

Chamber of Commerce NT Submission of Evidence

The Joint Select Committee on Northern Australia

Workforce Development

Darwin Hearing 29 June 2023

Submitted date: 30 July 2030



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The Secretariat
Joint Select Committee On Northern Australia – Workforce Development

Reference: Parliamentary Joint Select Committee Hearing On Northern Australia – Workforce Development

Established in 1957 the Chamber of Commerce NT is the largest employer association in the Northern Territory. An independent, not-for-profit and non-government body - our membership and offices span the Territory.

We are proud to provide our Members and the Northern Territory business community an effective platform for lobbying on the issues that impact upon business, whilst providing services and support to business in a number of key areas including industrial relations, training, employment, education and training advice, networking and premier business events. To see more of the value our Members receive go to Membership Services.

The Chamber of Commerce Northern Territory is governed by a Board of Directors and has both a General Council and Regional Executive Council in each region of the Northern Territory ensuring our Members have direct influence and control in the lobbying platforms and policies of the Chamber in addition to ensuring the service provided meet expectations of business in the Northern Territory. Read about our Board of Directors, General Council and Regional Executive Committees.

The Chamber NT has three industry-specific Councils, the NT Manufacturers Council, International Business Council and Maritime Industry Council (collectively known as the Industry Councils). Members are represented across manufacturing industries, maritime industries and international business. Each Council has an Executive Committee made up of local business leaders and experts, and members are represented across key areas and issues.

The enclosed report is provided in support of the attendance of Chamber NT at the recent Parliamentary Joint Select Committee on Northern Australia – Workforce Development. Chamber NT wishes to extend its sincere thanks to the Committee for the opportunity to address them.

Responses have been enclosed in the report to address a range of Questions On Notice issued by the Joint Select Committee. Additionally, the following Sections are also provided as requested in general discussion with the Committee

- Section A - Chamber NT Hearing Notes
- Section B – Response To Question On Notice - Chamber NT Growing Our Social and Economic Future
- Section C – Request To Question On Notice – Middle Arm Sustainable Development Precinct - Strategic Assessment Workforce Development – Extract of Executive Summary and Recommendations (Draft)
- Section D – ISACNT – TERC Submission - Professional Career Practitioners Occupational Pathway
- Section E – Indigenous Workforce Case Studies
 - ~ Crest NT, Response Employment Training and East Arnhem Regional Council Case Study ~ Airport Development Group Indigenous Training Academy
 - ~ Enterprise Learning Project

We thank the Joint Select Committee On Northern Australia - Workforce Development for their appearance at a number of Hearings in the Northern Territory.

The collective focus on achieving appropriate and meaningful *Workforce Solutions* for the Northern Territory remains an exceptional high priority. Chamber NT and industry support active focus and investment in workforce, as it underpins economic and community development for the Northern Territory.

Many thanks

Stephen Goodall
Chief Policy Officer

The Joint Select Committee on Northern Australia

Workforce Development - Darwin Hearing 29 June 2023

Opening Statement-

Stephen Goodall
Chief Policy Officer
Chamber NT

Good morning.

Chamber NT extends a warm welcome to the Joint Select Committee upon their arrival into Darwin. We hope that your visit into the Northern Territory this week has been both informative and enjoyable.

Thank you for your time today.

Firstly, I wish to provide a quick overview of Chamber NT.

- Headquarters In Darwin
- Regional Centres – Alice Springs, Katherine and Nhulunbuy
- Key activities include a wide range of member services; industrial relations work- place relations; events, industry councils, Federal Services contracts DEWR and PALM. Chamber NT is also engaged in delivering specialise project services including industry led workforce development.

As we are all aware, from a national and global perspective, the demand for workforce has become a primary concern for nations, communities, and industries. Workforce is a critical enabler driving the capacity and capability of industry through the delivery of skilled labour.

The emergence of new demands for a skilled workforce are linked to the emergence of global economies from the pandemic. As industries remerged from the effects of the pandemic, they found there had been major transitions in workforce surrounding the health care, aged care, childcare, pharmaceuticals, retail and services sectors.

In some cases, early retirement, especially from the health care, education and childcare sectors rebounded into other industries, as specific sectors were forced to engage in active '**head hunting**' to address critical '**must have**' workforce.

Circular recruitment activities in and across industries has been intensive over the past 12 months. Industries response has been a general outcry that there are workforce shortages that are restricting their ability to now return to full pre-pandemic staffing levels.

In a Chamber NT Business Confidence Survey in early 2023 workforce was listed as the top barrier for economic growth for Business and Industry in the Northern Territory. This headed up a list of challenges that also impact workforces such as housing and accommodation, crime and anti-social behaviour, Childcare and education.



Recognising these critical conditions, Chamber NT is committed to work with all regional stakeholders through a proposed Living it Up in Regions Strategy that provides outcomes addressing these issues.

Chamber NT has actively participated in supporting focused workforce development initiatives for industry.

The strategy collated with a variety of key stakeholders in the Northern Territory has been termed 'Workforce Solutions'. Conceptually, the strategy provides a necessary platform, for multiple workforce providers and skills developers to display leadership across all industry sectors and with Government.

The strategy actively supports multiple interlocking elements delivering, developing, and retaining a skilled workforce for the Northern Territory. Included for reference in this industry led strategy delivery are key stakeholders including GTNT (Apprenticeships & Traineeships) YouthWorx, Employment Service Providers, Recruitment Services Providers, Skilled Migration Providers, RTO's, Peak Industry Associations, and key Government Agencies.

Population growth versus shrinkage remains a major concern underpinning the delivery of workforce capability and capacity. It is a challenge for all industry in all regions.

Demand for workforce in the NT is also directly impacted by major projects activity and the associated timing of project delivery. Critically, this major project cycle in the Northern Territory requires careful coordination to ensure workforce demands can be addressed, wherever possible, from the local labour market. Having addressed the liveability issues surrounding workforce, we now need to speak about investment into all regions of Territory.

Investment and delivery of major projects, in a timely manner, is one of the keys to attracting, retaining and most importantly upskilling local people. Getting people ready for work is important, however we need jobs for people to undertake.

Stakeholders understand that development of these workforce capacities takes time and investment. Without either being achieved workforce demand cannot be met. In support of both Federal and Territory economic objectives, Chamber NT has actively advocated for tax breaks for people living in the Northern Australia region.

We understand that as a remote set of regions, that the Northern Territory must become competitive for workforce against other national and international market demands.

Chamber NT is actively working with Government and other key stakeholders including land councils, communities, institutions, peak industry bodies and industry to support workforce retention, upskilling and growth in our region.

Chamber NT is actively supporting and contributing to numerous Government led worker initiatives, including destination relocation assistance plans, remote housing assistance schemes, skilled migration programs, foreign student employment programs and other support mechanisms. Each of these initiatives can contribute to developing active workforce solutions that industry is calling for.



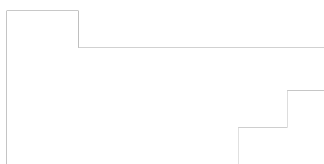
In closing, we respect that workforce development in Northern Australia is a complex matter. Linkage to economic growth, achieved through major projects delivery remains the key enabler for jobs creation in the NT.

To support achievement of economic investment and development, training of new workforce or the upskilling of existing workers remains a critical priority for the Northern Australian region.

We look forward to an opportunity to address the associated Terms of Reference with the Joint Select Committee on Workforce Development for Northern Australia.

Thankyou

Stephen Goodall
Chief Policy Officer
Chamber NT



SECTION A
NT Chamber Hearing Notes



Chamber NT Hearing Notes - The Joint Select Committee on Northern Australia- Workforce Development

Section A:

Trends in Northern Australia that influence economic development and industry investment including population growth, economic and business growth, workforce development, infrastructure development, and Indigenous economic participation.

Economic snapshot, Nov 2022

The NT has a small but diverse economy. The Joint Select Committee on Northern Australia shall inquire into and report on workforce development in Northern Australia, considering the impediments to building the economic and social infrastructure and workforce needed to support economic development, with reference to the Terms of Reference.

- The most recent GSP is some \$26 billion with key sectors including mining (also encompassing petroleum), government and community services (such as healthcare and training) and the services sector (such as hospitality and transport).
- The NT private sector was comprised of some 15,796 firms, 72.5% being in the Greater Darwin region, served by a workforce of some 137,227 persons (November 2022).
- Reflecting the diversity of the economy, the workforce is likewise comprised of a great variety of occupations, with 154 Australian and New Zealand Standard Classification of Occupations (ANZSCO) in priority demand in the NT in 2022, with these ranging from store persons to production managers.
- Skilled worker demand may be met in the short term through implementing a range of initiatives such as migration, upskilling existing workers, or recruiting workers from elsewhere.

Economic activity in the Northern Territory declined in the March quarter, according to figures released today. State Final Demand fell by 0.4 per cent. Tasmania was the only other jurisdiction to record a fall in activity (-0.2%). Growth across Australia was sluggish, with the national economy growing by only 0.2% in GDP terms and domestic Final Demand by 0.6%. See

<https://www.abs.gov.au/statistics/economy/national-accounts/australian-national-accounts-national-income-expenditure-and-product/mar-2023#state-and-territory-final-demand>

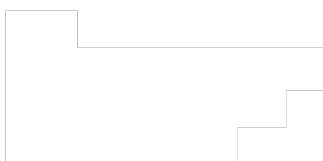
This result means that the NT economy has flatlined for the past two quarters (see chart) and is yet to return to activity levels of five years ago. Sorry to be the bearer of bad tidings.

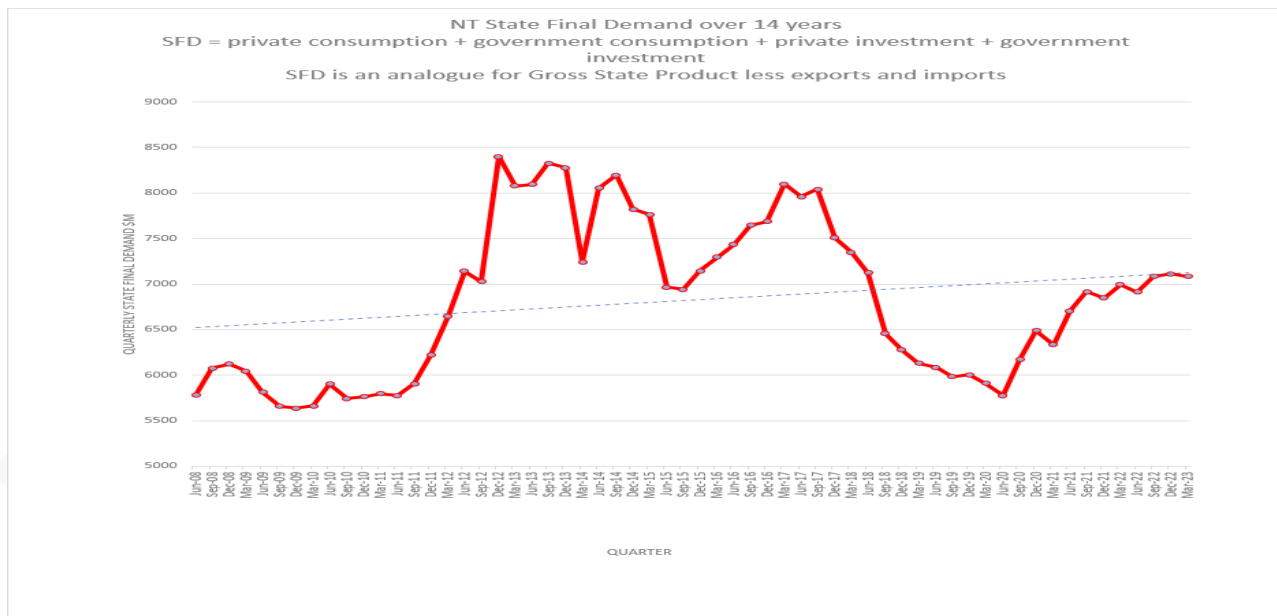
As discussed previously, State Final Demand is the best measure of domestic economic activity, as it does not include exports and imports. SFD is the sum of private consumption (spending on goods and services), government consumption, private investment (example, in buildings, machinery and intellectual property creation), and government investment. Gross State Product, measured annually, includes



exports and imports and can paint a distorted picture of what's happening on the ground. ABS says the NT's negative SFD result is made up of:

- Increase in total consumption expenditure of 0.2%, driven by a:
 - 1.2% increase in government expenditure, with a 1.8% increase in state and local expenditure reflecting strength in non-employee expenses, including flood support costs, partly offset by a:
 - 0.7% *decrease* in household consumption driven by recreation and culture (-2.8%), operation of vehicles (-2.8%), food (-1.1%), furnishings and household equipment (-2.3%) and hotels, cafes and restaurants (-0.8%).
- *Decrease* in private gross fixed capital of 4.8%, driven by a:
 - 12.7% fall in non-dwelling construction driven by new engineering construction due to reduced mining investment, partly offset by a:
 - 14.7% increase in total machinery and equipment with purchases across multiple industries.
 - 5.5% increase in intellectual property products due to strength in mineral and petroleum exploration.
- *Increase* in public gross fixed capital formation of 5.0%, driven by a:
 - 27.4% increase in state and local public corporations due to increased investment in utility infrastructure.
 - 2.6% *increase* in state and local general government due to ongoing investment in road infrastructure.







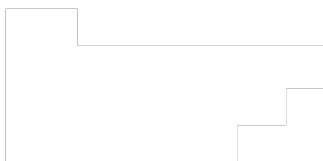
Section B:

impediments to building the economic and social infrastructure required to support industry and business to expand and create regional jobs.

- The Chamber of Commerce NT (CCNT) accepts that the 'ideal' solution to economic growth in the NT would be access to a highly skilled, locally based (NT long-term resident) workforce.
- The NT continues to experience unmet demand for general and skilled labour and there is the expectation that this situation will continue these trends as the NT economy expands and be ongoing through 2023 and beyond.
- In response to the pandemic, the NT Government (NTG) engaged in a high-profile, whole-of-government effort called 'Operation Rebound' (May 2020) to restore and accelerate growth in the economy and build jobs.
- Key elements of this initiative include working to make the NT much more business-friendly and establishing a pipeline of major government and private sector projects to 2030.
- Operation Rebound, and its associated Territory Economic Reconstruction Commission (TERC) Report, provide key specific and general avenues for workforce development activities.
- Without an appropriately skilled local workforce the NT must rely on recruiting externally to the NT.

Despite the noted constraints, the NT has ample opportunities for growth as it is highly prospective from an economic perspective.

- The NT has abundant land space, water and mineral resources and is an export-oriented economy, with an advantageous geographic location in relation to Asia.
- Further, there is an extensive committed and potential pipeline of private sector major projects (though smaller than the INPEX operated Ichthys project) in the mining and petroleum sectors, as well as in tourism and workforce development strategy that Agribusiness.
- This is coupled with a variety of substantial public projects (NTG and Federal government, including Defence).





Section C:

Challenges to attracting and retaining a skilled workforce across Northern Australia;

- One of the most influencing social challenges we will face in the NT is in our unique demographic makeup and the expected demographic change.
- Strategies need to be developed to attract young people, whilst retaining the knowledge from older experienced workers who may be displaced by the introduction of new technologies and process.
- Additionally, processes are becoming more complex, which leads to an increase of jobs with higher qualifications and a loss in jobs requiring lower qualifications. These issues need further exploration.
- Shortages of skilled labour exist across many occupational roles across many industry categories, which are mostly engaged in major projects and the construction of essential infrastructure.
- The additive effects of multiple projects occurring across the NT, some simultaneously, and others sequentially, require careful planning to prevent a situation occurring where labour is not locked into other projects at the same time.
- Job competition will emerge as a reality in the NT's thin market as employers will want to keep their skilled workers at the expense of workers in the low skilled roles.
- If costs for labour escalate the low skilled workers are at a disadvantage.
- There is an identified need to therefore address the successive, incremental effects of multiple projects creating high demand for workers with basic skills and reducing opportunities in the labour supply chain supply of workers who are less skilled for the role.
- The opportunities to address the short-term demand for workers are limited, given the NT's low unemployment rate, high participation rate and lack of skilled workers.
- The Territory has been in a 'bust' mode for the past several years prior to COVID 19 from which it is now slowly emerging.
- Sequencing of major public infrastructure projects must be seriously considered along with strategies to attract workers external to the NT.
- Occupational profiles are changing rapidly as a result of new and emerging technologies changing the skills that employers want and the nature of work.
- Using the current MASD precinct initiative as an example, clean energy specific roles or roles associated with these emerging technologies are the new skills currency and this changing nature of work demands that skills are matched to tasks.
- The strategies that we need to develop and pursue must be based on making SKILLS the currency of the labour market as opposed to QUALIFICATIONS.
- Without the skills to meet the unprecedented economic, social, and environmental disruptions that are unfolding, businesses cannot grow or create real value.
- The value proposition for workers lies in having the skill sets that employers need.
- There is no NTG wholistic workforce development strategy in place to meet the skills needs and workforce demands for a future green, sustainable economy.
- The digital age has revealed a range of occupational shortages in the workforce. In addition, changing social values of employees, coupled with the NT's demographics and an ageing population, creates further impetus for action.
- Developing a workforce to meet present and future market needs requires the identification of new sets of competencies, and qualifications, especially when it comes to new forms of energy.



production and advanced manufacturing technologies as proposed for the NT Middle Arm Sustainable Development Precinct (NASD)

- The current occupational skills shortage list does not accurately reflect the types of skills that relate to a range of Industry 4.0 critical technologies.
- There are three broad categories of skills (Head-Heart-Hands) in demand:
 1. Cognitive skills - information processing
 2. Interpersonal skills - Soft Skills
- Embedding sustainability principles across all qualifications and occupations will be an essential skills development element in managing the environmental issues.
- Without adequate skillsets, a range of differing workforce development challenges have emerged and are already impacting on local workforce development and productivity.

PROPOSED AND COMMITTED FUTURE MAJOR PROJECTS

- There are over \$39 B in proposed major projects in the NT with around \$14B additional projects already committed.
- These projects have the potential to exceed the availability of local supply of labour over the short to medium term.
- Additionally, there are concurrent major Australian and US defence-related investments occurring across the Territory that will have local impacts on labour and skills supply.
- These projects are highlighted in the 2023 NTG Industry Outlook publication. Source: (2022-23 Budget Industry Outlook, 2022)
- Should several major projects not proceed, given that some events are impossible to predict, there exists the potential danger of a return to a continued population and workforce contraction, as occurred between 2018-2020.
- The Territory Economic Reconstruction Committee report (TERC Report) noted that even with the implementation of all the TERC measures which were adopted by the NTG, the outcome will only produce 2.4% annual GSP growth – resulting in a \$35.2bn GSP by 2030, or a gap of some \$4.8bn.
- The report further states that if GSP only grows at the recent five-year average of 1.5%, it is likely the recent economic decline will continue, leading to a cycle of decreasing living standards, population, and economic activity.

Empowering and upskilling the local Indigenous population.

- Chamber of Commerce contract holders for the Australian Government Local Jobs program. The program supports the development and implementation of tailored approaches to accelerate reskilling, upskilling and employment across Australia and seeks to provide tailored responses to support local labour markets.
- The aim of the program is to ensure the maximum number of people are placed in appropriate employment or training opportunities to meet employer needs in the current labour market. This will be achieved by bringing together expertise, resources, and access to funding at the local level to focus on reskilling, upskilling and employment pathways. A key feature of the program is bringing together key local stakeholders including employers, employment services providers, and education and training organisations to work collaboratively to design projects and develop



solutions through initiatives that skill people to meet local employer demand. The program provides for:

- an Employment Facilitator
 - a Local Jobs and Skills Taskforce
 - a Local Jobs Plan tailored to local labour market circumstances.
 - projects and activities that provide local solutions to address barriers to employment, funded through a Local Recovery Fund, Local Initiative Fund or the National Priority Fund.
- May 2023 data indicates 65% of the total Workforce Australia Caseload (Darwin and Alice Springs) identifies as First Nations person increase of 2% from December 2022 of this.
 - 80% of the total Transition to Work Caseload (youth 15 to 25) identifies as First Nations
 - 69% of the Workforce Australia Services identifies as First Nations
 - 71% of parents' Next caseload, and
 - 35% of Online services are of Aboriginal and or Torres Strait Islander descent.
 - Note: TtW and Parent Next are voluntary programs
- Data cannot be drilled down at this stage to a localised LGA region due to the National Skills Commission moving to the Jobs and Skills Commission and the inability to capture data from caseloads sitting outside the DEWR footprint i.e. Disability employment services, Community Development program as such it is difficult to determine the full extent of the total indigenous population available for work (not already in employment) that could be empowered and upskilled for work opportunities.
- Data provided by the Department in December 2022 indicated that the Darwin and Alice Springs region has the 2nd largest First Nation caseload across the 51 regions covered by the Department and the 5th largest as a total percentage of the total unemployed caseload.
 - 85% of the total caseload have been registered as unemployed for more than 12 months.
 - 24% identified as having a disability, and
 - 25% homeless
- By default, many of the initiatives facilitated by the LJP team have a majority uptake of indigenous persons.
- Government programs (State and National) that support the upskilling of indigenous persons to allow for participation in the workforce although well supported do not meet the whole needs of the cohort, as they are primarily focused on a technical skills base and do not support the inclusion of social programming and education that is essential for inclusivity. Such programming needs to include cultural resilience, language support, digital literacy, transport, accommodation, on-the-job/training mentoring, cultural liaison and family support during training and placement into work.
- Our involvement over the years in successful initiatives that empower and upskill local indigenous persons for employment are holistically designed in delivery, addressing vocational skilling, social resilience and breaking down environmental constraints such as access to transport. These initiatives require dedicated human resources and project management skills which generally are not taken into consideration with grant-based funding. As such programs have to draw on multiple funding/grant resources to do so.
- In February 2023 the LJP team conducted a series of workshops in Alice Springs and Darwin with employment providers, Community Services, local and state government representatives, and corrections staff. The biggest call for support other than addressing the accommodation and public transportation issues was for the implementation of social education and resilience

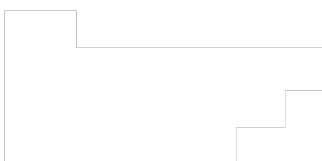


training. Providing skills to individuals that enable/empower them to manage the sometimes conflicting cultural, social and employment conditions.

Identifying the problem.

To determine local capabilities and skills capacities, it is crucial that there is a deep understanding of the work processes that are needed to deliver the enabling infrastructure before we can understand what is needed in terms of local industry capabilities and related workers competencies, experience, and skills.

- Under the current supply and demand scenarios for skilled workers in the NT, finding workers with the skills an employer needs, is the ongoing problem.
- This scenario exists as there is rise in demand for skilled workers and a mismatch between the employer's expectations, and the actual skills that workers hold.
- Worker's skills do not align with the skills needed to perform their job.
- Job seekers and existing workers wanting to make career decisions, and who are trying get the right mix of skills, cannot get access to job profiles that also identify the skills needed in those jobs.
- Career advisors are ill equipped to provide advice to school leavers.
- Job seekers do not have a systematic way of identifying occupations with similar skills needs.
- In the transition to a net zero carbon economy, new skills and jobs will be required across both traditional and emerging sectors.
- 'Green New and Emerging' occupations are jobs that have emerged due to green economy activities and technologies.
- In a number of occupations ('Green Enhanced Skills') the broad purpose of the occupation remains the same, but elements of the occupation have changed and include many conventional jobs like electricians, carpenters, and fitters.
- Many occupations in this category are associated with clean energy specific roles or roles associated with emerging technologies. These occupations represent a range of cutting-edge opportunities presented by decarbonisation, which could be harnessed under a NT strategic workforce development policy with significant opportunities for growth over time.
- Identifying the requirements of all stakeholders including learners, Registered Training Organisations (RTOs) and employers is therefore an emerging priority.
- Identifying this gap and then filling it with the right skills is the challenge.





Partial List of system challenges

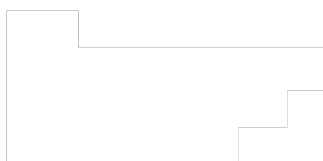
Challenges	Description and impact on capability and capacity
Limited data on workforce planning or monitoring of desired outcomes	Limited accurate data about the workforce skill demands, desired worker attributes, job roles and skills development needs identification.
Limited local workforce preparation	A lack of a supply of workers with skill levels higher than Certificate III contributing to workforce recruitment and retention problems
Small workforce (thin market)	NT workforce size and skills capacity is a limiting factor in meeting project skills and labour demand
Limited local industry capacity and capability to provide Precinct desired investment	Local industry capability has not yet been identified for precinct enabling infrastructure development. Workforce occupational groups are not rationalised to facilitate cross sector skilling, limiting skills capacity.
Career pathways in the Precinct not identified	Job roles need to be mapped across industry sectors to identify how individuals could potentially obtain skills transferability, job role flexibility and mobility.
Diversity of enterprise training needs unknown	Training delivery systems require a re-design to ensure core training and skills development are consistent with industry occupational categories and job roles and responsibilities.
High costs of training (thin market factors)	Reduced demand means training providers potentially remove critical training products from scope. An industry /RTO collaboration model is required.
Lack of portability of skills across industry sectors.	Qualifications or skills sets not clearly identified or matched to occupational roles or demand.
Accessible and affordable professional development options very limited in the NT	Negative impacts on job satisfaction and retention resulting in high turnover and loss of practitioner skills.
VET sector supports services (attraction and retention)	Increased financial investment and government policy settings are required to deliver wrap-around mentoring services for apprentices and the employer with a focus on women, people with a disability and Indigenous people.
Low apprenticeship completion rates (retention)	Loss of future capability and capacity. There is a need for a skills recognition process to articulate non-completions to opportunities in related occupational categories with relatively



	similar occupational roles to retain the skills already held.
Non-completion risk	Increased risk of non-completion if students feel they are not being taught the correct skills to use in the workplace. Industry/enterprise experts and collaborative partnerships with RTOs and subject matter expert trainers required to reduce non-completion risk.
Enterprise training appetite or effort not clarified or strategically driven	Low level of interest from enterprises in engaging with the training market. Workforce development issues limiting growth and productivity not effectively clarified at enterprise level.
Enterprise skills demand and volume of work unclear.	Future Precinct operator size, their workforce composition, project timeframes, and their capacity or willingness to engage with the vocational education and training system are unknown.
Enterprise drivers of training not clearly identified.	Training opportunities and possible outcomes such as skills sets, and qualifications not linked to changing occupational role demands.
Links to training institutions (Human resources and aspiring arrangements)	Collaboration and partnerships needed between training providers and enterprises to support human resource management structures that focus on delivering local training outcomes for specialised job roles.
Perceptions of VET sector Promotion	The VET sector, when compared to the higher education sector, has an equal and pivotal role to play in preventing skills shortages and providing the skillsets required for jobs of the future. Increase public awareness and private sector commitment to vocational education and training for schools, parents, and students through an investment in an independent professional NT career advisor's framework is crucial.
External factors Sustainability drivers	The climate change sustainability drivers will require organisations to consider the Political, Economic, Sociological, Technological, Legal and Environmental (PESTLE) factors that will impact on their business model and business strategy development. Consideration of these factors should be used to develop a range of different scenarios to guide people, professionals, and senior



	managers in strategic decision-making around their sustainability commitments and workforce development initiatives.
Identifying Precinct operators' operational activities	New technology or new products require workforce solutions. These may need an enterprise level strategic response (upskilling initiatives) to ensure quality outcomes and new organisation of work processes.
Funding for public and private VET providers	NT funding to VET providers should be targeted to the industry participant rather than the provider. Industries, courses, or skill shortages occupations that will be able to access fee free funding places have not identified. Precinct based industries need to be clearly identified and the information provided to potential private investors and operators.
Identification of industry groups and training variables	Establishing Precinct Industry group relationships can identify the types of training and the scope of delivery required (qualifications or skill sets) Delivery models (internal or external) and learning support can be rationalised i.e., cluster model or training academy option for delivery of both structured and unstructured training.
Australian Government training reforms	A high-level NT Workforce Development Strategy needs to be informed and mapped to national VET reforms
Speed to market of training products	Unknown volume of non-accredited and informal training used by industries using innovation to grow not articulated to National Training Products
Training investment (industry)	Assumed drivers of training are the need for quality low emissions of products requiring the use of new technology and meeting regulatory requirements. Need to identify the barriers to training investment



SECTION B

Chamber NT Growing our Social and Economic Future

A response to a question on notice



Chamber NT Growing Our Social and Economic Future

A response to a Question on Notice for Consideration by the Joint Select Committee on Northern Australia Workforce Development

Recommendation

A Global Skills and Knowledge Hub in the Middle Arm Sustainable Development precinct should be an enabling priority funded from the Federal Government' project funds for the NT

Introduction

A Global Skills and Knowledge Hub underpins this proposal for both local and international markets.

This response addresses the Terms of Reference of the Joint Select Committee on Northern Australia on workforce development at the Vocational Skill Level 3 occupations in Northern Australia.

The content of this proposal proposes some solutions to the challenges, facing the NT's industry capabilities and skills capacity that are noted above, through targeted initiatives.

This initiative identifies an opportunity among others, and the potential for using the international student cohort studying in the NT to contribute to filling the occupational skills gaps in our workforce at Vocational Certificate Level III and above.

In addition, this proposal promotes an integrated higher education skills and workforce development model that draws on the potential of both the local and the international higher education student cohort to be engaged in supporting major projects and their proponents through applied and directed research activities.

The potential

The potential exists to add to the pool of NT employer sponsored skilled migrant workers (temporary and permanent) without adding to the costs of recruitment, by capitalising on international student's demand for local jobs to supplement their income, and to provide work-based learning opportunities and research outcomes for industry, matched to their higher education studies.

Aside from the financial contribution international students make to the NT, the international student cohort should be regarded as a highly valuable resource in any consideration of workforce planning and development.



The initiative is designed to provide more than one outcome for the NT.

- It will add value to the international training market by providing real world work experience for participants,
- It complements several measures used to support the growth of the NT economy by attracting more international students to backfill local jobs in occupational skill shortage occupations where specific skills sets are in high demand without compromising domestic career pathways.
- It addresses the conundrum of our thin market.

The initiative focuses on developing the human capital drawn from international student cohort through the addition of a strategy and implementation plan for delivering training in vocational occupations at skill level 3 and above for international students.

The longer-term goal is to position the NT as the Global Skills development hub of the Indo-Pacific region that has the capacity and capability to respond to international demand.

The groundwork has been prepared through the recent establishment of the Territory Aviation Skills Centre and through the proposals presented to the Territory Reconstruction Committee.

Rationale

Outcomes from the NT's economic reconstruction commission initiatives have the potential to provide the means to build both a knowledge-based and skills-based economy in the North.

To capitalise on the new future, an integrated evidence-based approach to developing human capital, through skills and knowledge growth, is needed to underpin any of the emerging opportunities identified by the TERC commission.

A cost-effective way to develop our human capital requires new ways of thinking about producing evidence-based data that will best inform our investment in training for skill and knowledge.

The number of international students being trained in Higher Education qualifications in the NT is expected to grow quickly. This growth will accelerate with the 2024 opening the new Charles Darwin University campus in the CBD.

The growth potential is noted below.

This international student cohort provides the potential human capital resource that can complement other initiatives currently being proposed to grow our economy.

Because of our thin labour and training market, we need to improve the critical mass that makes the delivery of skills-based training viable.





We additionally need to look beyond our local borders and incentivise our attractiveness to international vocational students as well as those who aspire to higher education goals.

A Global Skills and Knowledge Hub

The development of a Global Skills and Knowledge hub within the Middle Arm Sustainable Development precinct (MASD) that works closely with other centres of excellence and will expand the NT's Skills capacity and capability for innovation. The Hub could access funding from the \$1.5 Billion Commonwealth funds allocated to the precinct infrastructure development.

It is a given that skills development is implicitly interwoven with the knowledge economy, thus providing an additional exportable product to achieve our social and economic needs.

With a smart skills and knowledge investment strategy, based on an evaluation of best practice approaches to skills specialisations and advanced skills development, the Top End could be positioned as the Global Skills and Knowledge Hub incorporating both higher education and vocational education skills development.

The infrastructure cost

Establishing a Global Skills and Knowledge Hub will require \$100m from the Federal Government's project funding for the NT.

The Global skills hub will provide programs that meet the needs of the national sustainability agenda and will attract international partners and participants in training and industry development programmes.

Benefits

The benefits of investing in knowledge and skills development go beyond improving our local human resources and industry capabilities, they can also strengthen our international neighbour relationships.

These emerging opportunities need business that also have access to workforce development in skills at post apprenticeship levels.

A Skills hub enables these outcomes.

An integrated approach

The initiative should be integrated with our university research capabilities (currently held by both local enrolled university students and international students undertaking a wide range of higher education disciplines) to carry out collaborative key research activities (with industry) with the intention to provide evidence-based data to:

- inform new international vocational training policy.
- Build targeted skills development programs for vocational training outcomes based on industry 4.0 job projections to both local and international students and
- highlight potential investment opportunities in opportunities emerging from the TERC commission's recommendations.



Source material that will inform training strategies and implementation plans, will come from directed applied research activities by our existing higher education students and international students at Diploma, Bachelor, and Master's degree levels,

Applied and focused higher education applied learning could provide the inputs to policy, planning and implementation through modelling, consultation, and engagement with key stakeholders.

Furthermore, major project proponents could be directed to provide the financial sponsorship to university students to facilitate investigations and research into effective ways of implementing both public and private infrastructure projects.

The concept can be supported through directed activities within the Various disciplines that the students are pursuing.

e.g. Support and sponsorship can be obtained from the major project proponent. Their directed research capabilities should relate directly to major projects, infrastructure development and industry growth. This is not a new idea and it can be enabled through our university's Higher education student cohort.

What's New

What is new is that skill sets in demand are the foundations of the initiative. They also meet the desire for a responsive training market that meets the needs of industry in a rapidly changing technological world.

Tapping into this cohort and promoting the Vocational skills development pathway to international students, provides the opportunity for an effective integration of a locally based untapped workforce with local industry where skill sets are in high demand and enhances the international student's options for migration if desired.

Skill sets that are critical to employers, can be delivered to the international Student cohort with minimal impact on established NT apprenticeship and traineeship pathways; which do not offer specialisations or skill sets during their apprenticeship training. Skill sets are generally only available to existing qualified workers where industrial relations and workplace relations issues have minimal impact.

The Numbers speak for themselves.

This growth in the number of international students attending higher education in universities across Australia, and the value of the economic return to GDP provided by them, clearly identifies that knowledge is an exportable product.

In 2014–15, the ABS valued exports from international education at \$18.8 billion, making it Australia's third largest export. It has been growing ever since.

By the end of financial year 2018 International students injected \$31.9 billion into Australia's economy.

What we do know is that our knowledge-based economy is driven by:



- The rising demand for skilled workers by countries wanting to engage in the knowledge economy.
- The focus by higher education institutions on commercialising higher education (notably not vocational training).
- A growth in numbers of students wanting a high-quality education with an opportunity to migrate.

Although the COVID19 event stalled the growth in the interim, we still have an internationally recognised quality product that is in high demand and that demand is expected to accelerate.

What we must do is find ways to deliver both higher education and vocational training into this same growing and expanding market.

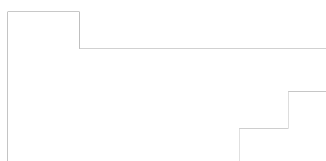
The untapped vocational training market

Notwithstanding the urgent situation we face in finding skilled workers, our economy is dominated by diverse industries such as construction, mining, agriculture, tourism, and retail, amongst many others, requiring workers with quality endorsed, nationally accredited vocational skills.

These skills and the training underpinning them, are also in high demand internationally.

The NT is well positioned to capitalise on our reputation for globally recognised quality training by expanding on the scope of training opportunities for international students to incorporate vocational skills as well as knowledge training and hands on work-based learning.

Additionally, there is a large untapped international market within our region, especially for those occupations that are regulated and require licences such as aircraft maintenance engineers, pilots, plumbers, and electricians.





Key industries

To further strengthen the integrated model, and to make use existing resources, a skills growth approach should consider focussing on collaborating and partnering with those industries that are key employers where there is a critical mass of workers, such as public administration, health, tourism, retail and education and training. These are occupations that are essential for a strong economy.

There are additional emerging opportunities for further sustainable skills and workforce development in the primary industries sector as well as the mining industry for renewable energy resources and for tourism.

We will also need to identify those specialised enterprises that have the capability for carrying out research and development activities in partnership with government and the education system and encourage sponsorship of research studies.

There are precedents for collaborative models between Industry, Universities and Government that have proven to be successful in identifying new ways to grow both economic and social outcomes.

Summary

Coupling opportunities recommended by the TERC commission with an integrated human capital development strategy, will provide us with both capability and capacity to grow our future.

We need to focus our university research and study efforts, through applied knowledge activity by our higher education students in collaboration with industry and other key stakeholders to unlock new knowledge that will benefit all of us.

The potential to tap into the international student cohorts demand for work and to deliver skills sets in demand at the occupational skill level 3 and above exists.

The growth potential for exporting vocational training is also emerging as a new market.

We already have the infrastructure and the knowledge base already in our university that can produce the research outcomes and identify opportunities for further development in areas such as sustainable development and renewable energy.

What we need is funding, a strategy, and an implementation plan.

Terry Lawler

SECTION C
Middle Arm Sustainable Development Precinct
~ Strategic Assessment Workforce Extract of
Executive Summary Recommendations (Draft)



Middle Arm Sustainable Development Precinct- Strategic Assessment

Workforce Development

Executive Summary

The planning decision by the Northern Territory Government (NTG) to invest public funds into the Middle Arm Sustainable Development (Precinct) program, was driven by the need to recover from the economic impacts created by COVID 19 and to remove the barriers to social and economic growth by building up the NT's economic and human capital.

The NTG prioritised the development of the Middle Arm Area as an industrial precinct with the potential to accelerate economic growth and realise their goal of creating a diverse \$40bn economy by 2030.

The Precinct is identified by the NTG as a “global first” initiative and is regarded as the most efficient fiscal support mechanism available to them to stimulate growth.

The initial public investment in the Precinct is supported by an industry development master plan, with the clear intent to attract private industry investors to the Northern Territory, through the streamlining and fast-tracking of environmental approvals, and minimisation of regulatory hurdles.

The Northern Territory Government's (NTG) Infrastructure Framework Strategy 2022 – 2030, articulates this public investment approach and is fully supported by a \$1.5bn equity investment from the Commonwealth.

The investment decision was also informed by the Territory Economic Reconstruction Commission's (TERC) Final Report which recommended the public infrastructure investment approach. Their report also clearly advocated for a significant change in Government policy and role, to attract and win more private investment and to create more jobs.

Additional factors influencing the Government's decision included the continuing need to:

- Attract skilled workers and their families to the NT,
- Develop stronger partnerships between industry, business, and government and
- To improve and speed up the processes for approvals to start and grow a business

The Master Plan for the Precinct, however, only provides a set of planning controls within a development framework and guidelines for future development, leaving many questions that need answering and decisions yet to be made, that relate to the construction of the enabling infrastructure and the Precinct's future development.

It is quite possible that these plans could be easily derailed if a skilled workforce is not readily available. With no decisions made about who the tenants will be in Middle Arm, limited details about the types of products that project operators may produce, or what their manufacturing processes may be, understanding the labour market demand and worker's skills and capabilities requirements, becomes a daunting and challenging and abstract task.

Therefore, this analysis provides details on the current and emerging state of the NT labour and training market, with a focus on a strategic approach to developing both workforce capability and capacity.

Our initial findings revealed what is well known around the construction industry; that shortages of skilled labour exist across many occupational roles; which specific Industry categories are mostly



engaged in major projects and the construction of essential infrastructure. These shortages are persistent and ongoing.

The opportunities to address the short-term demand for workers are limited, given the NT's low unemployment rate, high participation rate and lack of skilled workers. Sequencing of major public infrastructure projects must be seriously considered along with strategies to attract workers external to the NT.

Our analysis required a deep examination and assessment of:

- The make-up of the existing workforce
- An assessment of the training market
- An identification of the current and emerging challenges, that are presented by the expectations contained within the NTG's macro-economic vision.
- The workforce analysis therefore had a dual purpose:
- To establish if the NT held current workforce capabilities and capacities required for the short-term enabling infrastructure build
- To determine the steps and actions the NTG must take to prepare for future workforce needs, for the next generation and beyond

Our analysis provides information about the current state of the labour and training market and the challenges that are evident in trying to effectively meet workforce demand.

These demands may be met in the short term through implementing a range of initiatives such as migration, upskilling existing workers, or recruiting workers from elsewhere.

Our analysis additionally presents ways to develop the workforce to meet Industry's demand for skilled workers over the longer term and is focused on the factors that contribute to the development of human capital.

Further actions that must be taken to develop the workforce will be determined by having a deeper understanding of the multiple factors impacting on worker availability. They include the size or age of the workforce, their mobility, skills and access to training and many other workforce supply and demand issues.

The specific role of education and training in workforce development, therefore, requires a strategic rationale, sufficient lead time, and a consideration of the needs of both industry and Government and the broader community to:

- Prepare the future workforce with the skills needs of industry
- Upskill or reskill the existing workforce
- Collaborate and share knowledge within and beyond the precinct
- The Middle Arm Sustainable Development Precinct Strategic Assessment Workforce

Development Report consists of three sections:

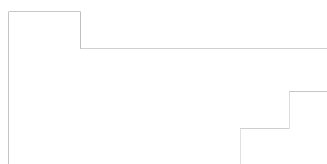
- Section 1 Labour market Overview
- Section 2 Training market overview
- Section 3 Workforce development challenges



RECOMMENDATIONS

SECTION 1 LABOUR MARKET OVERVIEW

- Recommendation 1: A workforce development strategy and subsequent initiatives must take into consideration all the TERC key findings that directly relate to the Precinct development.
- Recommendation 2: Given the nature and structure of the NT workforce, it is recommended that Industry occupational groupings, and the identification of discrete occupations within them, be used as a structured guide to better understand and analyse the range of skills linked to specific occupations.
- Recommendation 3: A strategic rationale is needed to address the NT's specific occupational demand for skilled migrants identified by industry groups.
- Recommendation 4: A targeted migration program is needed to fill the critical high tech and cutting-edge skills in demand required by low emissions Precinct-based industries.
- Recommendation 5: A full occupational analysis needs to be carried out against the nominated precinct industries, using Infrastructure Australia's occupational categories to identify the scope of occupations needed to supply the labour, and to identify skill capacity and gaps.
- Recommendation 6: A workforce attraction and retention strategy to promote the advantages of local employment to the current external and internal FIFO workforce should be developed to meet any short-term or immediate labour shortages for the precinct enabling infrastructure development.
- Recommendation 7: The NT DAMA scheme needs to be reviewed to identify occupational demand that specifically targets migration to meet any medium-term labour shortages across the scope of the infrastructure industry occupational groupings.
- Recommendation 8: A research activity is required to identify the right mix or blend of incentives that will bring workers who have left the workforce to re-join the labour market.
- Recommendation 9: Detailed modelling of the workforce that flies out of the NT to other jurisdictions, is required to identify key attraction and retention trends and identify measures to keep and employ skilled fly out workers in the NT.
- Recommendation 10: Identify the STEAM related occupational skills and workforce requirements that will underpin the precinct's industrial development needs and articulate them to the Education sector.
- Recommendation 11: Develop a collaborative model between schools and industry, to provide the engagement needed to provide career pathways to school graduates with STEAM outcomes.





SECTION 2 TRAINING MARKET OVERVIEW

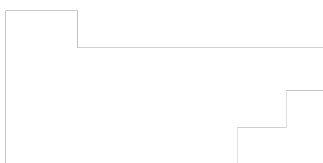
- Recommendation 12: Use Infrastructure Australia's industry occupational categories and workforce occupations, to facilitate identification of Precinct workforce occupational skills to guide the NT training industry's training program identification and delivery options.
- Recommendation 13: Consult with DIPL to identify those industries that have expressed an interest in investing in the precinct and identify their anticipated labour and skills demand and training needs.
- Recommendation 14: Following identification of Precinct operators' emerging and future skills needs, consult and coordinate with DITT to add recognised training providers and targeted courses to the User Choice model, and add key skillsets to the NTSOPL.
- Recommendation 15: Develop a scope of options to further increase local training capability through collaborative partnerships and/or developing in-house training capabilities so that an enterprise will have the capability to deliver skillsets in collaboration with an RTO.
- Recommendation 16: Identify the opportunity for providers to invest in appropriate, high-profile skilling improvement technologies (such as VR) to address NT thin market training limitations.
- Recommendation 17: Survey local RTOs to assist in the identification of relevant training technology needs.
- Recommendation 18: Determine the level of appetite and support for the establishment of a training academy approach that includes a focus on delivering "green" credentials within the precinct industrial ecosystem.
- Recommendation 19: Use the existing momentum generated by the TERC report to address training issues beyond existing procedural avenues such as engaging with DITT on expanding User Choice and reviewing the focus on NTSOPL research activities.
- Recommendation 20: That the NT Government consider developing a strategy to improve educational and employment outcomes for Aboriginal people in the NT, based on the aims of the NSW OCHRE plan.

SECTION 3 WORKFORCE DEVELOPMENT CHALLENGES

- Recommendation 21: Responses to the current National VET review must include recommendations that support the embedding of sustainability principles across all qualifications and occupations to effectively address environmental issues.
- Recommendation 22: Advocate for the principles of a circular economy and sustainability to be included in the current VET reforms of training products.
- Recommendation 23: Develop a precinct circular economy action plan that applies to precinct investors and project operators to facilitate waste management design.



- Recommendation 24: Develop a transition pathway guide, that is sector specific to assist private investors and operators to identify the capabilities and skills capacities needed to reshape their business to meet the precinct sustainability outcomes.
- Recommendation 25: Workforce development managers must engage in scenario planning, testing the various scenarios, and integrate these capabilities into the strategic planning and risk management framework.





Workforce Development strategy for the precinct based industries

The strategic focus is on precinct based industry jobs that will be in demand as the precinct is developed by private investors and where growth is expected to occur. The priority occupations in demand will be identified from current SOPL data and matched to proposed precinct industry occupations over the near to mid term.

Workforce Strategy Development

Identify key strategy focus areas based on precinct Industry developments/ investments

- Focus on local workforce development priorities based on precinct Industries and the supply chain participants (Pre apprenticeships /apprenticeships)
- Create and implement sector-led workforce development, attraction and retention strategies using a collaboration model across sectors
- Develop partnerships between agencies and employers within Industry sectors to create and implement sector-led workforce development Initiatives
- Obtain Precinct investors support and sponsor a community promotion to attract and retain workers in the locality (community strategy)
- Develop Programs for Upskilling/ reskilling precinct-based industry workers
- Identify funding streams for the initiatives
- Align training funding to employment needs.
- Develop partnerships with the CDU TAFE network
- Develop clean energy priority training programs with a focus on digital skills needs.
- Implement a VET professional development program focused on sustainability principles future clean energy/ sustain skills needs

Identify key initiatives

- Implement a Micro-Credentialing program for Precinct based industry workers
- Train the trainers with a focus on Precinct based skills and sustainability principles for future clean energy development (hydrogen and renewables)
- Support and develop a cohort of precinct industry-based workforce / career advisors
- Develop a collaboration model to engage with government, industry and the education system at all levels.
- Develop school and industry partnerships using industry based advisors
- Identify and develop School to work transition programs to meet critical technology demand through VET in Schools /STEAM programs
- Develop a Workforce attraction and retention program for industry proponents
- Identify and Promote key attraction and retention factors
- Develop partnerships with industries and communities (community strategy)
- Develop industry led initiatives for target cohorts e.g Shell prelude model
- Expand Group Training Organisation Programs to encourage more individuals to begin and to complete an apprenticeship, to provide employers with greater access to a local workforce
- Identify Micro-Credentialing courses (accredited)
- Provide increased access(on the job) to industry-supported short courses(non- accredited)

SECTION D
ISACNT TERC Submission - Professional Careers
Practitioners Occupational Pathways

Create an occupational pathway for professional Career Practitioners.

Introduction

ISACNT welcomes the opportunity to provide a submission to the Territory Economic Reconstruction Commission (the Commission) recommending a new approach to workforce planning and recruitment by prioritising ways to connect local enterprises to our future workforce.

This submission incorporates information from the National review into secondary education in Australia and considers the Commission's focus on growing the Territory economy in the medium term.

The proposal outlined below is designed to complement measures used to support the growth of the NT economy by focusing on the human resources needed for businesses to grow.

The intention is to implement a strategy that complements the growth initiatives and is mutually beneficial with other development strategies, depending on where economic value and individual opportunity lie.

This requires an integrated approach that aligns the needs of employers with the supply of new workers. We need to make workforce development initiatives work and help individuals (graduating school leavers) to navigate their career options.

To support this strategy, schools and industry should have access to dedicated externally funded career practitioners, holding professional qualifications, creating an effective and proactive interface that concentrates effort on specific development priorities.

Using dedicated career practitioners is an approach that can support program implementation and co-ordination among stakeholders at scale.

They can:

- Provide insights on workforce demand across industry sectors
- Identify job opportunities and act as the career navigator
- Provide information to students and their influencers.

The critical importance of workforce skills and population are acknowledged as key enablers supporting economic growth. It is noted that:

"The Commission.....is also interested in exploring the development of educational pathways to skills attainment, focused on sectors identified within the Commission work plan to help meet the future workforce needs of the Territory. p13

ISACNT proposes that a career development group be established to serve as the catalyst to promote and facilitate the productive employment of professional career advisors.

Building the workforce

Transforming our economy rapidly means that companies will need to think closely about the skills of their current workforce as well as the skills they will need in the near future to meet the economic and social challenge facing all of us.

A well thought out strategy will need to be developed to find, attract, recruit, and motivate new workers and improve on the traditional approaches to workforce development.

Workforce development will require incentives and partnerships with industry and government to stimulate all stakeholder efforts.

For example, the career development group could launch a workforce-development initiative focused on attracting school leavers to specific sectors. This effort would be actioned and co-ordinated by career development practitioners who would identify sustainable workforce-development opportunities and pathways.

It is evident from multiple reports that traditional recruitment methods are not effective.

Industry needs to develop more flexible ways to engage with our potential new workforce, more specifically school leavers who hold the potential to deliver the desired transformation.

We also need to seriously consider about finding more effective ways of cooperating with universities, research institutes, and other companies to capture and grow the emerging talent that exists within our NT youth.

The strategic approach involves the establishment of a career development group that promotes and facilitates productive employment of professional career advisors. These professionals will have the responsibility for engaging with industry and for the provision of Careers Advice, focused on the key sectors identified by the Commission, to our emerging workforce.

The rapid changes in technology and the labour market has created many new vocational options increasing the need for professional advisors with direct industry knowledge and understanding.

Industry connections are critical in the careers advisory role for young people.

Career Development Practitioner

Career Development Practitioners also need to be able to provide the real world of work context to students and their influencers.

Effective career guidance has never been so important and there is now a greater onus on employers to step up and work with schools to help young people understand jobs and careers and help teachers bring learning to life. This is where the role of a dedicated career practitioners becomes crucial.

They have to have first-hand knowledge of the local labour market, understand the needs of employers and have a professional knowledge of the interconnections between school subjects, industry demands and young people's career decision making choices and understand why they make them.

Current capacity

Currently there are about 6 careers advisors across the whole of the NT school system working as advisors part time. Leaving this skill to teachers who only provide a part time services as an extension of their teaching role is not a solution. Further to this, teachers do not have the resources, professional learning and community connections needed to inform students - teacher overload adds to this deficit.

There needs to be a dedicated interface between industry and schools that will enable young people to effectively connect to the world of work outside of the demands of their curriculum.

Proposal

The initiative would involve the establishment of a career development group that promotes and facilitates productive employment for professional career advisors, provides skilling opportunities for their own career development as well as driving the initiative.

The intention is to take a wholistic approach to the provision of career advice and align student career aspirations to business needs, providing a clear link for potential employees to work opportunities and career paths.

The initiative could be underpinned by a partnership with NTG and Industry, through their peak bodies such as the Chamber of Commerce and prime contractors on Major Projects, to transform the way industry engages with their future workforce.

The group will be guided by a Career Development Framework for career advisors.

The framework will outline their roles and functions and guide their professional development.

Professional development for careers advisors will provide targeted training, so that careers advisors will obtain the skills needed to engage directly with NT industry to design and promote pathways into jobs as students transition from School to work.

Industry engagement will be the cornerstone in the design of transition solutions.

The framework will provide recognition to career advisors through credentialing either as a Certified Career Advisor and/or Certified Career Practitioner.

Career practitioners will provide a gateway to careers. The role must be non-teaching and independent to the school system.

Outcomes

- Career advice within and outside schools would be strengthened significantly and accorded higher status.
- A professional career practitioner will tap into local industry opportunities and identify companies that want young people to know about those opportunities.
- Career practitioners will provide support to organisations faced with emerging workforce challenges by providing two-way information about future work opportunities that is evidence based.
- Career Practitioners would build a network that focuses on collaborative action that the partners can undertake to improve career education and pathway programs and transition outcomes for students.

The objective is to:

- Make current workplace information accessible and relevant to students
- Provide an understanding to students and their influencers, of business's operational needs
- Build relationships and partnerships
- Identify common interests and needs
- Change the mind set about focusing solely on achieving and ATAR
- Access existing and emerging career opportunities
- Attract, engage, and develop talent.

The National Careers Institute could provide supporting digital resources as a part of their mandate.

Process

A formalised working relationship between key industry stakeholders, careers advisors and schools is needed to facilitate engagement and the development of partnerships.

Career practitioners will function as the interchange in an existing hub of service providers performing a role that has been clearly identified as in high demand (*see current status page 5*), connecting employers, industry associations, sector groups and other key stakeholders.

With the careers practitioners acting as the interchange, schools and industry will have access to dedicated externally funded professionally qualified career practitioners.

The initiative involves a process of engagement that is facilitated by a career advisor professional, working both with young people and businesses supported by industry intelligence from the Industry Skills Advisory Council, to deliver career pathway information.

At the operational level within schools, a full- time professional career advisor would interface with the Department of Education to provide them with the industry/ sector specific career opportunities that would subsequently inform the student personal learning plans that are embedded in the curriculum.

For students, career practitioners will be able to optimise the student curriculum choices based on where demand exists and what employers want.

With Industry intelligence, students can explore the gaps they need to fill in their learning or to fit a potential role in the workplace.

Career practitioners will be the direct connector to local employers and industry bodies providing the job demand information for students as well as the appropriate VET qualification used by industry. Shared information will support the process of career conversations that connects both employers and their future employees.

Acting as the interface, and in partnership with key service providers, career practitioners would also advise on industry pathways and funding arrangements such as traineeships, apprenticeships, and skilling pathways.

Career practitioners' roles involve facilitating effective connections between employers and students. They can advise on ways to get part-time work, work experience, traineeships, apprenticeships, and even graduate positions. They can provide industry informed advice about non-ATAR courses of study so students can secure apprenticeships or traineeships while at school.

They will access and provide resources and guides for young people to interact with to develop career profile summaries and to explore work roles as a starting point for their career development.

Career profiles summaries could hold students, values, motivations, aspirations, skills, talents, and education/qualifications.

Current digital technologies will facilitate communication across the NT that can be adapted to match specific IT applications for use by students seeking careers and jobs.

This is an element of the scalability of the initiative.

Career practitioners will be able to access training courses, conference events, community of practice sessions and other related programs such as master classes to equip them with relevant skills and capabilities to better serve the workforce and employers.

This will help them acquire, maintain, and upskill their competencies in career advice and engagement activities.

Supporting data and research.

Students often start senior secondary schooling with little understanding about the pathways available to them and the variety of entry points for those pathways. They often feel if they do not make the right choice, doors may be closed to them. With parents being the biggest source of career advice for young people, it is crucial that students, parents, and those who provide careers advice are better informed about today's labour market to assist students to make informed choices.

Results from student surveys tell us that 49% of students have a good to strong understanding of the university pathway, but only around 16 % of students, on average, have a good to strong understanding of other pathways such as VET, apprenticeships and traineeships. [1]

A 2018 survey of Australian youth aged 15-24 undertaken by Year13 showed that 76 %of young people wanted more personalised career advice.[2]

Career education is a key part of senior secondary schooling as it prepares students for the transition into employment.

In many senior secondary schools, however, career education reflects old paradigms of work. It predominantly focuses on identifying a linear pathway that allows students to pursue a single career or profession. It can be transactional, asking students to select specific subjects and courses, rather than encouraging them to take a broader career outlook.

In a world where traditional employment models and occupations are rapidly evolving, narrow career education is unnecessarily limiting the employment potential of senior students.[3]

As our future citizens and leaders, students must be better supported to make informed decisions about life beyond school, whatever pathways they choose to follow.

Current sources of information for young people are fragmented, have no direct connection to current industry vocational options, and do not help students to make effective and well-informed choices about their career pathway.

Furthermore, vocational pathways are often obscured by the pervasive focus on students obtaining a high ATAR score reinforcing a generalisation that a Vocational Pathway is a poor decision.

This approach and the lack of professional advisory resources means the benefits of alternative pathways and increased choice are often not being realised.

Young people today are faced with multiple challenges in making decisions about their future.

Their choices are becoming harder.

The range of pathways available beyond schooling is more diverse than ever. Fewer young people are taking linear pathways from school, through further education or training, into full time work.

The good news is that there exists far more flexibility than in the past for young people to start again or change direction. Poor decisions at school can be overcome. But the bad news is that these flexibilities are often poorly understood, particularly by those who need them most **(and those who advise them)**.

[1] Shipley, B. and Stubley, W. (2018) After the ATAR II: Understanding how Gen Z make decisions about their future, Year13, Australia, p. 37

[2] Education Endowment Foundation, Employer engagement in education: Insights from international evidence for effective practice and future research, 2018. P. 6

[3] PricewaterhouseCoopers (2017) Career and skills pathways: Research into a whole-of-system approach to enhancing lifelong career support mechanisms for all Australians (Final Report), PwC, p. 51.

SECTION E

Indigenous Workforce Case Studies

Crest NT, Response Employment Training & East Arnhem Regional Council Case Study

Introduction: This case study explores a comprehensive project that spanned across seven communities in East Arnhem Land, aimed at addressing the need for culturally appropriate care and skill development in the care and support sector. The program focused on supporting Aboriginal and Torres Strait Islander individuals to acquire a Certificate III in Individual Support and equipping community coordinators with the necessary skills to deliver culturally sensitive training which in turn assisted with the attraction and retention of staff.

The primary goal was to provide opportunities for Aboriginal and Torres Strait Islander individuals to acquire a nationally recognised qualification, fostering long-term employment prospects through workplace training and skill development.

The Collaborative Partners: The success of the project relied on strong collaboration among key partners:

1. **Crest NT:** Provided project management support and mentoring for participants. Workforce experts.
2. **Response Employment and Training (RET):** Offered a flexible learning environment and a clear pathway to gain the Certificate III in Individual Support and develop skills relevant to the care and support sector.
3. **East Arnhem Regional Council (EARC):** The employer. Worked closely with participants, offering support for training attendance and delivering workplace-based training.

Background: The East Arnhem Region faced unique challenges in providing care and support services due to its remote and dispersed communities. To address these challenges, the project sought to enhance the region's current and future workforce by providing training and skill development opportunities to local individuals. Other unique challenges faced were smaller population size, vast geographical area, and dispersed population across remote and very remote areas. These factors led to higher costs and resource intensity for service provision within the region.

Previous Approach:

The previous approach, involving an urban-based RTO delivering training sporadically in the communities which resulted in limited and unsatisfactory outcomes, with many workers and potential workers failing to acquire valuable skills and recognized qualifications. EARC recognized the need for a transformational change in the training approach and collaborated with RET and Crest NT to devise more suitable outcomes.

Challenges with the Previous Approach: The previous training approach involved an urban-based trainer periodically visiting the communities to deliver training. This approach had several limitations:

1. **Limited Impact on Outcomes:** The sporadic visits and infrequent training sessions resulted in limited impact on the workers' skills and qualifications. Many participants failed to gain the necessary expertise and recognized certifications.
2. **Disruption of Services:** The arrival of an urban-based trainer occasionally disrupted the provision of services in the communities, affecting their continuity and quality.
3. **Inadequate Support and Engagement:** The lack of consistent support and engagement from the trainer hindered the learning process, making it challenging for participants to grasp and apply the knowledge effectively.
4. **The Need for Change:** Recognizing the shortcomings of the previous approach, EARC, RET and Crest NT collaborated to devise a more suitable and effective training model. It was essential to establish a system that provided consistent support, culturally appropriate

training, and tangible outcomes for the workers and potential workers in the care and support sector.

Designing the New Training Approach:

1. **Community-Centric Training:** The new approach focused on delivering community-centric training, ensuring that coordinators and trainers were immersed in the community's cultural context and needs.
2. **Upskilling Coordinators:** Community coordinators, with their extensive experience and understanding of the community service sector, were upskilled to become trainers themselves. This empowered them to deliver culturally appropriate training and support within their communities.
3. **Regular and Structured Training:** The new model established a regular and structured training schedule, allowing for consistent engagement and support for the participants.
4. **Mentoring and Support:** Participants received ongoing mentoring and support from the community coordinators turned trainers, fostering a more personalized and effective learning experience.
5. **Emphasis on Outcomes:** The new approach placed a strong emphasis on achieving tangible outcomes, with a focus on acquiring nationally recognized qualifications and valuable skills.

Project Objectives:

1. Support current and future workforce in attaining a nationally accredited vocational qualification in Individual Support.
2. Attract a culturally appropriate workforce to the care and support sector.
3. Upskill community coordinators to deliver culturally appropriate training.
4. Enhance the skills of local workers in the care and support sector across the seven remote communities.
5. Improve staff retention by providing team development and support for leaders and managers in the care and support sector.

Implementation:

Structured Training Delivery: The program adopted a structured and organized approach to training delivery, breaking down the content into manageable units for better understanding and application of knowledge.

1. **Weekly Training:** Training was conducted in bite size pieces through breaking down each unit of the Certificate III Individual Support into manageable segments. EARC established a regular training schedule, providing crucial support, mentoring, and workplace training every Wednesday morning / afternoon.
2. **Leadership and Management Development:** A key innovation was upskilling team leaders and coordinators in the enterprise trainer skill set. This empowered them to provide on-ground support for training and workplace activities, contributing to higher-quality standards in job performance. Community coordinators, with extensive experience in the community service sector and longstanding involvement with the East Arnhem Regional Council (EARC), obtained the Certificate III in Individual Support and the Enterprise Trainer Skill. This equipped them to deliver culturally appropriate training under supervision.
3. **Mentorship and Resource Development:** RET and Crest NT provided resources and mentorship for workplace facilitators, ensuring effective delivery of training and assessment. The focus was to ensure the delivery of training that respected the cultural backgrounds and

values of the participants. Mentoring provided support and guidance throughout the participants' training journey.

4. **Emphasis on Mentoring:** The program prioritized mentoring and support from reliable role models, helping participants overcome challenges and build confidence throughout their training journey.
5. **Comprehensive Assessment:** Assessment methods were diverse and varied, catering to different learning styles and preferences. The assessments aligned with learning outcomes and reflected participants' competence in various ways, ensuring the value and credibility of their qualifications.

Outcomes and Impact:

1. **Skilled Workforce:** The project successfully developed a skilled and knowledgeable workforce capable of delivering essential aged and disability services across the seven communities in East Arnhem Land.
2. **Empowerment and Career Pathways:** The program empowered individuals by providing confidence, support, and a clear career pathway, fostering their growth and development.
3. **Enhanced Service Delivery:** By training coordinators within the communities, service delivery was enhanced, ensuring a continuous and reliable provision of care and support services.
4. **Culturally Appropriate Care:** The project expanded the pool of culturally appropriate workers, providing indigenous clients with increased choices for care and support services. The program facilitated the delivery of culturally appropriate care through the training of local Aboriginal and Torres Strait Islander individuals in the sector.
5. **Improved Staff Retention:** The project positively impacted staff retention in the care and support sector by providing team development and support for leaders and managers.
6. **Equitable Access to Services:** The program aimed to ensure equitable access to health support services for Aboriginal and Torres Strait Islander individuals, families, and communities, contributing to their goals and aspirations.
7. **Impact on Community Well-being:** As more individuals gained skills and qualifications in the care and support sector, the communities' well-being and health outcomes improved. This positive impact on community health inspired others to contribute to the betterment of their communities through a career in the sector.
8. **Equitable Access to Services:** By prioritizing culturally appropriate care, the training model addressed the needs of Indigenous communities and ensured that individuals within these communities received equitable access to care and support services. This emphasis on equitable access resonated with potential workers who wished to make a meaningful difference in their communities.

Conclusion:

The transformational change in the workforce and training approach by EARC, RET and Crest NT resulted in remarkable improvements in training outcomes and service delivery in the East Arnhem Region. The decision to upskill community coordinators as trainers and adopt a community-centric model proved to be a successful and culturally appropriate strategy. This case study demonstrates the importance of collaboration, cultural sensitivity, and a well-designed training approach to achieve meaningful and lasting results in workforce development and capacity-building in remote regions. The project's success in East Arnhem Land demonstrated the effectiveness of culturally appropriate care and skill development in the care and support sector. By empowering community coordinators to deliver culturally sensitive training and providing a supportive learning environment, the program contributed to building a skilled workforce capable of delivering essential services in remote regions.

The emphasis on mentoring further enriched the learning experience, promoting cultural understanding and inclusivity. Overall, the project served as a model for other regions seeking to enhance workforce capacity and provide equitable access to care and support services for Indigenous communities.

The project's success in addressing staff retention and culturally appropriate care in the East Arnhem Region serves as evidence that this innovative model can be replicated across various industries. By implementing similar strategies and upskilling team leaders, organizations can create a culture of continuous learning, empowering their workforce, and providing clear pathways for career development and progression.



Gapuwiyak Graduation with staff and clients



Gapuwiyak graduating staff

Background

The Airport Development Group (ADG) has committed to Aboriginal and Torres Strait Islander inclusion and involvement. ADG have established an Indigenous Training Academy to enable education and employment opportunities for Indigenous Australians. In time our Indigenous Training Academy will deliver nationally recognised qualifications in hospitality, tourism, aviation, and construction sectors.

Our first year of the Training Academy commencing in April 2022, saw 7 Indigenous trainees undertake study in Hospitality. Our first group of trainees all work within the Hotel precinct, in a variety and part-time and full-time rolls. The trainees are passionate about their roles, striving to achieve, professional in their approach and are committed to building a strong cultural environment. They are excited to become the mentors for future Indigenous Training Academy trainees. This initial group of trainees will complete their qualification in July 2023.

Recruitment commenced for 2023 Indigenous Training Academy intake in February 2023. We received a total of 72 applications for the 13 traineeships on offer. Applicants were invited to an information open day where each area of both Hotel and Airport Operations was explained in detail. Applicants then advised which qualification and work area they were most interested in.

On March 27 Airport Development Group welcomed 13 new trainees to the Indigenous Training Academy.

2023 trainees are completing qualifications in the following areas.

Area of Study	Number of Indigenous Trainees	Work Area
Certificate III Hospitality	5	HOTELS Food and Beverage/Housekeeping
Certificate III Business	2	HOTELS Front office/Administration
Certificate III Commercial Cookery	1	HOTELS Kitchen
Certificate IV Business	2	ADG Wirraway Business Centre
Certificate III Horticulture	1	ADG Grounds Operations
Certificate III Information Technology	1	ADG Corporate Services
Certificate III Electrotechnology	1	ADG Technical Services

Success To Date

ADG's Indigenous Employment as of June 30 2023 stands at 8.5% FTE. Up from 1.9% when we took over the hotels in February 2021 (excluding casuals).

The breakdown of employment types are as follows:

	Employment type			TOTAL
	Full time	Part time	Casual	
ADG	5	0	0	5
Hotels	1	16	2	19

As a part of our strategy ADG aims to continue to increase Indigenous employment across all areas of our business. Means to help us achieve this will include developing a targeted Indigenous employment strategy and an Indigenous Employee Working Group to help guide us on strategies to retain staff, with a focus on professional development and to identify the best practices to engage new staff across all levels of the business.

We are continually looking at development opportunities, to expose our trainees to personal growth and improve their skills and knowledge in all areas of Airport Development Group operations.

The ADG Indigenous Training Academy was thrilled to win the "Outstanding Achievement in Training" award in the Hospitality Awards for Excellence 2023. This category is judged on contribution to professionalism in the hospitality industry, training initiatives that meet industry needs and the levels of multi skilled staff as a direct result of training. Hospitality trainee Steven Ferreira also made it to the finals for Apprentice/Trainee of the year.

Future Objectives

ADG will continue to increase trainee numbers in 2024. As our trainees complete their qualifications and move into full time roles, either with ADG, or with other organisations we will continue to be their biggest supporters.

Mentoring sessions will continue to occur every fortnight for all trainees with mentoring tutors, Tanyah and Joanne Nasir. In the annual summary provided by Rise Up, it is reported that consistency and continuity of the mentoring sessions and the creation of a safe and supportive environment ensured the time with the trainees and workers was interactive, participatory, and engaging. The establishment of this program is an invaluable support system for our trainees as they continue to navigate this new chapter of their lives.

Our Indigenous Advisory Committee (IAC), established in 2022, will include new members from Alice Springs and Tennant Creek to enable us to connect with local Indigenous stakeholders to grow our program in all locations of our business. Members of the IAC reflect the views of Indigenous communities and ensure the appropriate cultural protocols are followed in supporting our training and employment initiatives.





Parliamentary Inquiry into Workforce in Northern Australia

Indigenous Economic Independence Considerations From Enterprise Learning Projects

Background

Following Covid Australia has been experiencing some of its lowest unemployment rate in decades at 3.3%. Despite this positive trend for Australia the same is not true for Indigenous Australians with an unemployment rate of 20.8%. Report released by The Centre for Independent Studies in August 2022, found that the Northern Territory has the worst economic outcomes for indigenous people in remote and very remote areas.

Aboriginal and Torres Strait Islanders account for 26.8% of the Northern Territory population, which make up 89.6% of people living in remote areas. In a lot of these very remote areas, it is not as simple as 'just go and get a job', there simply aren't the jobs available, and it's not just as simple as picking up your family and moving to a place that has a job available and leaving your sense of belonging.

By supporting entrepreneurs in these remote regions, they are able to generate an economy that doesn't often exist, creating jobs that without their businesses would not be available in these areas. Being able to deliver services on their own Country is vital to build up these regions and showcase what is possible not only to the entrepreneurs themselves but to their families and their communities as well, creating role models that the next generation can look up to and aspire to be.

Indigenous people's connection to their country, their community and the environment is the foundation that sustains them in their everyday life, being able to support them in their environment is critical to the long-term success of building these economies.

ELP and Impact North are on a mission to show what is possible when entrepreneurs are empowered to transform themselves within their community. By 2025 we plan to empower 100 leaders through our programs, generate 1,500 learning and earning opportunities for community



members and nurture and grow a thriving network for social entrepreneurs in the Northern Territory.

The key to sustaining the benefits of this project over the longer term is to continue fostering entrepreneurial growth, providing ongoing learning opportunities, and cultivating a strong network of Indigenous entrepreneurs.

Programs similar to ELP's core Incubation Program, which provides essential support to the development of micro-businesses, will be vital. This existing growth funnel of ongoing mentorship, access to resources, and practical assistance will ensure entrepreneurs and new businesses thrive.

Additionally, continued provision of smaller tailored workshops, online learning resources, and referral pathways to handle the needs of growing businesses will ensure that the community's entrepreneurial skills keep evolving.

Focusing on building a collaborative network of Northern Australia innovators and connecting this network to the world, is the cornerstone to provide long-term sustainability for Indigenous entrepreneurs.

Regular networking events, delivered in person and online will help maintain and strengthen these connections, facilitating the exchange of ideas, peer support, and potential business collaborations, thereby amplifying the project's impact.

Stimulating and building a network of Indigenous entrepreneurial role models within communities, supporting the principle that "you can't be what you can't see". Through strong peer networks Indigenous entrepreneurs will be able to create their own economic opportunity to drive change towards a self-determined future.

Respecting the Indigenous approach to time, family, land, and culture while introducing innovative support through co-designed, place based and network-led deliverables, opportunities exist for Indigenous entrepreneurs to really succeed.

This requires a three-way learning process between Industry, providers and Indigenous communities. Learning will continue to evolve to meet the needs of Indigenous entrepreneurs into the future.

Through facilitating tailored workshops and events to foster an entrepreneurial mindset, there will be an increase in the development of Aboriginal enterprises or businesses, including both community and social enterprises.



By supporting a journey of reconciliation and holistic three-way learning, economic and development outcomes will generate sustainable impacts for the entire community. As these Aboriginal enterprises grow, based on our evidence and experience, they will generate an increase in employment opportunities within these businesses.

This aligns with the ELP focus on creating sustainable economic impact within Indigenous communities, supporting job creation, and leading to an increase in the number of Aboriginal people employed in full-time or equivalent positions.

Lessons Learnt

STOP

- Referencing FTE's as the only measure of employment
- Stop lumping Indigenous businesses into one category (there are as many types of Indigenous businesses as there are business types)
- Making funding applications and acquittals overly onerous and complicated (barrier to Indigenous businesses)

START

- Measuring earning and learning opportunities (see impact framework)
- Focusing on Indigenous Entrepreneurs to build remote communities economies.
- Understanding that there are a lot of ideas for business in community already, we just need to water the seeds.
- Understanding that most indigenous businesses are also social enterprises.
- Acknowledging that if someone owns their own business and then decides to go get a job this is a success as they have built their skills through owning their own business.
- Including paying for wages and travel in funding agreements (can't work remotely if you can't get there and accepting that the funding will also generate employment).
- Listening and taking a learning approach to working with Indigenous Businesses.



The following evidence is provided to outline the successful ELP programs at work in the Northern Territory:

- ELP Impact North Info Deck
- ELP Impact Framework



Impact Framework

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Context and review

The Enterprise Learning Projects Impact Framework has been developed by drawing upon organizational experience, internal capabilities and the IBA Impact Framework 2020.

Impact indicators - The IBA Framework provides important research for the selection of indicators across personal and community wellbeing aspects that we have selected in order to understand the impact of supporting Aboriginal & Torres Strait Islander entrepreneurs.

Outcome indicators - We have developed our own indicators for the outcomes it seeks to achieve which relate specifically to our model and approach, and the unique remote Aboriginal & Torres Strait Islander communities that we serve.

This framework will be reviewed by impact and cultural advisors for its overall effectiveness.

Furthermore, the individual indicators will be reviewed throughout the program as data is collected to ensure that they are enabling us to gain high quality and high integrity feedback on the outcomes and impacts of our programs.



Our theory of change

Why we exist

We want every person to have the same freedoms and opportunities. In a country like Australia, every individual should be able to make their own choices, to self-determine their own future, to have a shot at their dreams.

We invest in entrepreneurs, who in turn invest in their communities

We empower remote Aboriginal and Torres Strait Islander leaders to transform their communities through entrepreneurship. We do this by supporting community entrepreneurs via incubation and mentoring programs.

Through enterprise, a dreamer becomes a leader

How we do it

We start by shifting power, and ensuring that entrepreneurs are in charge of their learning and business goals from the start. We then provide a tailored plan for development in the program, highlighting business skills, personal skills, network opportunities and other fundamental steps to take in order to progress towards those goals. We then bring in Indigenous-led facilitators, with the cultural and technical expertise that is needed to support the entrepreneurs' growth. We then encourage entrepreneurs to reflect on what they have achieved, and support them to develop their own plans for the future beyond the program.

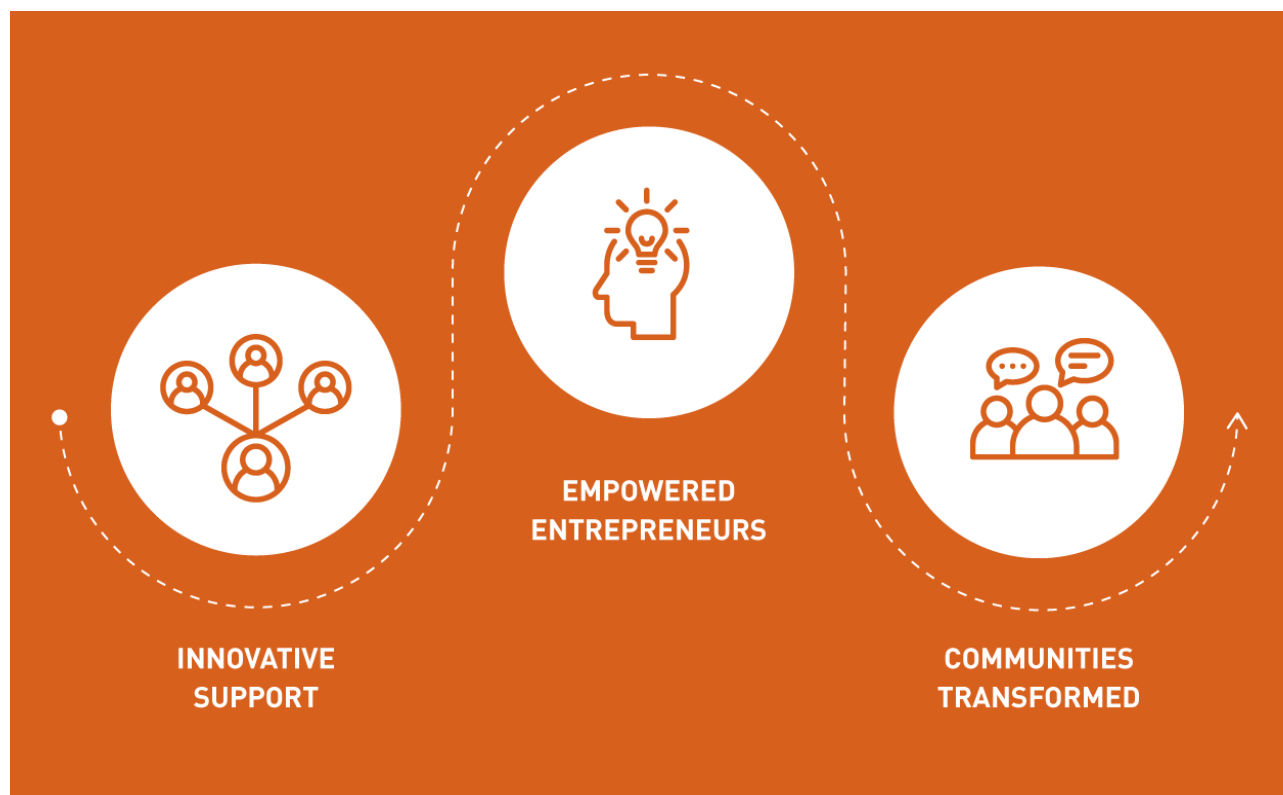
Our impact on entrepreneurs

As a result of this program, remote Aboriginal & Torres Strait Islander entrepreneurs will increase their skills, confidence and networks which are essential to support them in their future business journey. They will also have a greater sense of possibility, achievement and motivation, which in turn inspires them to continue. Finally, they will be able to plan for a future that supports their wellbeing, their connection to community and culture, and their desired economic aspirations.

Our impact on communities

We believe that enterprise is the most powerful tool for communities to self-determine their future and effect generational change. Entrepreneurs grow businesses that create local jobs, that strengthen cultural and family connections, that proudly share culture and that generate new income and opportunities for the community. Entrepreneurs become mentors for the next generation, as their achievements in business inspire others to seek out new pathways for independence and prosperity.

Our Impact Framework



Entrepreneurs value and refer others to ELP's programs

- Rating of ELP compared to other support available
- Referral to friends and family
- Reported value of facilitated introductions and workshops

Entrepreneurs feel empowered to thrive in both worlds

- Entrepreneurs report increased skills, confidence and networks
- Entrepreneurs report improved sense of ability to achieve aspirations
- Entrepreneurs access new leadership, business or employment opportunities

Communities transformed through leadership of entrepreneurs

- Businesses generate social, cultural and economic impact for communities
- Entrepreneurs share their experience and knowledge with their community
- Entrepreneurs inspire others to pursue new jobs and opportunities

Indicators

Outcomes

Measure	Who?	Indicator	Target	When measured			
				Base-line	Mid Program	End Program	Plus 1 yr
Skills + Knowledge	Entrepreneur	Reported improvement in business skills	100% entrepreneurs increase over 12 months	Y	N	Y	N
	Entrepreneur	Reported engagement in other personal development opportunities	30% entrepreneurs over 12 months	Y	N	Y	Y
	Entrepreneur	Reported understanding of how to set and achieve business goals	100% entrepreneurs increase over 12 months	Y	N	Y	Y
Confidence	Entrepreneur	Reported increase in confidence in business decision-making	100% entrepreneurs increase over 12 months	Y	N	Y	N
	Entrepreneur	Reported increase in confidence navigating new systems/tasks	100% entrepreneurs increase over 12 months	Y	N	Y	N
	Entrepreneur	Reported achievement of business goals	Min 2 goals/enterprise	Y	N	Y	N
	Entrepreneur	Reported resolution of long-term challenge or dispute in business	Open	Y	N	Y	N
	Entrepreneur	Reported use of networks	3 new contacts made in year/enterprise	N	N	Y	Y
Networks	Entrepreneur	Reported value of networks	All entrepreneurs rate networks as valuable	N	N	Y	Y
	Entrepreneur	Reported peer connections	2 new peer connections per entrepreneur	N	N	Y	Y
	ELP	Rating of ELP support compared to other service providers	Highly rated	N	N	Y	N/A
Quality of support	ELP	Recommendation to family and friends	80% net promoter	N	N	Y	Y
	ELP	Reported value of on Country delivery	Highly rated	N	Y	Y	N/A
	ELP	Reported satisfaction that ELP has understood entrepreneurs' needs	Highly rated	N	Y	Y	N/A
	ELP	Rating of ELP facilitators	Highly rated	N	Y	Y	N/A
	ELP	Rating of ELP responsiveness	Highly rated	N	Y	Y	N/A
	ELP	Rating of program relevance	Highly rated	N	N	Y	N/A
	ELP	Rating of program relevance	Highly rated	N	N	Y	N/A

Impact

Measure	Who?	Indicator	Target	When measured			
				Base-line	Mid Program	End Program	+ 1 yr
Economic impact	Community	Business is able to continue and/or grow through support	100% businesses grow/stay/identify new business over 12 months	N	N	Y	Y
	Community	Business leads to new investment in community	50% businesses create new investment in 12 months	N	N	Y	Y
	Community	Business creates new and/or more roles for local Aboriginal + Torres Strait Islander people	100% businesses create new roles in 24 months	N	N	Y	Y
Social Impact	Community	Entrepreneurs inspire others to take on new challenges, roles, or career pathways	Qualitative	N	N	Y	Y
	Community	Entrepreneurs actively mentor others in their community with their business expertise	Qualitative	N	N	Y	Y
Cultural Impact	Community	Reported impact on ability to practice, engage in or promote culture	Qualitative	N	N	Y	Y
	Community	Alumni invest in future growth, redesign and leadership of programs to best meet the needs of their communities	Qualitative	N	N	N	Y
Economic impact	Entrepreneur	Reported sense of financial freedom	50% report increase in 12 months	N	N	Y	Y
	Entrepreneur	Reported new leadership and/or business opportunities	50% report increase in 12 months	N	N	N	Y
	Entrepreneur	Reported impact on personal or business aspirations	50% report impact in 12 months	Y	N	Y	Y
	Entrepreneur	Entrepreneur feels more empowered to thrive in both worlds	100% report increase in 12 months	Y	N	Y	Y
Social impact	Entrepreneur	Reported motivation to continue business for future	50% report impact in 12 months	Y	N	Y	Y
	Entrepreneur	Reported sense of wellbeing from being in business	50% report impact in 12 months	Y	N	Y	Y
	Entrepreneur	Reported sense of improved capacity to achieve aspirations	100% report impact in 12 months	Y	N	Y	Y
Cultural impact	Entrepreneur	Reported impact on cultural identity	Qualitative	N	N	Y	Y
	Entrepreneur	Reported impact on ability to practice, engage in or promote culture	Qualitative	N	N	Y	Y
	Entrepreneur	Reported impact on family and community connection	Qualitative	N	N	Y	Y

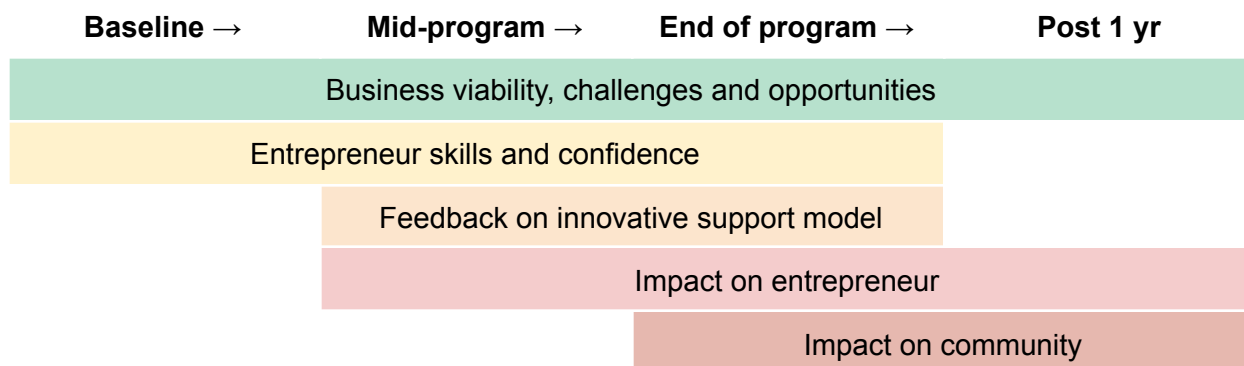
Monitoring and Evaluation Plan

Key resources

- Impact Indicators
- Program readiness assessment
- Baseline survey
- Mid-program survey
- End-program survey
- Post 1 year survey

Data collection design

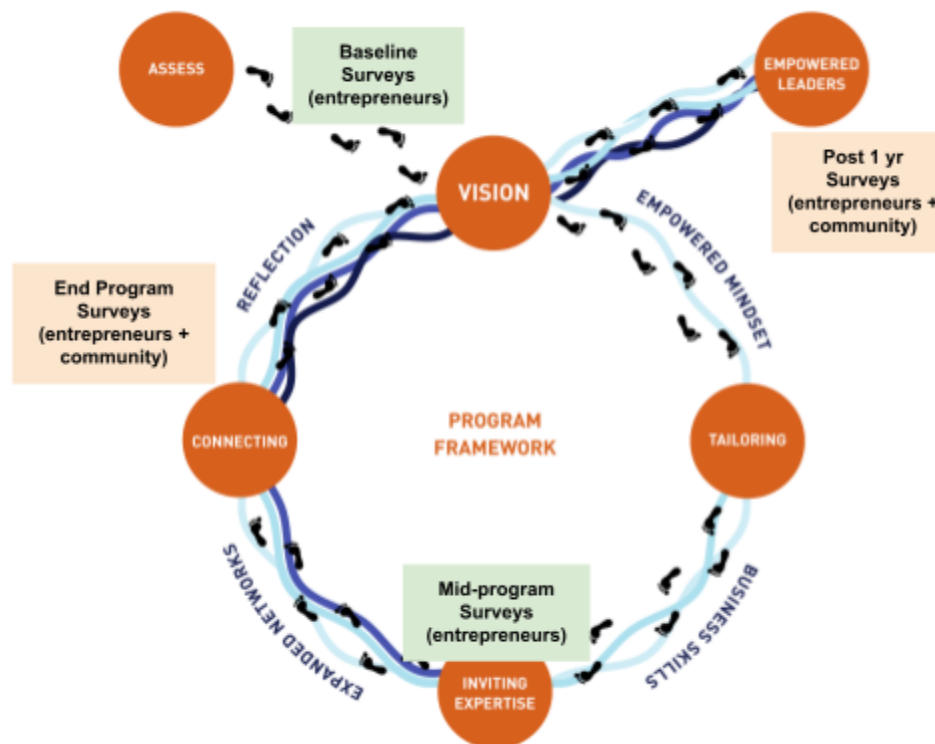
We collect data over time as we expect to see changes or developments, whilst also considering the level of our relationship with the entrepreneur and their community. As such, we collect information on business status and viability from the beginning, building in an understanding of the entrepreneurs' development and their feedback on ELP throughout the program, and then finally shifting to broader community impacts towards the end of the program. We also plan to continue to track the impact on entrepreneurs and their community post program, as our model is designed to foster empowerment and leadership which we expect to have ripple effect impacts into the future.



Data collection cycle

Program participants may enter different phases of the program cycle at different times. As such, our surveys are designed to be delivered alongside the stage that the entrepreneur is at.

Our post one year surveys will be conducted once annually, for the group of entrepreneurs who have completed more than one year post program.



Notes on data integrity

- It is optional to provide written feedback and complete the surveys as an individual, or to be supported through the survey process by a representative. The support representative will be chosen on a case by case basis to ensure that feedback is honest and open. This may be an ELP facilitator, a local support person, or another entrepreneur as examples.
- It is optional to respond to surveys as a group (i.e. an enterprise) or as an individual.



ENTERPRISE LEARNING PROJECTS

We believe that entrepreneurship is the most powerful tool for remote entrepreneurs to effect change. Through business, entrepreneurs can share culture, expand their leadership skills, build resilience and self-determine their futures.

We support emerging and established community entrepreneurs through its best-practice incubation and mentoring programs. Each program is co-designed with, and tailored to, each entrepreneur, with much of the support delivered on Country.

We are a 100% Indigenous controlled, not-for-profit organisation based on Larrakia Country.

Enterprise Learning Projects (ELP) empowers remote Aboriginal and Torres Strait Islander entrepreneurs to transform their communities through enterprise.



OUR PROGRAMS

Incubation Program

Our incubation program supports remote Aboriginal and Torres Strait Islander entrepreneurs who are looking to grow or evolve their existing businesses and expand their networks and skills.

The 12-month intensive program supports the growth of remote Indigenous entrepreneurs and their businesses through a tailored experience of place-based and contextually relevant support. We offer face-to-face, on-Country visits, as well as ongoing phone and email contact to assist in the transfer of knowledge, skills and networks.

Incubation program participants:

*Gapuwiyak Culture and Arts
Aboriginal Corporation (2022)*

Since 2009, Gapuwiyak Culture and Arts has been creating economic opportunities for local artists. They have been expanding digitally and, next year, they will move to a new purpose-built space on the shore of Lake Evella.

ELP is supporting Gapuwiyak Culture and Arts via our incubation program, working with arts centre manager Trevor Van Weeran and artist/arts centre worker Johnny Warrkatja Malibirr on a strategy for the next exciting phase of the business.

Applications open annually, find out more and apply at www.elp.org.au



**Two-way
learning**



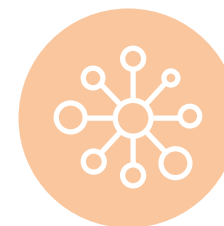
**On-Country
support**



**Tailored
experience**



Growth-focused



Rich networks

OUR PROGRAMS

Mentorship Program

Our mentorship program supports emerging Indigenous entrepreneurs who are just getting started with an idea or establishing a business and are looking to overcome specific challenges, stay accountable and grow their skills.

This program is designed to suit the unique needs identified by entrepreneurs, regardless of whether they are experienced or still in the early stages of entrepreneurship. To support accountability, we deliver six sessions over 12 months through phone, email and Zoom, as well as on-Country support when needed.

Applications for the Mentorship Program are open, and welcome, year-round.

Find out more and apply at <https://www.elp.org.au/>

“I feel like I’m being understood with encouragement and positivity. It makes me feel really good about myself and my business. It’s driving me to get ideas and think of what else I can do. I’m very encouraged and inspired.”

Veronica Coutts, ELP Mentorship Program - Entrepreneur



On your own time



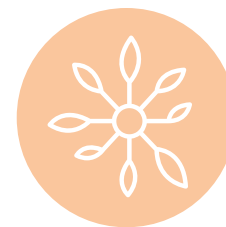
Accountability-focused



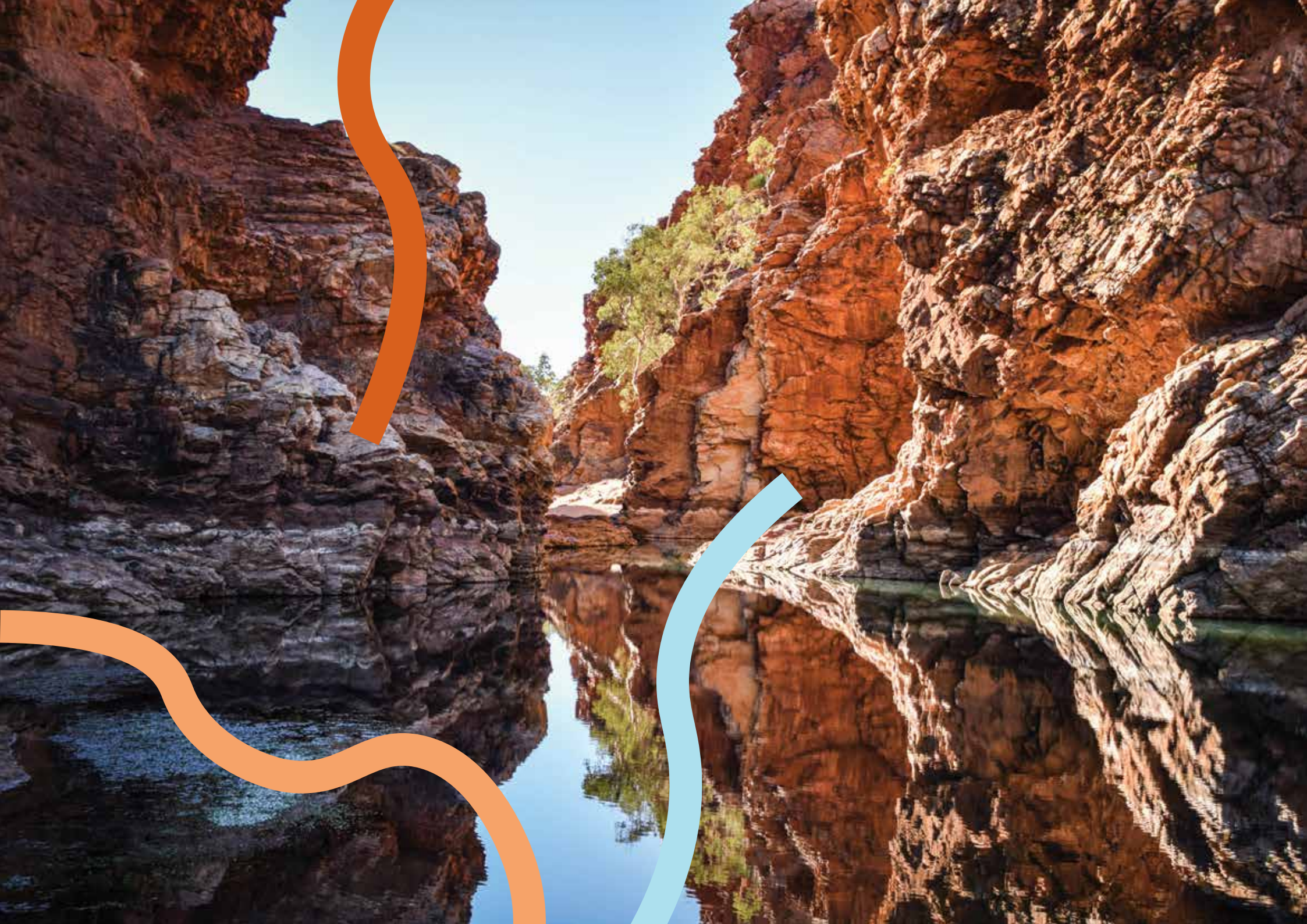
Overcome challenges



Entrepreneurs at any stage



Network growth



Yirralka Miyalk Bush Products

In North East Arnhem Land, the Yirralka Rangers program delivers environmental management across 30 homeland communities, working under the Laynhapuy Homelands Aboriginal Corporation.

The ranger program employs more than 40 Yolŋu rangers in both Dirramu (men) and Miyalk (women) groups.

In 2011, the Miyalk rangers launched a bush products brand, using traditional Yolŋu knowledge of their medicine and treatments and local native plants.

This is a business with a rich cultural history – all of the plants used in the bush products are documented in Yolŋu stories and longlines, with many of special importance to the Miyalk rangers and their families.

After 10 years in business, they have a new vision to expand the product

range with other native botanicals and to also offer healing services through a purpose-build healing centre.

Enterprise Learning Projects is supporting Yirralka Miyalk Bush Products with their expansion plans as part of the incubation program. Together with Empowered Digital, ELP is providing aligned support to Yirralka Miyalk Bush Products to build out their own Shopify store and are in the process of going through training to be ready to launch their website. Empowered Digital has supported them as they build product pages, upload imagery and understand shipping and payment options. ELP also supports Yirralka Miyalk Bush Products through HR & Governance workshops.



“I am a Yolŋu doctor – helping communities, helping families and passing knowledge for the young ones.”

Gurrundul Marika



Our support so far has included:

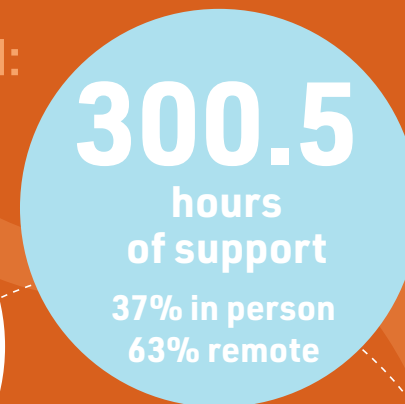


Photo: Kate Atkinson

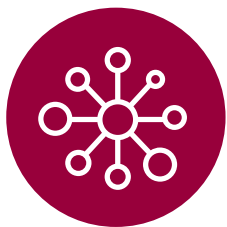


IMPACT NORTH

Impact North is an initiative of Enterprise Learning Projects. We are an ecosystem of social enterprises and entrepreneurs, focused on building bridges across Northern Australia and beyond as we facilitate opportunities for community impact.

Impact North provides the broader social innovation community with a workspace, connections, tools, information and the opportunity to advocate and participate in nation forums and other events.

**Movers.
Shakers.
Changemakers.**



Network



Knowledge



Consult



Cowork

We support and work with social enterprises and entrepreneurs across Northern Australia and beyond.



Acknowledge

Many Indigenous businesses are inherently social and community-driven. This approach to business and community development is not new. We acknowledge the intersection of Indigenous business and social enterprise and seek to listen and learn with hands outstretched.



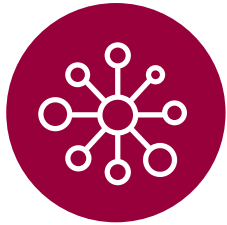
Amplify

We believe in the power to drive change. We listen to your needs, create opportunities to process this knowledge with your peers, and invite you to advocate with us for a future where your impact is supported and strengthened.



Connect

As a network, we exist to connect passionate for-purpose leaders across the region. We run online events, share resources, hold support circles and keep you up to date on the best opportunities across the sector.



Network

The Network connects people across the region to strengthen peer relationships and bring new opportunities to Northern Australia.

Taking North Australian social enterprises to the nation – and the world.

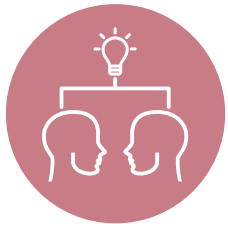
“The week intensive with 4 MBA students, all of whom carry an absolute wealth of experience, was one I’ll never forget. In a short space of time they were able to add so much value to my organisation that carries a lasting impact. The documents they developed at the end of the week have become a stable and key reference point in the strategy and values of the organisation. I hope to see more grassroots organisations in the NT have access to opportunities like this, all of which becomes possible with a network like Impact North.”



A member of Impact North, Brother to Another is a social enterprise led by First Nations men, guiding and empowering young First Nations people, families and communities towards the tools, resources and life skills necessary for healing. They do this through focusing on the strengths of social, emotional and cultural wellbeing determinants and operate under four pillars: youth justice, out-of-home care, social

and emotional wellbeing and workforce development.

Here at Impact North, we facilitated an opportunity for Brother to Another to participate in a pro bono consulting programme under the University of Melbourne. This programme was designed to develop an impact framework and strategic plan that has led the organisation to receive major funding to launch his organisation.



Knowledge

In 2021, we collaborated with social enterprises and networks to bring the Social Enterprise Summit Northern Australia (SESNA) 2021 to life.

Throughout Northern Australia, many people do not see the true value of the social enterprise sector and don't identify their work as social enterprise, therefore missing out on the many opportunities the sector has to offer, including networks, skills, funding and a sense of belonging.

Through SESNA 2021, we created a platform to elevate the voices of Indigenous social entrepreneurs in Northern Australia as they shared stories and knowledge, educating and connecting the region.



PARTNERS



SPONSOR



PRO BONO RESEARCH PARTNER



74%

said 'we
blew away
expectations'

96%

will tell
their friends
to come
next year





Consulting

Impact North offers bespoke consulting services to enable you to achieve your social enterprise goals in your team, workplace or community. Our approach is to transfer our networks, knowledge and skills so that your social enterprise succeeds in the long-term. The types of services we can provide include:

- Workshops to explore Theory of Change, Business Models and Financial Fundamentals
- Business viability assessments
- Indigenous-led social enterprise knowledge
- Pricing and competitor research
- Impact frameworks
- Partnerships and network connections

Facilitating pathways for Central Arnhem entrepreneurs

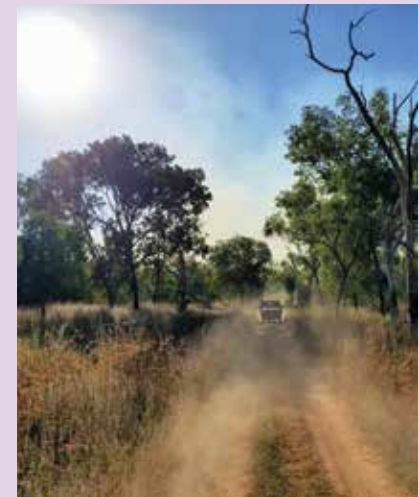
In 2020 we were requested by Mimal Land Management to meet with Traditional owners in Bulman to explore their enterprise ideas. Over the course of a week, we hosted six workshops to understand aspirations, test the feasibility of business models and identify pathways forward.

We achieved many great outcomes from this project but, most excitingly, we brokered a partnership between a local family and a school tour provider (Red Earth) to kickstart their dream to run cultural camps on Country for kids. Since our visit, the family have developed a formal relationship with Red Earth, and are set to host school tours into the region. Through this partnership, community

members develop skills and access new jobs as Cultural Educators and Tourist Guides. The partnership simultaneously creates more moments for local kids to learn about their culture and connect to Country, all while sharing this with others from across Australia. This all speaks to the family's core impact goals for their business:

"We want to do this, because we want to teach our children our cultural ways. This is important to keep our culture going. We don't want that culture to die. But we also want to share this experience with others. We believe that by sharing our culture with others, it gives them knowledge and understanding, and it helps us all to get connected."

These outcomes were made possible by a purposeful collaboration with Mimal Land Management who brought their knowledge of the community and the region to the project. Working in partnership is an essential component of our community-based consulting work.





Co-work

Our beautiful co-working space based in Darwin is designed so that you can be productive at work, host meetings and connect with a passionate community full of people who value culture, communities and the environment through their businesses.

At the Impact North co-working space, you can enjoy:

- A flexible space with desk options ranging from one day to six months.
- A professional environment that you will love working and collaborating in.
- A motivating community full of people who want to make an impact.
- A simple sign-up, with monthly invoicing and easy booking systems to keep your admin hours down.



“Impact North have really created something special here. A great co-work space complete with meeting rooms and breakout spaces, and SUPER friendly people who are passionate about their work.”



Enterprise Learning Projects and Impact North are led by our co-CEOs – Yolngu business leader Liandra Gaykamanu and award-winning social entrepreneur Alexie Seller.



Liandra Gaykamanu



Alexie Seller

Get in touch

You can find us at the following address – please get in touch to organise a time to drop in!



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