day seminar was successful and the participants gave very good feedback on the content and conduct of the day.

4.3 Northern Rivers Aboriginal Employment Service (AES)

Aim

Establishment of an Aboriginal Employment Service in the Northern Rivers (Far North Coast on NSW).

Project Outcomes

The IRG reviewed a number of models for an AES in the Northern Rivers. The Moree Aboriginal Employment Service (MAES) was initially considered to be the best option for the Northern Rivers region.

The IRG has worked to establish an **Aboriginal Employment Service (AES)** in the Northern Rivers Region, based on and in collaboration with the Moree AES (MAES). During the period of negotiations DEWR issued a number of contracts to individual Job Network and indigenous organisations for Indigenous job seekers. As a result the IRG could not mount a sufficient case to duplicate the services which these agencies were providing. The IRG ceased negotiations with MAES and has concentrated on individual employers and organisations to implement a **Northern Rivers Aboriginal Employment Strategy**. This Strategy will assist Aboriginal people and communities to gain employment and assist in meeting the labour force needs of the Northern Rivers.

At the time of writing the following has been achieved:

- one local employer in the meat processing industry participating with the IRG in a pre employment course for 12-15 Aboriginal trainees with employment upon completion of the course. The company has set a target of 40 Aboriginal positions over the next two years and will continue to work with the IRG to achieve this goal;
- a multi national company with branches in the Northern Rivers agreeing to enter negotiations regarding Aboriginal employment and recruitment;
- the collaboration of a local and interstate bus company, Ministry of Transport, Northern Rivers ACE (Adult Community Education), ATA DriveTech and the DSRD to provide Driver Training to Aboriginal job seekers. The training was funded by DSRD and Ministry of Transport with Kirkland Bus Company providing the use of buses and fuel at no cost for the training. This has resulted in the completion of training and employment of three Aboriginal bus drivers with an additional two people to complete their training in July 2006. Employment has been offered to those who complete the training;

- negotiations with an aquaculture proponent in the Tweed Shire for trained Aboriginal staff;
- continuing negotiations and the development of an Aboriginal employment strategy with a proposed private hospital and health service;
- pre Apprenticeship training for hairdressers has been conducted with a local hairdresser who has identified an additional 3 positions for young Aboriginal people;
- training for participants in the Herb and Plant Growing Project included: Plant Operations (Excavator, Tractor, Backhoe etc); Rural Operations (small crop production); Governance; and Land Conservation Management.

Future Scope for the IRG in AES Priorities for 2006 – 2007

The IRG is continuing with the implementation of a Northern Rivers Aboriginal Employment Strategy (NRAES). The key mechanism involves working with local businesses that have identified skill development needs to develop specific training and employment programs for Aboriginal people. The intention is that the business community sees this as being a positive step forward and that it will not only up skill Aboriginal people but increase employment in these businesses in the longer term. The DSRD and TAFE NSW - North Coast Institute, Department of Employment and Workplace Relations (DEWR), Job Network agencies, Indigenous Coordination Centre (ICC), Indigenous Employment Centres (IEC's) and Community Development Employment Program (CDEP) are key partners to facilitate implementation of the Strategy.

The IRG continues to collaborate with local employers with Indigenous Employment Strategies as they arise.



Aboriginal Bus Drivers: Norton Bolt and Margaret Yuke

4.4 Aboriginal Healing

Aim

To create employment opportunities for Aboriginal trainers in a process of healing, sharing and regeneration and the development of a partnership and strategy which could result in the continuance of a process which addresses the traumatic impacts of multiple intergenerational experiences of colonisation, resulting in ill health, individual and family dysfunction, alcohol and drug misuse, personal, inter and intra family violence, rape, child abuse and neglect, youth and adult suicide attempts and self injury within the Aboriginal community.

Project Outcomes

The review of the Aboriginal Healing program in February 2005 determined issues associated with permission, ownership and Intellectual Property rights that would affect use and access to the *Pathways Program*. As a result, this project component has ceased until these issues can be resolved (and there is no timeline on this at present).

As an alternative, continued collaboration with TAFE NSW - North Coast Institute and a leading Southern Cross University Aboriginal lecturer has resulted in the development of a Certificate IV Course in Aboriginal Family Mediation. TAFE NSW - North Coast Institute, Community Connections Inc and the Department of Attorney General, in association with a range of Aboriginal, welfare, youth and family organisations and the IRG have supported the development and conduct of the ***Certificate IV Aboriginal Family Mediation***. The course has been co-funded by Community Connections Inc with support from the State Attorney General. It is conducted by TAFE NSW – North Coast Institute.

The course was originally written for university students and subsequently modified for delivery as a Certificate IV and as is the case with many new courses continues to be altered in content and delivery to suit the needs of students and learning outcomes. Its design ensures articulation to Southern Cross University.

The course is a genuine partnership which demonstrates a commitment to the special needs of Aboriginal families and children and in how to address those needs through the appropriate training of Aboriginal staff. Initially 14 participants enrolled in the course; all participants are employed. Two are employed by participating agencies such as Community Connections and others are employed in Local Government, Land Councils, local school (Aboriginal Educational Assistant employed by the Department of Education and Training).

The course coordinators and teaching staff have made significant changes to course delivery to ensure maximum participation by students and have provided intensive support in pastoral care and learning support. In keeping with the collaborative nature of the project the course utilises teaching staff from North Coast Area Health Service, TAFE NSW - North Coast Institute and independent expertise from Southern Cross University.

Six participants continue with the course and two additional participants who are employed attend for specific modules related to their work. Two of those who have exited the course have transferred to Southern Cross University. The course highlights the increasing need for maximum flexibility and pastoral care when working with indigenous communities and learners with employment commitments. The training will be completed in December 2006 and a review undertaken.

4.5 Regional Industry and Economic Plan (RIEP)

Aim

Incorporation of employment, training, infrastructure, planning and economic development requirements to enhance outcomes for Aboriginal people into the RIEP.

Project Outline

A major project of the NRRDB is the development of a proactive framework for future economic and industry development of the Northern Rivers region through the Regional Industry and Economic Plan (RIEP). The RIEP has the opportunity to influence employment, training, research, infrastructure development and planning requirements to support future economic development in the region. The IRG became involved to ensure that the needs of Aboriginal people are not overlooked in this plan.

The NRRDB commissioned a consultancy to finalise the RIEP between February to September 2005. To ensure the integration Aboriginal issues and needs, coordination of a review of the *Working Paper* prepared for phase one and consultation with Aboriginal interests has been undertaken to incorporate a focus on Aboriginal employment, during the preparation of this consultancy. This approach recognises the significance of the Aboriginal community as being a major stakeholder in the Northern Rivers Region and the issues facing Aboriginal communities in regards to health, housing, education, employment and land use.

Project Outcomes

The development of the final RIEP and implementation priorities has involved the following involvement by the IRG and Indigenous communities:

- review of economic and industry development plans and strategies of relevance to the region's Indigenous communities;
- identification of levels of Aboriginal consultation and data gaps in previous planning and strategy processes;
- feedback and recommendations on Working Paper submitted to the RIEP Consultants;
- consultation meeting arranged and delivered to peak government body (Indigenous Coordination Centre – ICC) that delivers Federal government

- services/funding to Aboriginal Organisations/bodies within the Northern Rivers Region to arrange information to communities regarding the RIEP;
- Indigenous representation at Industry Roundtable and Industry stakeholder workshops.

During February to July 2006, a series of industry workshops were held to identify implementation priorities and projects. Attendance at the RIEP workshops was disappointing. Communities and individuals were initially requested to comment on issues affecting indigenous communities; as a result of the generalist nature of the request few responses were received. However, the IRG acknowledge that participation in regard to specific issues which are relevant and affect Indigenous communities relating to the RIEP is preferable. At the time of the RIEP workshops communities identified that there was a lot of change in focus and that the RIEP workshops were not a high priority. Members of the IRG attended the workshops and gave significant input into the process and have reported back to communities. A number of projects identified from the RIEP workshops, however, will require significant Indigenous involvement and include:

- Bundjalung Cultural Tours;
- Integrated Regional Transport Development Plan; and
- Multi-Stakeholder Strategy for “The Future of Ageing”.

Future Scope for the IRG in RIEP Priorities for 2006 – 2007

The IRG will continue to liaise and consult with Aboriginal communities and provide a two way flow of information from the NRRDB to and from communities regarding:

- integration of key Aboriginal issues and recommendations into the RIEP implementation projects; and
- engagement of Aboriginal people in the RIEP process through industry roundtables/workshops, projects and consultation with the ICC.

4.6 Indigenous Visual Arts Network (I VAN)

Aim

Support Aboriginal visual artists to develop an Indigenous Visual Arts Network (I VAN) with the purpose of enhancing employment, training, marketing and business development outcomes for Aboriginal visual artists in the Northern Rivers region.

Project Outline

The most recent addition to the BVET project by the IRG is the introduction of the Indigenous Visual Arts Network (I VAN) project. The I VAN will activate a creative industry realisation within the Aboriginal community and support the development of this industry through the peak arts body, Arts Northern Rivers, by providing access to their networks, mentors and curatorial information services.

Arts Northern Rivers has recently appointed a Regional Visual Arts Network (VAN) Officer to coordinate the development of a business plan and work program for the VAN. The VAN Officer is currently developing their understanding of the region's Aboriginal artist's needs and how to engage with this sector of the community in the development of the regional VAN structure and business plan. The VAN Officer has recently conducted the first of a number of planned consultation meetings/workshops with the region's Aboriginal artists in Lismore. This was done in collaboration with a leading Aboriginal artist who had been instrumental in the coordination and facilitation of the entire process. This meeting was well attended and generated significant enthusiasm and input from the workshop participants. The next step involved the formation of a steering committee or reference group that will be given the task to drive the Aboriginal Visual Arts Network participation within the region, lobby for funding and develop workshop options for Aboriginal artists in collaboration with Arts Northern Rivers and the VAN.

Project Outcomes

The IRG has achieved the following outcomes for the I VAN:

- first meeting of Aboriginal visual artists held with attendance of 36 Aboriginal artists from across the region;
- identification of priorities for the next 3 years to develop and support Indigenous artists and to market art works;
- formation of a steering committee to direct and guide the Aboriginal artist's collective vision for the I VAN;

- preparation of a strategic plan for the next 3 years (see Appendix E);
- preparation of a submission for funding to the Department of Communications, Information Technology and the Arts (DCITA), Sustainable Regions, and Regional Partnerships;
- continued meeting of the Artists network to collaborate with Arts Northern Rivers in achieving elements of the Strategic plan and coordinating training and information with other non-Indigenous artists; and
- participation in Sydney based Art shows with DSRD support.

Future Scope for the IRG in I VAN Priorities for 2006 – 2007

The IRG will continue to support and auspice the I VAN. Members will collaborate to assist with the strategic plan and provide training, host workshops and guest speakers.

5.0 Project Outcomes

The overall project outcomes include:

- Four communities undertaking value added agricultural crop development at different stages over the next 24 months.
- A needs analysis of medicinal and culinary plant product industry and Aboriginal farmers for the three potential trial sites.
- Markets and partnerships with suppliers and gourmet shops established.
- Training provided to assist in the development of business with the trial communities.
- A model business mentoring program aimed at increasing the success rate of Aboriginal businesses and the participation rates of Aboriginal people in business and development. The model program has been applied in 4 other regions.
- Seminar for Indigenous Home based businesses for 30 participants.
- Regional economic development collaboration to ensure that the delivery of educational programs meet the needs of Aboriginal communities to support the key initiatives being carried out under the Aboriginal Education, Training and Employment Project.
- Formation of joint venture between Mountain Blue Orchards and Namabundah Farm.
- Initial implementation of Aboriginal Employment Strategy with regional employers and the subsequent employment of five Aboriginals by local bus companies; employment in the meat processing industry of 40 people over the next 2 years; 3 apprenticeship positions in hairdressing; training identified as requisite for employment with other regional employers.
- Increased participation of Aboriginal people in VET, with local Aboriginal people commencing training in Certificate II in Rural Operations, Plant Operations (at Mullabugilmah) and Certificate IV in Business (Governance).
- Delivery of a 12 month Certificate IV Aboriginal Family Mediation.
- Integration of Aboriginal issues and economic development opportunities in the Northern Rivers RIEP.

- Support and development of an Indigenous Visual Artists Network, and a strategic plan to focus the Network's activities.
- Delivery of relevant training to support all of the above initiatives as specified above.

6.0 Project Findings

Key Lessons

The key lessons learned from the *Aboriginal Education, Training and Employment Project* related to risk and adaptive management responses required to meet the project outcomes associated with project implementation skills and external factors. In addition, the project had high expectations in the proposed sub - projects which were diverse and varied with an enormous array of key stakeholders.

Project Skills

In particular, the project involved a range of tasks and activities that were complex and required a great deal of skill to implement satisfactorily. The capacity to respond to the project requirements could not be easily met through the skill set of the Project Officer only, and required considerable resourcing, support and expertise from the IRG partners to achieve project outcomes. IRG members identified the complexity of the project and subsequently commented that the skills to undertake the project were not widely available in the community. The job specifications were too complex. In retrospect the IRG would concentrate on generic skills in community consultation, networking, communication and commitment to teamwork as the primary focus. Whilst the IRG were committed to the employment and mentoring of an Aboriginal Project Officer, recruitment was difficult. The IRG will be revising its recruitment practices to include formal on-the-job training and a mentor who is independent of the project and governing committee.

External Factors

External factors beyond the control of the IRG impacted on the initial project intent and scope. These related to the ownership of intellectual property for the Aboriginal Healing project, community governance procedures and the changes in Aboriginal employment service delivery in the region. A flexible approach by the IRG allowed creative solutions to be identified in the form of new project components or by responding to emerging opportunities.

Strategies and Objectives

The following summary identifies the strategies that have been used to achieve each of the project objectives.

<i>Objective</i>	<i>Strategies Applied</i>
Improve productivity of Aboriginal businesses in the region through support mechanisms, such as mentoring and the development of skills through training provision	<ul style="list-style-type: none">• Pilot Aboriginal Business Mentoring Program• Development of Indigenous Visual Arts Network program• Delivery of Governance training for Aboriginal community based organisations
Improve opportunities for Aboriginal employment through culturally appropriate service delivery	<ul style="list-style-type: none">• Development and delivery of Certificate IV in Aboriginal Family mediation• Delivery of cultural awareness training to mentors involved in the Aboriginal Business Mentoring Program• Collaboration with local employers on Aboriginal Employment Strategies
Increase employment opportunities for Aboriginal people through a focus on training and employment strategies in the industry sectors and areas that have not been traditionally accessible by Aboriginal people	<ul style="list-style-type: none">• Incorporation of Aboriginal requirements and feedback in the Northern Rivers RIEP• Support Aboriginal participation in the RIEP industry workshops through the IRG network• Identification of future action areas in the RIEP for Aboriginal communities and people• Provision of assistance with business development opportunities for the Import Replacement of Medicinal Culinary Plant Products including negotiations to form an MOU for a joint venture, feasibility studies, and grant applications• Training for Aboriginal people to become bus drivers

Objective	Strategies Applied
Develop specific training programs and delivery strategies to support the range of project initiatives	<ul style="list-style-type: none"> • Training programs developed and delivered to address the following project components: <ul style="list-style-type: none"> - Import Replacement of Medicinal Culinary Plant Products; - Aboriginal Business Mentoring; - Aboriginal Employment Strategies - Aboriginal Healing - Indigenous Visual Arts Network (future needs identified)
Increase the number of Aboriginal people participating in the education and training sectors, particularly in horticulture, agriculture and the arts	<ul style="list-style-type: none"> • Training has been delivered to Aboriginal people in horticulture and agriculture sectors associated with Rural Operations and Plant Operations • The I VAN Strategic Plan identifies future training needs and programs in the arts for Aboriginal artists
Integrate Aboriginal cultural processes into learning practices	<ul style="list-style-type: none"> • Development and delivery of Certificate IV in Aboriginal Family mediation • Delivery of cultural awareness training to mentors involved in the Aboriginal Business Mentoring Program

Application of the Project as a Model

- The Business Mentoring Program was developed as a model and has been applied in four other regions of NSW to date. The post-evaluation of the mentoring program has provided valuable feedback on how to improve the delivery of this program in the future.
- The Certificate IV in Aboriginal Family Mediation Course conducted by TAFE NSW – North Coast Institute could be applied in other regions in NSW, now that the course materials have been developed.
- The Herb Growing Guide for Aboriginal Communities includes introductory information that is generic to any Aboriginal Community interested in growing medicinal or culinary herbs. Whilst the Guide includes specific information on bush tucker herb opportunities of relevance to the Northern Rivers region, most of the information is transferable.

- The Aboriginal Employment Strategy is a model of collaboration involving regional employers and organisations that support Aboriginal employment and training that could be applied in other areas. The model has been applied in both a proactive way by identifying employers in the region with future employment needs, as well as in response to labour gaps and requirements that local employers have requested assistance with addressing.
- Future consideration of addressing one project at a time and employing staff with a specific skill set to address only one issue or sub-project.
- Allocation of additional resources for training, mentoring and supervision of project staff to develop project management skills within the Northern Rivers Aboriginal Community.

7.0 Abbreviations

ACC	Area Consultative Committee
ACE	Adult and Community Education
AES	Aboriginal Employment Strategy
BVET	Board of Vocational Education and Training
CDEP	Community Development Employment Program
DCITA	Department of Communications, Information Technology & the Arts
DEWR	Department of Employment and Workplace Relations
DOTARS	Department of Transport and Regional Services
DPI	Department of Primary Industries
DSRD	Department of State and Regional Development
EOI	Expression of Interest
ICC	Indigenous Coordination Centre
IEC	Indigenous Employment Centre
IRG	Indigenous Reference Group
I VAN	Indigenous Visual Arts Network
MAES	Moree Aboriginal Employment Service
NRACC	Northern Rivers Area Consultative Committee
NRAES	Northern Rivers Aboriginal Employment Service
NRRDB	Northern Rivers Regional Development Board
RIEP	Regional Industry and Economic Plan
VAN	Visual Artists Network

APPENDIX A – Indigenous Reference Group Members

Mr. Neil Davies - Chair of Indigenous Reference Group (2003 – 2006)
Aboriginal Training Consultant
Dept of Education and Training New Apprenticeship Centre (DETNAAC)

Mr. Craig Jenkins - Deputy Chair Indigenous Reference Group
Aboriginal Business Development Manager (ABDM)
Department of State and Regional Development (DSRD)

Mrs. Dianne Harrington
Senior Education Officer
Indigenous Education Unit, Department Education, Science and Training (IEU
DEST)

Mr. Roy Hatfield
Aboriginal Coordinator
TAFE NSW - North Coast Institute

Mr. Stephen Jamieson – Chair of Indigenous Reference Group (2006)
Aboriginal Coordinator
TAFE NSW - North Coast Institute, Kingscliff Campus

Ms. Robyn Ferguson
Aboriginal Economic Development Officer (AEDO)
Business Enterprise Centre, Casino

Mrs. Wendy Ruttley
District Manager
Indigenous Education Unit, Department Education, Science and Training (IEU
DEST)

Mrs. Kerrie Ellis
Newtrain Employment and Training, (New Careers for Aboriginal People - NCAP)

Mr (Uncle) Gilbert King
Bundjalung Elder and Community Representative

APPENDIX B – Aboriginal Business Mentoring Program Outline



Department of State and
Regional Development



EXPRESSION OF INTEREST

ABORIGINAL BUSINESS MENTORING PROGRAM

The Aboriginal Business Mentor Program

The NSW Department of State and Regional Development (DSRD) is seeking proposals from suitably qualified organisations interested in delivering the Aboriginal Business Mentor Program.

Expressions of interest are sought for the delivery of a pilot program in the Northern Rivers Area.

Background

The NSW Department of State and Regional Development aims to advance the business development of NSW.

Through its Small Business Development Division, DSRD delivers support to small to medium enterprises in NSW. The Department offers a range of small business programs, including the Aboriginal Business Development Program to meet the needs of small business people and new starters in business.

The Aboriginal Business Mentor Program has been developed to enhance the business skills of Aboriginal people to enable their businesses to prosper and grow. The Program has been specifically designed to meet the needs of Aboriginal people operating a small business and those involved in managing a small business on behalf of community organisations ie CEDEP owned enterprises.

Program objective and outcomes

The objective of the Program is to improve Aboriginal understanding of the small business market, business development, networking and growth opportunities in NSW.

The program provides a combination of business skills training, group mentoring and networking services to a group of small businesses operated and managed by Aboriginal people.

Program aims to deliver the following three outcomes:

1. Improving business management skills;
2. Identifying and facilitating growth strategies for Aboriginal businesses;
3. Providing opportunities for Aboriginal businesses to network and develop strategic alliances.

Program participants (mentorees) and group mentors

There are two types of participants on the program: the program participant (mentoree) who is seeking assistance to make a sustainable living from their work and the experienced businessperson who will act as a group mentor.

1. Program participants (mentorees)

To be eligible to participate in the Program, mentorees must be:

- An Aboriginal person or group of people operating a business; or
- An Aboriginal community organization operating a business; and
- Be serious about growing their business and achieving commercial success.

2. Group mentors and one on one mentoring

- Experienced business person
- Understanding of Aboriginal culture

A group mentor is a voluntary participant on the program who provides twelve (12) hours of group mentoring support to a small group of mentorees.

The mentor must agree to visit the Aboriginal business to help gain a better understanding of their mentorees needs. Mentors will be reimbursed for travel costs for the visit to the Aboriginal business.

The role of the mentor includes: providing guidance and direction to mentorees in relation to topics discussed in Business Skills Training Workshops; helping the mentorees to network with appropriate business groups and individuals in the local community; and act as a sounding board for business development ideas.

Small groups of mentorees will be matched with a mentor according to the issues or skills the participants would like to address and location.

To be eligible as a mentor, the person must have business experience, and an understanding of Aboriginal culture.

Mentors donate their time free of costs to the program and do not get paid by the contractor or the mentorees.

Program structure and content

The Aboriginal Business Mentor Program runs over a period of three (3) months and has the following three (3) elements

1. *Business Skills Training Workshops* – The Program delivers the equivalent of three (3) practical full-day business skills workshops. The workshops are to be on: developing and accessing new markets, marketing, financial management, business planning and selling.

The workshops are to be delivered by competent trainers and presenters in a manner readily understood by an Aboriginal audience, using the “Plain English” principle.

Individual training modules of the Department’s Women in Business Mentor Program can be used for this part of the program and can be provided by DSRD.

The business skills workshops are to be delivered to all mentorees. Mentors are welcome to attend the business skills workshops.

Mentorees will be offered the equivalent of one business skills training workshop per month.

2. *Group mentoring Sessions* – The Business Skills Training is to be supported by mentoring group sessions where mentorees are divided into small groups to work on specific business development issues/themes generated as a result of the Business Skills Training Workshops

The mentoring groups are to be led by an *experienced business person* who will function as a *group mentor*. The role of the mentor is to assist participants in finding ways to apply what they have learned in the workshops to their own business needs.

The contractor will be responsible for providing one hour of training to prepare the mentors for their role. The contractor will also be required to arrange cultural awareness training for mentors, this should be done in conjunction with the Departments Manager, Aboriginal Business Development.

The mentoring groups could be formed around common needs.

The mentoring groups are to be formed and facilitated by the contractor who will work with the mentors to facilitate provision of more focussed business development support and networking.

Mentoring sessions will total a minimum number of twelve (12) hours over the three (3) months of the program. Program participants (mentorees) will be offered a minimum of three (3) mentoring sessions over the life of the program.

Group mentoring sessions are to be conducted between each business skills workshop

3. *One on one mentoring* – Mentors to be available for two personal mentoring sessions at participant's place of business. Contractor to co-ordinate personal mentoring sessions at participant's place of business. Travel cost for mentors can be reimbursed at appropriate cents per kilometre rates.
4. *Two (2) Networking Opportunities* – The program provides separate networking functions at the start and completion of the program. These events will be open to Aboriginal businesses, (potential) participants, key stakeholders and industry.

Cost

Funding for the delivery of the program by the contractor will be based on costings provided by the contractor.

Costings should include, estimates and details for:

- Program promotion;
- Delivery of the equivalent of three (3) full day business skills workshops;
- Delivery of three (3) group mentoring sessions or one on one mentoring for a minimum of five (5) mentoring group;
- Three (3) hour training for mentors;
- Delivery of two (2) networking events;
- Reimbursement of travel calculated at the cents per kilometre rate for two personal mentoring sessions per participant.
- Operational costs, such as: program coordination, administration, venue hire, catering, etc.

Note that Mentors donate their time for free and are not expected to be paid by contractor or mentorees.

Minimum numbers for program participants (mentorees) and group mentors

- The minimum number of mentorees has been set at 6. A contractor proposing to deliver the program will need to recruit the minimum number of mentorees to commence the Program. The Aboriginal Business Development Manager will assist in identifying Aboriginal mentorees.
- The minimum number of skilled businesspeople who are prepared to act as mentors (for a maximum number of 10 mentorees) is five (5). This number will increase when numbers of mentorees exceeds 10. A contractor proposing to deliver the program will also need to recruit the minimum number (5) of mentors to commence the program.

Term of the program

The program will run over a period of three (3) months and will commence in September 2004 to be completed November/December 2004.

Contractor's role

The successful contractor will be responsible for:

1. Delivering and managing the Aboriginal Business Mentor Program in the Northern Rivers, which includes:
 - a. A minimum of three (3) full-day (or the equivalent of 3 full-day) business skills workshops,
 - b. A minimum of three (3) mentoring sessions for each a mentoring group;
 - c. Two (2) networking events.
2. Providing DSRD with a written program plan prior to commencement of program;
3. Commencing delivery by 20 September 2004 and finishing program by 20 December 2004;
4. Recruiting the agreed minimum number of (6) mentorees and (5) mentors;
5. The recruitment of appropriate and qualified presenters for the business skills workshops and mentor training sessions
6. Forming of the mentoring groups and matching mentors with mentoring groups;
7. Training mentors for their role;
8. The provision of suitable training venues and the distribution of workshop materials to participants on the program (mentors and mentorees);
9. Ensuring full acknowledgement of DSRD's ownership and funding of the Program;
10. Managing participants including resolving complaints;
11. Providing written feedback to DSRD at the end of each program component (workshops, networking events and mentoring session [including attendance sheets) and final program report one month after completion of program;
12. Writing one (1) case study of not less than 200 words demonstrating that the program has assisted Program Participants in their business development;

Role of the NSW Department of State and Regional Development

The NSW Department of State and Regional Development will provide:

- Appropriately qualified individuals to conduct a briefing on the program to employees or agents of the contractor involved in the delivery of the program;
- Payment to the contractor in accordance with the terms of a formal agreement;
- Promotion of the program through regional DSRD offices and networks;
- Assist with identifying Aboriginal mentorees.
- Assistance with problems encountered during the program;
- Monitor and evaluate performance of the contractor and report on program outcomes.

Selection criteria for program providers

1. Proven track record in providing business development support to small business owners/operators in the target area;
2. Appropriate skills and experience to deliver the three program components (including access to skilled professional trainers and businesspeople who can act as group mentors).
3. Ability to market the program ensuring minimum participant (mentoree) numbers (6) and volunteer business people (mentors) (5) are recruited;
4. Demonstrated capacity to deliver the program. This includes access to resources, infrastructure, staff to manage the program and financial stability;
5. Well established links with business people, business organizations, arts organizations, knowledge of issues facing Aboriginal people in business in NSW and networks who will act as champions for the program
6. Ability to deliver the program in *Northern Rivers*
7. Ability to commence delivery in September 2004.

Expression of Interest

Expressions of Interest to deliver the Aboriginal Business Mentor Program should address the selection criteria and include costing details.

Contact

Expressions of Interest should be send or emailed to:

Craig Jenkins ,
Aboriginal Business Development Manager,
NSW Department of State and Regional Development
PO BOX 146
LISMORE NSW 2480
Email: craig.jenkins@business.nsw.gov.au

If you have any enquires regarding the Program, please contact Craig Jenkins on (02) 6622 4011

APPENDIX C – Aboriginal Business Mentoring Program Evaluation

MENTOREES RESPONSES

Responses obtained from 3 Mentorees.

1. What things have you put in place to improve your business operations since you have completed the mentoring program? (streamline procedures, monitor cash flow information, records kept, written procedures; financial records; electronic banking)

1. Did not complete the program because of conflicts within the group. However has been working with some of the suggestions – completed a business plan and corporate plan.
 - Has had assistance in identifying appropriate software for better accounting procedures
2. Developed a great web page
 - Moved up from conducting camp fire talks to now being invited to after dinner public speaking events to organisations
 - Meeting with a chemist re their product (oils, creams) for distribution possibly March/April
 - Focussing on overseas market first – Europe and Asia
 - Awaiting a Marketing mentor
 - Investigating a bar code system to help identify what and where sales are made
 - Developing and selecting product bottles and labels
3. Have been working on policies and procedures – nearly complete
 - Have not commenced business as yet so no financial records being kept
 - Focussing on overseas visitors for tours and marketing directly with overseas countries – China in particular.
 - Developed advertisements for insertion into overseas publications

2. Can you let us know about any other business development activities you have undertaken since the mentoring program? (web site development and maintenance; staff development & training; market analysis; review Business Plan; any expansions considered; financial planning - ? more training required; market analysis; improve marketing)

1. Have identified the need for a business plan and commenced on this
 - Have identified 2 commercial opportunities – sale of product and cleaning.

Negotiating with organisations re set up costs; etc.

2. Policies developed
 - Website established and great interest shown from overseas – Alaska/Hawaii/NZ
 - Writing a bimonthly newsletter
 - Looking at obtaining possible grants to further product. Currently using own funds
3. Web site and business plan developed
 - Market research conducted
 - Training in Computers from TAFE

3. Have you been involved in any further education or training since you participated in the mentoring program?

1. Currently negotiating re training funds
 - The organisation's general accountant assists with financial queries
 - Has participated in ACE programs and looking to register for a management training course
2. No – no opportunity in near future as business partner is going overseas
3. No

4. Has the mentor program improved your business? If so, how?

1. Identified the need for a business plan that has now been developed
2. The program mentor has assisted greatly with appropriate information
 - Obtained computer assistance in developing a brochure. As well as a 4 hour computer course.
 - Now conducting school talks
3. Not know

5. Do you maintain contact with your mentor or any of the mentorees? Have you found these networks useful? In what ways?

1. Yes – Good encouragement
2. Yes – mentor came out to premises to look at product twice; one of the other mentorees for a while. Good that people were interested

3. Yes – (Organisation named)

6. Are you interested in Networking opportunities (such as get togethers/sessions with speakers)? How often?

1. Would think about it
2. If appropriate speakers were attending and time permitted
3. Yes if time permitted.

7. Have you got any comments about the Mentoring program – any improvements?

1. Only attended part of the program but if held again would consider attending
2. Make sure sessions started on time by ensuring participants came on time.
Very disruptive when people came in half way.
 - Make sure equipment worked. Presenters were not able to use presentation material as project would not work.
 - More information on exporting
3. Good range of subjects and presenters.

MENTORS RESPONSES

Responses from 3 Mentors.

1. Pre training program. What are your comments about the cultural awareness pre training sessions and pre training for the mentoring program?

Cultural Awareness

1. Commented that program was good – helpful in providing understanding of Indigenous issues. However probably “showed personal hackles” in that in starting a business – selling products, etc. purchasers are not really interested in whether the person who is selling the product is Indigenous, Chinese or whatever. It is the product the customer is wanting. As well, it was interesting listening to the history of Australia and the coming of “the white man” however was it really relevant to starting a business? Also

would it then be relevant if undergoing a “normal” mentoring program it started with the issues of being a female and having to overcome the issues of “the glass ceiling”; male competitiveness, etc.

The training did give some understanding that some of the participant’s personal traits may not relate well to Indigenous people. Also helped realize the relationships of the elders to Indigenous members.

2. Good but grueling. Participant was sensitive to perceived initial animosity of presenters. However there was a more relaxed atmosphere as the program progressed
 - Very educational and helpful in that questions of any kind were responded to and people were given space to do so
 - Helpful but just a drop in the ocean in trying to understand the cultural differences
3. True and accurate information provided
 - Presenters made themselves available for further questions
 - Excellent
 - Prepared the mentor for the program
 - Essential training for any mentor

Other Pre-Training

- Good - (3 responses)
1. Helpful. Thought that having experienced business people with newer (just commencing) people as mentors can be a problem. At mentor’s gatherings the more experienced people tended to take over. Also felt there was some hesitancy in discussing issues because of confidentially issues of keeping the product/ business information to themselves. Sessions advised them not to give advice but to be helpful and providing information on resources.
 2. Gave good all round advice re mentoring
 3. Participant was fairly au fait with most of the principles
 - Group participation was a good concept
 - Beneficial to business operators being able to adopt the principles outlined

Presenters – good – (2 responses)

2. Have you mentored any other self employed Aboriginal people/business owners since the DSRD mentoring program?

1. Had been a mentor 4 times previously but not since

2. Not in an official way – but with own business requiring artwork - has been spending some time with an Aboriginal artist in Nimbin re selling his artwork.
3. Yes. Has taken up a role in August 2005 at Yabur Yulgun mentoring about 20 people

3. Have you maintained contact with any of your mentorees?

1. No. Seen one mentoree but felt that contact was not well regarded as they felt they had sufficient information because they had run a business before.
Another had set time for contact but the mentoree rang and cancelled. Once did not even turn up. After talking with that person, identified that he thought that the program was set up to enable him to access funding. Felt he got better help from his Elders
2. Believes that one of the mentorees may have gone out of business; the other had changed jobs so lost contact. However ran into her when visiting a café recently and caught up with progress.
3. With role at Yabur Yulgun has been able to maintain contact with one

4. Are you aware of any business improvements since their participation in the mentoring program?

1. Have not kept up with mentorees
2. One mentoree – out of business
 - The other – previously a hairdresser, now progressed to full time business student – going from strength to strength
3. One mentoree has further participated in community development with work groups with 233 participants
 - Significant improvement in staff management and communication
 - Developing in role as service provider to other work groups/ enterprise business
 - Better self management and business management
 - Another mentoree – has further established their business with increased confidence in staff to make the business happen
 - Starting to creep

5. Would you say their business was more successful as a result of the knowledge gained from the mentoring program?

- Yes – 2 responses
- 1. Unable to comment
- 2.. Helped in a small way – assisted the participant who was an unstructured person with difficulty in studying progress onto business studies. Believes the information from the program helped her see there were other opportunities and confidence to see she had the skills to do so

6. Please describe any other benefits that may have occurred as a result of your involvement in the program – both from your point of view and for the mentorees.

1. From a personal point of view more cultural awareness. Also from lecturers - reinforcing business principles – marketing strategies; book work etc. – helps to revitalize and redirect my own business thoughts. From mentorees point of view, felt there could be some “tall poppy” syndrome
 - Could be envious of others doing better than them. Also depends on the mentorees themselves – they need to be open minded and wanting to learn. Use networking amongst themselves to find out things and talk openly about business issues without feeling overly protective about their specific products.
 - * Provides an opportunity to remove their isolation (e.g. that they are the only ones that have faced that problem). *Also provides an opportunity for access to first Class presenters and availability of getting information without having to pay a fortune for it.
- * These two items refer to both mentor and mentorees.
2. For me – the program gave me an understanding of Aboriginal people and the issues of integration and culture.
 - Provided me with some basic skills to relate better
 - Mentoree – helped in developing confidence and identifying other opportunities
3. One mentoree – recognized the need for and established a Business Development Manager role
 - Have recently opened an Independent Employment Centre
 - Attending workshops on technology improvement
 - Another mentoree – has commenced their business set up
 - Arranged a staff retreat to obtain staff input and ideas into the business
 - Aware of new skill sets from the presenters

- Developed their website

7. Have you got any comments about the Mentoring program – any improvements?

1. Basically it was good. The site visits were difficult – felt a distance from the Mentoree. ? Would it be better to get Indigenous mentors rather than “white” – better receptive to ideas given. Mentors need to build rapport so perhaps those with previous contact with Indigenous people would be better. In pre-training maybe need to discuss what the legal outcome would be if mentors do give advice rather than suggestions or personal experience and this advice results in some business failure, sometimes it is difficult not to give advice. Using a small interview room to discuss issues with the mentoree is too clinical, impersonal.
2. Basic idea was good
 - Some problems surfaced that were upsetting – animosity
 - At the first meeting an Executive from the Business Advisory Service was to conduct this. However he was not available and an Aboriginal lady took his place. Very disconcerting as the first item was focused on what can go right with the mentoring process and what could go wrong. She started with what could go wrong and filled the whole white board. Participant nearly left at that stage.
3. OK the way it was conducted
 - As a pilot program, it covered all basis but there was a lot of information to take up
 - Mentors – follow up needed from program organizers/facilitators
 - Encouragement was not provided either for the mentors or mentorees
 - Presenters were excellent
 - ?Gaps in program – consider “learning to develop a business in a mainstream environment” not “how to develop a business from an Aboriginal point of view”.

8. Would you be interested in mentoring again?

1. Would be interested in participating again.
2. Would consider but own business is now taking up most of time
3. Would like to be considered as a facilitator

APPENDIX D – Inaugural Meeting of Indigenous Visual Artists Network Minutes

Notes from Indigenous Artists Meeting Lismore TAFE 2nd June 2005

WELCOME TO COUNTRY – Digby Moran

INTRODUCTION – Patsy Nagas

Patsy Nagas gave an overview of the meeting agenda and why it had been called.

Everyone present at the meeting introduced themselves.

Patsy presented her background as an artist and raised some of the issues she saw for Indigenous artists in the region.

OVERVIEW OF VAN (VISUAL ARTS NETWORK) – Craig Jenkins, NSW DSRD

Craig provided an overview of the Visual Arts Network that has been developed by Arts Northern Rivers to support Visual Artists in the Northern Rivers Region.

All visual artists are invited to be on the VAN database and will receive information about upcoming opportunities for artists.

If you would like to be on the Arts Northern Rivers VAN Database contact Lois, Cath or Melitta on 02 6628 8120.

Craig lead a discussion with the meeting about the needs and issues for Indigenous Artists in the region. These are outlined below.

NEEDS FOR ARTISTS

PLACE

- A space is needed to exhibit and as a workshop where artists can work cooperatively. It should be a family friendly space where the community can come together and foster a sense of place that will help instil confidence among artists to pursue and commit to the arts.
- Lismore is ideal as a central location to begin with. This could initially be an existing building – eg the Chocolate Factory.
- The Lismore Cultural Precinct and the Regional Gallery were identified as possible opportunities for the future.

COMMUNICATION

- Improve communication between artists

DATABASE AND WEB SITE

- Data base needs to be developed of artists to help communications and promotions
- Artists also need help to develop quality digital photographs of their work

LEGAL ASSISTANCE AND ADVICE

- Assistance for artists needed with Intellectual Property, legal issues, consignment, copyright etc. It was suggested workshops in these areas would be very beneficial.

MARKETING ASSISTANCE and WORKSHOPS

- A marketing agent or support person is needed – someone trusted to help sell work, to travel to other centres and help manage sales.
- Workshops in marketing and promotion.

OUTLET TO SELL

- Lack of outlet for selling work where artists are not ripped off

LINK TO GRAFTON JAIL

- Need to organise a work space and facilities for people who have just left jail to encourage them to continue with their artistic practice they have developed in jail.

MENTORING

- Needed from established artists to inspire and educate artists and to allow for skills transfer, also to foster self confidence, foster commitment to practice, particularly for young people, to break down “shame”.

SPIRITUALITY IN WORK

- This is important for artists

WHERE DO ARTISTS CURRENTLY SELL THEIR WORK?

- Word of mouth
- Rotary Auction, was a very positive event which boosted the self-esteem of artists who participated
- Blackfella Dreaming
- Planet Corroboree
- Tweed Regional Gallery
- Minna Minna Gallery
- Sheoak Shack

GUEST SPEAKER - Djon Mundine - His thoughts

- Throughout history Aboriginal Art has been under white control. There is a lack of knowledge about real Aboriginal Art History. It has been other people defining Aboriginal Art.
- He asked artists to ask themselves “Why do you make art?”
- “What does Indigenous art from this region look like? It is up to you to find out and decide.”
- Aboriginal art is any art made by Aboriginal people. It is not fixed. It is about what it represents to you. You need to reclaim the spiritual space in this landscape in a dreaming sense. What is your dreaming, your personal history and how does it relate to your landscape? Art is an honest expression and interpretation of your life and your history. It doesn't have to be dots!

RECOMMENDATION FROM MEETING

To establish a steering committee to move towards the establishment of an art space for Indigenous artists in Lismore.

The following people volunteered to be on the steering committee:

Howie Van Dyke – (Northern River Regional Development Board – Lismore)

Jacqui Williams (Casino)

Patsy Nagas – (Kyogle)

Digby Moran – (Lismore)

Les Evans – (Lismore)

Anthony Walker – (Suffolk Park)

Frances Parker – (The Channon)

Dennis Monks – (Maclean)

Brian Donovan – (South Grafton)

APPENDIX E – I VAN Strategic Plan

Northern Rivers Indigenous Arts Development Project Strategic Plan 2006 - 2008

Stage One June 2005 to March 2006

KEY AREAS OF ACHIEVEMENT	STRATEGIES FOR ACHIEVEMENT	MEASUREABLE OUTCOMES	TIMEFRAME
1. Consultation and liaison with stakeholders and communities and individuals	<ul style="list-style-type: none"> Establishment of a coalition of strategic partners committed to the progress of the project, through consultation and liaison. 	Regular meetings and input of the Advisory group.	June to December 2005
2. Development of strategic partnerships	<ul style="list-style-type: none"> Establishment of a collective of artists committed to promotion and progress of the project. 	Strong representation of practising artists on the Advisory group from each Northern Rivers community.	June 2005
3. Initial Stakeholder Workshop	<ul style="list-style-type: none"> Establishment and development of a strategic plan which meets the needs of all partners. 	Additional project support from project strategic partners with funding, support and in-kind contributions.	November 2005
4. Establishment of the Project Advisory Group and terms of reference	<ul style="list-style-type: none"> Facilitation of meetings and workshops to support the development of action plans 	A Strategic Plan which is endorsed by the stakeholders and is maintained as a working document.	February 2006
			December 2005

5. Project planning	and strategy.	Meeting conducted in identified communities. Distribution of promotional materials to communities and community groups	
6. Identification of funding sources	<ul style="list-style-type: none"> • Consultation and negotiation with Arts Northern Rivers and NRRDB for support in the writing and sponsoring the submission. 	Lodging of submission for funding to appropriate funding and auspice bodies.	February 2005
7. Preparation of funding submissions	<ul style="list-style-type: none"> • Staging of the Indigenous Art Show in association with Rotary to demonstrate promotional and employment potential. 	Financial and staff support from Arts Northern Rivers and Northern Rivers Regional Development Board	November 2005
8. Development of the Strategic Plan	<ul style="list-style-type: none"> • Continued community consultation at each developmental point of the process. 	Conduct of an Indigenous Art Show in Lismore – Bundjalung Art Exhibition	July 2005
9. Liaison with private sector regarding promotional opportunities	<ul style="list-style-type: none"> • Support of the Bundjalung Elders Council for the project and processes involved 	Meetings and consultations held with individuals and communities across the Northern Rivers	June, August November 2005, February 2006
10. Community consultation and liaison			

NOTE: All Measurable Outcomes of Stage One have been achieved at the preparation of the submission for funding February 200

Stage Two April 2006 to June 2006

KEY AREAS OF ACHIEVEMENT	STRATEGIES FOR ACHIEVEMENT	MEASUREABLE OUTCOMES	TIMEFRAME
<ol style="list-style-type: none"> 1. Development of a network of artists. 2. Literature search - all research and reports undertaken to date regarding indigenous visual arts and artists and enterprise development with a focus on the northern rivers. 3. Provide training in the development of a digital library of artists work for promotional purposes. 4. Establish a digital pictorial library of art work from northern rivers artists and art groups for promotion and distribution to potential purchasers and galleries 	<ul style="list-style-type: none"> • Establish regular contact with visual artists and develop a circulation list for information distribution • Search all literature for best practice in indigenous visual arts and business development • Negotiate with partners in training to conduct workshops in portfolio development • Negotiate with strategic partners to provide training in the use of digital photographs for promotional activities. 	<p>Bi-Monthly distribution of information to artists</p> <p>List and summary of best practice amongst other indigenous art groups</p> <p>Delivery of training in portfolio development and the development of portfolios by participants</p> <p>Multi media pictorial gallery of visual artists participating in the training.</p>	<p>March and May 2006</p> <p>June 2006</p> <p>June 2006-02-06</p> <p>June 2006</p>

Note: Stage Two will be completed by Project Partners by June 2006.

Stage Three July 2006 to December 2006

KEY AREAS OF ACHIEVEMENT	STRATEGIES FOR ACHIEVEMENT	MEASUREABLE OUTCOMES	TIMEFRAME
1. Employment of an indigenous visual arts development project officer	Recruitment, training (where required) and orientation of a project officer	Recruitment of Project Officer	August 2006
2. Identification of the needs of professional development and training needs of artists	Compilation of the needs as articulated in previous forums and meetings and distribution to visual artists for confirmation and the development of a training plan	Training Needs Plan	September 2006
3. Identification of the business needs of visual artists			
4. Liaison with other regions regarding the combined needs for professional development and investigation of joint activities	Negotiation with visual artists and strategic partners to design a business course which suits the needs of the visual artists.		October 2006
5. Improve communication between visual artists by the development and establishment of an appropriate communication strategy to keep artists and communities linked and networked and informed	Consultation and information gathering from other regions in association with project partners and \distribution of the information to manager, board and advisory group Design and implementation of a communication strategy in conjunction with visual artists.	Business Course/workshops outline and proposed dates for commencement.	September 2006
6. Development of a professional development timetable of events which takes into consideration all the needs as	Negotiation with partners regarding the delivery of training and professional development as indicated in the training plan.	Incorporation into monthly communiqué the initiatives in other regions	September 2006

<p>identified above emphasising business skills, marketing, promotion, networking, legal issues in association with stakeholders and strategic partners</p> <p>7. Commencement of professional development in the areas of marketing, training, professional support and business skills</p> <p>8. Negotiation with stakeholders to identify opportunities, mentoring and training for fledgling artists</p> <p>9. Establishment of a mentoring program to inspire and educate artists and allow for skills transfer, also to foster self confidence and commitment to practice</p> <p>10. Supporting and promoting activities which are untried and participative that test the potential for development into artistic and cultural enterprises within communities</p> <p>11. The promotion and exposure of art and cultural workshops to communities through the identification of workshop</p>	<p>Development of a timetable for the training plan.</p> <p>Delivery of training and professional development.</p> <p>Recruitment of potential mentors and participants for mentoring. Development of a mentoring agreement for both mentors and mentorees.</p> <p>Matching mentors to participants.</p> <p>Promotion of exhibitions and events of benefit to visual artists.</p> <p>Delivery of workshop and forums in participating communities to promote the project and opportunities as identified.</p> <p>Identification in conjunction with strategic partners of priority introductory training to communities.</p> <p>Work closely with arts northern rivers development workers to establish links with the visual arts network and others.</p> <p>Distribute information regarding exhibitions and exhibit requirements including transport, sale etc</p> <p>Assisting visual artists to prepare and submit for exhibitions and visual art awards</p>	<p>Commencement of communication strategy</p> <p>Training Plan timetable</p> <p>Commencement of training/workshops a minimum of one event every 2 months</p> <p>First training session for mentors.</p> <p>First meeting between mentorees and mentors</p> <p>Circulation of current exhibition timetables and dates for entry distributed to visual artists</p>	<p>October 2006</p> <p>October 2006</p> <p>November 2006</p> <p>December 2006</p> <p>September 2006</p> <p>December 2006</p> <p>December 2006</p> <p>October 2006</p>
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<p>opportunities to community members e.g. Art workshops for women and young people during the school holidays etc.</p> <p>12. Establish close linkages with other visual arts development projects operating in the northern rivers, NSW and Australia.</p> <p>13. Assist with the preparation of visual artists for the exhibitions including Arts Sydney 2006 exhibition.</p> <p>14. Establish strong links with the three regional galleries (Lismore, Tweed and Grafton)</p>		<p>Information workshops in 2 communities and 3 regional centres: Lismore, Tweed and Grafton.</p> <p>List of training for communities in 2007 distributed</p> <p>Conduct training in exhibiting</p> <p>Prepare material or source material for presentation at the workshop on exhibiting</p> <p>Submission of Northern Rivers visual artists in the NPWS awards and Asia Pacific Awards</p>	<p>October 2006</p> <p>July 2006</p>
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Stage Four January 2007 to June 2007

KEY AREAS OF ACHIEVEMENT	STRATEGIES FOR ACHIEVEMENT	MEASUREABLE OUTCOMES	TIMEFRAME
1. Continuing professional development activities or artists and communities	Conducting professional development in accordance with the Training Plan and timetable.	Training occurring in accordance with the training plan – inclusion of additional training where identified	January to July 2007
2. Networking with galleries and promoters to identify markets and exhibition opportunities for artists.	Meeting with gallery directors and promoters in association with the Visual Arts Network (VAN) project to establish exhibitions for Northern Rivers visual artists.	Number of meetings with gallery directors and promoters	January to July 2007
3. Identification of potential markets for artists work	Establishment of exhibitions in the Northern Rivers for visual artists to display their work.	Organisation of the Bundjalung Art Show and Award	March 2007
4. Support and promote the sale of Indigenous artists work	Development of the Northern Rivers visual artists Website	Website Operational with pictorial library of art and visual artists	February 2007
5. Development of promotional material to support the export and sale of Indigenous art from Northern Rivers artists including website and multimedia promotional material	Joint promotional and marketing	Participation of Northern Rivers visual artists in other promotions	March 2007
6. Liaison with other indigenous art and community organisations to identify best practice in marketing and promotion.	Organisation of a promoters/gallery directors forum with artist	Conduct of the forum	April 2007

<p>7. Development of linkages between Indigenous art promoters and Indigenous artists</p>	<p>Development of programs for visual artists in correctional facilities</p>	<p>Programs developed with partners</p>	<p>May 2007</p>
<p>8. Negotiation with stakeholders, Department of Correctional Services and North Coast Institute of TAFE to investigate opportunities for Indigenous artists released from correctional facilities (Grafton)</p>	<p>Data base developed with the assistance of the visual artists and Advisory group – public advertisement</p>	<p>Data base available and in use</p>	<p>May 2007</p>
<p>9. Creation of a pictorial artist database for promotion, professional development and networking</p>	<p>Develop a series of workshops of gallery directors speaking about exhibitions</p>	<p>Workshops advertised and gallery directors booked</p>	<p>April 2007</p>
<p>10. Establish a forum of experts drawn from regional galleries to offer Indigenous artists advice regarding markets</p>	<p>Work closely with the strategic partners and the Arts Law Centre – “Artists in the Black” to establish an appropriate organisational and business model for the sustainability of the Indigenous visual arts initiatives</p>	<p>Establishment of organisational/business model or models</p>	<p>June 2007</p>
<p>11. Promote and facilitate the sale of Indigenous art work from the Northern Rivers artists</p>			
<p>12. Investigate and establish an appropriate, sustainable</p>			

organisational model for the support of Indigenous visual artists in the Northern Rivers			
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Stage Five July to December 2007

KEY AREAS OF ACHIEVEMENT	STRATEGIES FOR ACHIEVEMENT	MEASUREABLE OUTCOMES	TIMEFRAME
1. Identification and delivery of post study support and opportunities for newly graduated artists in association with strategic partners.	Consultations with strategic partners and new graduates of regional visual arts courses. Consultation with Southern Cross University and TAFE NSW - North Coast Institute.	Assistance with information and networks for newly graduated visual artists.	August 2007
2. Establishment of a contingency fund from sales to continue promotion and fund the project.	Development of a commission fund from sales to promote and advertise Northern Rivers visual artists	Information pack and sessions to students on mentoring, exhibitions etc	August 2007
3. Identification and development of a central artists workshop and exhibition space which meets the needs of artists.	Consultations with other visual artists groups, local council, business incubator operators and Indigenous organisations to identify an appropriate space. Development of a strategy and timetable to achieve an artists workshop.	Trust Fund established with the Arts Northern Rivers Board for sole use of promoting and advertising Indigenous visual artists. Strategy plan identifying suitable accommodation/sites, funding and organisational models	October 2007
4. Conduct professional development workshops as determined.	Advertising the six monthly training plan to visual artists	Conducting workshops/training in accordance with the identified need and Training Plan	July 2007
5. Delivery of professional development workshops to communities.	Sourcing funding and speakers and presenters for forums and workshops as identified in the Training Plan and		

<p>6. Match artists and cultural enterprises with business mentors.</p> <p>7. Ensure generation of income to support the continuation of the project and service.</p> <p>8. Identify and arrange shared marketing, exhibition and professional development opportunities with other visual arts development/business development projects and services. i.e. legal, copyright, intellectual property etc</p> <p>Evaluate each stage of the strategic plan</p>	<p>revising the training plan where additional needs are identified</p> <p>Commencement of the business mentoring program for visual artists</p> <p>Establishment and promotion of markets and exhibitions for visual artists</p> <p>Assist visual artists to attend show and exhibitions</p> <p>Network and develop joint professional development timetable which best suits the needs of visual artists</p> <p>Report against the strategic plan monthly and evaluation methodology</p>	<p>Matching of artists to mentors</p> <p>Circulate a timetable of exhibitions and assist visual artists to attend</p> <p>Conducting joint professional development</p> <p>Monthly reports</p>	<p>September 2007</p> <p>August 2007</p> <p>July – December 2007</p> <p>July – December 2007</p>
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Stage Six January to July 2008

KEY AREAS OF ACHIEVEMENT	STRATEGIES FOR ACHIEVEMENT	MEASUREABLE OUTCOMES	TIMEFRAME
1. Continuation of initiatives including professional development	Distribution of the six monthly calendar of professional development	Production and distribution of the professional development calendar	January 2008
2. Support existing enterprises and artists to further develop their markets and sales potential.	Identifying additional markets or value adding opportunities for visual artists and enterprises	Number of enterprises involved	March 2008
3. Match artists and enterprises with opportunities to enhance production and sales.	Integration of visual artists with the Tourism and Cultural Tours Project incorporating 3 businesses Tweed, Mullumbimby and Byron Bay.	Indigenous visual artists participating in the cultural tours Media and promotion campaign	January 2008
4. Promotion of the project and service to the wider community	Promoting the service through media		January 2008
5. Support for the transition of the project to the approved organisational structure.	Establishment of an appropriate organisational and business structure and the transition of the service to that structure and incorporated entity	Existence of an independent entity and the transfer of the service to that entity	July 2008
6. Collate and collect material for the evaluation.	Compilation of the evaluation material for the evaluators	Presentation of the final evaluation	June 2008
7. Preparation of the final report		Presentation of the final report	July 2008