

Employment & Skills Formation Plan

for the

Mid North Region

2006-2009

Part 2

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2.1 INTRODUCTION

2.1.1. The Mid North Employment and Skills Formation Network's Vision for the Region is:

"A region creating opportunities to develop and sustain vibrant communities through a skilled work force."

Value Statement:

The Mid North Employment and Skills Network underpins its programs with the principles of:

- Inclusiveness
- Accessibility
- Engagement

This Vision links to and supports the vision and goals of the Mid North RDB and *South Australia Works*.

2.1.2. The Mid North ESF Network

The Mid North ESF Network was established in May 2004. Since that time it has evolved into a body capable of marketing *SA Works* across the region with a profile that now demonstrates increasing linkages with its industries and communities.

Since the inception of *South Australia Works in the Regions*, the Mid North region has received in excess of \$938,000 in human and financial resources and has to date assisted over 470 people with 94 of these people having been assisted into employment and in excess of 25,800 hours of accredited training delivered across the region (these figures are expected to grow as we are only part way through 2005/06).

The Mid North Region is a difficult one to represent geographically, as its major centre, Clare, sits on the very western edge of the Region. It is an acknowledged challenge to draw in representatives from other smaller centres in the Region eg Burra, Jamestown, Riverton and Eudunda, for Jamestown geographically aligns more with the Southern Flinders Ranges Development Board Region and Eudunda naturally aligns more with the Barossa and Light Region.

That being said, the past and present Employment & Training Officers and the *South Australia Works* Coordinator are aware that these shortfalls in representation need to be addressed. Some agreed strategies are to hold Network meetings in these towns, and engage with community and industry representatives.

Another inherited problem is the demographic of the Network itself, which has an over-representation of training providers and an under-representation from industry. The Network was extended a little in 2005-06, but to a large extent membership was filled by people who put themselves forward. It is now recognized that membership must be actively sought by directly approaching people that could provide a voice from all key industries represented in this very diverse Region. Some people approached may wish to be involved on an information-only basis, but this is a valid process of engagement.

It's current membership includes representatives of local government, regional economic bodies, registered training organisations, Job Network Members, agencies

servicing disadvantaged groups, community groups, industry representatives and other key stakeholders.

Industry groups have been engaged as part of the consultation process for drawing up the ESF Plan, and these sub-groups will be consolidated as part of on-going liaison with the region's stakeholders. The Mid North RDB's Business Development Officer also runs business support workshops throughout the region, and these provide useful forums for continued contact with local businesses.

Mid North ESF Network meetings are held bi-monthly. Extra-ordinary meetings may be called if the need arises. The ESF Executive, which comprises the out-going Chair, the current Chair, the regional *South Australia Works* Coordinator and the Mid North Development Board's Employment & Training Officer, meets as needed, generally prior to a Network meeting. The Chair is elected by the Network. The current Chair is also a member of the Mid North Regional Development Board; it is felt that there is an advantage in having a voice at both forums.

Communication within the Network is mainly electronic, with the use of fax/phone if needed. Any issues requiring decision-making are taken first to the ESF Executive Committee, which then presents them as resolutions before the Network for endorsement, with final endorsement from the Mid North Regional Development Board Inc.

2.1.3. Achievements of the Network

Some major achievements of the 2004-2005 programs include:

- The 'Creating Greater Farm Employers' project, which was a pilot project, has now been adopted by the provider as a best practice model and is being delivered by them across the state
- The Aged Care/Child Care project exceeded its projected accredited training hours by 6,691 (35%)
- The YETI project managed to link with geographically isolated young people in the outer areas of the region. 75% of participants completed work experience placements, and the project achieved 18 employment outcomes out of 28 employment participants (20% above expectations)
- The 2004 Regional Skills Audit resulted in a report that is a very useful document to inform the Network about the skills needs of the region

The 2005-06 Plan incorporated a mix of accredited training, and up-skilling leading to employment opportunities. It highlighted the need for public transport to overcome barriers to employment, and training and up-skilling mature aged people engaged in volunteer/community groups. Additional funds and in-kind support were sought from relevant agencies/organisations in order to ensure good outcomes for the region and to maximise funding opportunities. Further collaboration took place with industry and community target groups to develop strategic initiatives that addressed the needs of the Region in the longer term.

The 2005-2006 Plan implemented a wide range of training programs; in the transport, viticulture and metal manufacturing industries, for the growing pig and poultry and food industries, for the aged care, child care and disability sectors as well as skills training support for new and established small businesses. All of the *South Australia Works in the Regions* target groups (young people, indigenous people and the mature aged

unemployed, as well as people with a disability, and women returning to the workforce) were accommodated in these projects, apart from a specific youth initiative project.

Two cross-regional projects were set up to maximise opportunities within emerging growth industries, one with Barossa-Light RDB in the Community Services industry and the other a Pig and Poultry Industry project with Yorke RDB. This approach creates efficiencies, which leads to cost savings in project administration, and avoids duplication in neighbouring regions. It is a model that will be explored for future projects.

One of the greatest successes of the 2005-2006 programs to date is the establishment in Clare of a Metals Industry accredited pre-vocational course, the Metal Industries Gateway (MIG) project. Until this time there has been no provision of trade-based courses in the Mid North Region. The nearest courses are conducted by TAFESA in Peterborough and Port Pirie, both outside of the Region and well away from the population centres wishing to access such training. This may well be one of the major reasons for the historic 'youth drain' from the region. The MIG project has thus addressed a long-established need in the Region and created great excitement, drawing on a mix of young and older participants who have never had this opportunity before. Employment outcomes are expected to be excellent. It is believed that in part its success is due to:

- Engaging industry in the initial planning stage, which leads to a feeling of ownership
- Collaboration and a partnership between employers, a community agency (Barossa Lower North Futures), schools, an RTO (TAFESA), and MNRDB
- A project task team which reflects all stakeholders

Accessibility from outlying areas continues to be a challenge in capturing participants. The other great challenge is to secure permanent premises to conduct this and other trade-based courses in the Mid North to consolidate this success and create an expectation in the community that these courses will be on-going.

Evaluation from 2005-2006 programs will inform the next stages of the planning process. A number of different models of delivery have been utilized in 2005-06 that are worthy of evaluation. Three differing approaches to delivery that will be evaluated are the delivery of whole certificates; of work-ready units together with work preparation; and of mandated units from an accredited certificate.

The Transport, Warehouse & Logistics project involved a three-tiered approach; firstly an industry dinner to which regional transport and related businesses were invited to give them an overview of the project, secondly a careers awareness-raising exposition for school students and the general public, to be followed by accredited training for adults. This model has now been recognized by other sectors as very useful in addressing future labour shortages and educating today's youth about tomorrow's jobs.

Planning for the next 3 yrs

During 2006-2009, the Mid North ESF Network plans to achieve the following objectives:

1. A skilled workforce to ensure the region's key industries meet their requirements
2. Flexible learning to develop individual and community capacity with the skills required to manage life, learning and work

3. Partnerships with key industries, schools, local communities & government departments
4. Relevant training programs that utilise effective consultation, research and data analysis

The Mid North ESF Network's Plan will be a model that:

- introduces unemployed people, and those soon to join the workforce, to the industries that have the greatest opportunity for employment, both short and long term
- promotes the career opportunities available in the identified industries
- could be modified to address the needs of a range of industry sectors
- allows for the delivery of different levels of training with flexible entry and exit points for individuals
- Achieves better value for money by utilising the generic nature of some training at the entry level

The skill development needs of the identified target groups will be able to be accommodated within the model, but will be structured around employment opportunities within the identified industry groups.

2.1.4. Engaging the Community and Forming Partnerships

Preparation for the 2006-2009 Plan has resulted in a systematic consultation process with key industries in the Mid North Region over an extended period of time.

- November 2005 – Transport & Warehousing industry dinner
- December 2005 – Metal Fabrication forum
- February 21st 2006 – Hospitality/Tourism forum
- March 1st 2006 - Pig and Poultry Industry cross-regional dinner
- March 9th – Viticulture forum
- March 16th 2006 – Youth forum
- March 24th – Community Services forum
- March 30th – Agriculture/Farming conference

Liaison with the Mid North Regional Development Board's Business Development Officer and its Manager of Economic Development further broadens the Region's representation in the consultation process. The regional Small Business Workshops coordinated by the Business Development Officer and funded under the 2005-2006 Plan, also provide a useful platform to market *South Australia Works*, as well as a starting point to liaise with small businesses in each of the regional towns.

The consultation process has been an extremely valuable one for the ESF Network, particularly for new personnel involved, and it is a process that will be consolidated in the future. It has also been valued by those from industry and training providers, as many rarely get an opportunity for cross-fertilisation of ideas and the opportunity to discuss skills gaps and training needs.

The *South Australia Works* motto, 'linking people, skills and jobs', articulates the partnership concept. The ESF Network provides that link. Without facilitating and fostering these links, haphazard and piecemeal training would occur in the Region; duplication and inefficiencies would abound; people would be trained without finding employment; employers would not fill their skill needs; and the Region would remain skills deficient as a result.

The Network should have multi-faceted partnerships, with:

- Training providers, such as TAFESA and private RTO's
- Industry Skills Boards
- Local associations, such as the Clare Wine Grape Growers Association – for ongoing consultation
- Local professional networks already in existence, such as the Youth Forum or traders associations
- Local Job Network Members (JNM's)
- Other local networks established by the ESF Network if they do not already exist or function adequately, such as a Community Services network – there is generally an appreciation for the establishing of these single-focus groups, and they can be utilized for ongoing networking and consultation

These partnerships are now being actively pursued. Partnerships between some of the above will also be promoted by the Network, as they may not naturally occur. An example is to encourage a partnership between a training provider and a JNM at the project application stage, to facilitate the logical step after training of assisting participants into employment.

The ESF Network must be visible in forming partnership and promoting links to be viewed as a representative, consultative network. Facilitating consultation such as this can pull together disparate groups that would not naturally network. It gives them a rare opportunity to articulate their skills gaps and personnel needs, particularly the small business operators, who make up 95% of the Region's employers^①.

A model of on-going consultation with key groups fosters an increased awareness of *South Australia Works* programs, and ensures a real connection between training, people and jobs. It enables the ESF Network to be pro-active in its training strategies, in developing an approach that addresses labour needs of the Region at a broader level, under the continuous improvement model, rather than through very specific projects that assist a smaller cross-section of the community.

2.2 REGIONAL EMPLOYMENT AND SKILL FORMATION DIRECTIONS

2.2.1. Overview of the Mid North Regional Profile

Population and Social Characteristics

The Mid North region encompasses the Local Government Areas (LGAs) of Clare and Gilbert Valleys, Goyder and part of Northern Areas (the old Jamestown and Spalding LGAs).

The region supports 15 026 persons, comprising 1.0 per cent of the State's population. Over half of the residents in the region live in the Clare and Gilbert Valleys LGA (8 323 or 55.4 per cent), followed by Goyder LGA (4 168 or 27.7 per cent) and part of Northern Areas LGA (2 535 or 16.9 per cent). Major urban centres in the region include Clare (2 930 persons at the 2001 Census), Jamestown (1 352) and Burra (1 106).

The Mid North region has a higher than State average concentration of young people aged less than 15 years and middle-aged to older people, 40 years and older. The

average age of residents in the region (39 years) was above the State average of 38 years in 2001. The region's population decreased between 2002 and 2003 (although there was a small increase between 2001 and 2002), and based on current demographic trends the decline is projected to continue over the coming years.

Labour Force

The level of total employment within the Mid North region has increased over the past few years, and the region has and continues to experience a high level of employment. This has resulted in the region experiencing lower than average unemployment rates for all age groups. According to the Department of Employment and Workplace Relations (DEWR), in the June quarter 2004, there were 340 unemployed persons in the region, with an estimated unemployment rate of 4.3 per cent (well below the State average of 6.4 per cent). In addition, at the time of the 2001 Census, the Mid North region recorded a youth (15 to 24 years) full-time unemployment rate of 13.1 per cent, significantly below the State average of 19.1 per cent.

The Mid North region is one of Australia's best-known wine production and farming regions. The operation of wineries and supporting industries provide a significant share of employment opportunities within the region. At the time of the 2001 Census, the largest employing industries within the region were Agriculture, Forestry & Fishing (1 903 or 29.5 per cent of the region's total employment), Retail Trade (795 or 12.3 per cent) and Manufacturing (711 or 11.0 per cent).

The Mid North region has a higher concentration of workers employed as Administrators (primarily Farmers and Farm Managers) and in labourer occupations compared with the State, while relatively few residents are employed as Professionals or in low to medium level clerical, sales and service occupations. At the time of the 2001 Census, the most common occupational group in the region was Administrators (1 596 or 24.7 per cent of total employment within the region). This is in contrast to the most common occupational group across the State (Professionals), which accounted for 16.9 per cent of the State's total workforce.

Education and Training

Activity in the vocational education and training sector has shown mixed results in recent years. The number of Contract of Training (COT) commencements decreased by 8.4 per cent between 2002 and 2003 (this contrasts with the State average increase of 3.3 per cent). At the same time, the number of individuals undertaking Vocational Education and Training (VET) declined by 40.4 per cent within the region, compared with the decrease across the State of 11.8 per cent.

According to the 2001 Census, the general level of qualifications in the Mid North region is below the State average, although there had been an increase in the number of people in the region with qualifications since 1996.

Income and Economic Activity

According to Centrelink, in 2003 the major forms of Commonwealth Government income support were received by 26.6 per cent of the region's population, which was almost the same as the average for the total State population. The older age profile of the region is reflected in the slightly higher incidence of recipients of the Aged Pension, and lower levels of Youth Allowance recipients.

In 2001 the average annual taxable income in the region, according to the Australian

Taxation Office (ATO), was \$31 220, significantly below the State average of \$35 245. This was one of the lowest annual taxable income rates of any of the ESF Network regions in South Australia ②.

2.2.2 Overview of the Training & Skills Commission's Industry summaries.

Primary Industries in the Mid North

The Agriculture, Forestry and Fishing Industries workforce can be characterised as being:

- Predominantly male (with males accounting for 70.6% of industry employment)
- Generally full time (with 75.3% of employees working full time compared to the state average of 68.7%)
- Relatively unqualified (26.3% of the industry's workers have a no – school qualification, compared with the State's all industry average of 46.7%)
- Very casualised (with 58.1% of employees working on a casual basis compared with the State average of 30.6%)

Some of the key structural and cyclical factors that have influenced (or are expected to affect) Primary Industries are:

- The completion of the Adelaide to Darwin railway which may, over time, facilitate an increase in agricultural exports
- The signing of free trade agreements with the USA and Asian countries, which are expected to increase global market access for many agricultural producers
- The impact of demographic factors, such as the ageing of the State's population and workforce, and the continued urban drift of young people, on the ongoing economic viability of small rural communities
- A continuation of the trend towards amalgamation of small farms into larger holdings. While this trend may lead to a rise in the employment of farm managers and enable some farmers to reap increased economies of scale, it may also signal the demise of traditional family farm holdings
- Ongoing technological advances which may lead to the use of improved production techniques, an extension of production cycles and a consequent increase in production outputs
- The ongoing prevalence of environmental sustainability issues within the industry.
- High training delivery costs, a shortage of experienced trainers and the lack of an established training culture in this industry, factors which are exacerbated by the seasonal nature of much of the industry's work

The Retail and Tourism/Hospitality industries in the Mid North

The Retail Trade and Tourism/Hospitality industry's workforces:

The retail Trade industry's workforce can be characterized as being:

- Reasonably evenly split by gender (with females accounting for 52% of industry employment)
- Often part-time (with 50.6% of employees working full time compared with the State average of 68.7%)
- Very unqualified (only 28% of the industry's workers have a non-school qualification, compared with the State's all-industry average of 46.7%)
- Highly casualised (with 42.9% of employees working on a casual basis compared with the State average of 30.6%)

The Accommodation, Cafes and Restaurants industry workforce can be characterized by:

- Predominantly female (with males accounting for 40.1% of industry employment)
- Generally part-time (with 41.1% of employees working full-time compared with the State average of 68.7%)
- Relatively unqualified (only 30.3% of the industry's workforce has a non-school qualification, compared with the State's all-industry average of 46.7%)
- Highly casualised (with 72.5% of employees working on a casual basis compared with the State average rate of 30.6%)

Indications of future employment prospects in the Retail and Tourism/Hospitality industries

Employment Forecasts – Retail Trade

An indication of future employment prospects in the industry can be gleaned from employment forecasts provided by the Centre of Policy Studies (CoPS) and Monash University. CoPS forecast that employment in the Retail Trade industry is expected to grow at an average rate of 0.2% (or 240 jobs) per annum. Employment forecasts for the industry's subdivisions generally support this increase, with the Food Retailing subdivision forecast to grow by 1.8% (or 350 jobs) per annum; and the Personal & Household Good Retailing subdivision to increase by 0.6% (or 300 jobs) per annum. However, employment in the Motor Vehicle Retailing and Services subdivision is forecast to shrink by 2% (or 420 jobs per annum).

Employment Forecasts – Accommodation, Cafes & Restaurants

CoPS forecast that employment in the Accommodation, Cafes and Restaurants industry will grow at an average rate of 0.9% (or 300 jobs) per year over the period 2003/2004 to 2007/08. Employment forecasts for the industry's groups illustrate this increase, with employment in the Accommodation group forecast to increase by 1% (or 70 jobs) per annum; Cafes & Restaurants to grow by 1% (or 120 jobs) per annum; Clubs to increase by 1% (or 20 jobs) per annum; and Pubs, Taverns & Bars to grow by 1% (or 90 jobs) per annum.

The Manufacturing industry in the Mid North

The Manufacturing division's workforce can be characterized as being:

- Predominately male (with males accounting for 74.9% of industry employment)
- Mainly full-time (with 75.3% of employees working full-time compared with the State average of 68.7%)
- Relatively qualified (44.1% of the industry's workers has a non-school qualification, compared with the State's all-industry average of 46.7%), and
- Not highly casualised (with only 18.2% of employees working on a casual basis, compared with the State average rate of 30.6%)

Some of the key structural and cyclical factors that have influenced (or are expected to affect) the manufacturing industry are:

- The South Australian government has targeted a number of Manufacturing industries including food and wine
- The rising (fluctuating) value of the Australian dollar poses risks for the

Manufacturing industry, particularly export sectors including metals and food and wine with further growth dependent on new export markets.

- Some manufacturing industry subdivisions have become highly capital intensive. The introduction of advanced technology in the industry has rationalized the industry and shifted the demand for labour from a relatively unskilled to a technically skilled workforce.
- This change in technology has led to skills shortages.
- The signing of Free Trade Agreements (FTA) with the United States and Asian countries.
- Increase demand for value-added products; and environmental concerns regarding water usage and waste disposal.
- Various demographic changes affecting the population, such as the ageing population (and workforce) and increasing rates of female labour force participation (as women move from unpaid into paid employment)

Health and Community Services industries in the Mid North

The Health and Community Services industries' workforce can be characterised as being:

- Predominantly female (with females accounting for 79.2% of industry employment),
- Evenly shared between full and part-time (with 50.1% of employees working full-time compared with the State average of 68.7%)
- Relatively qualified (65.1% of the industry's workers has a non-school qualification, compared with the State's all-industry average of 46.7%), and
- Not highly casualised (with 26.6% of employees working on a casual basis, compared with the State average rate of 30.6%)

Employment forecasts for the Health and Community Services industry

An indication of future employment prospects in the industry can be gleaned from employment forecasts provided by the Centre of Policy Studies (CoPS), Monash University. CoPS forecast that employment in the Health & Community Services industry will grow at an average rate of 1.4% (or 1,220 jobs) per annum over the 4 year period to 2007/08 (whereas employment across all industries in the State is forecast to grow at an average annual rate of 0.27% over the period).

Some of the key structural and cyclical factors that have influenced (or are expected to affect) the Health and Community Services industries sector are:

- Various demographic changes affecting the population, such as the ageing population (and workforce) and increasing rates of female labour force participation (as women move from unpaid into paid employment)
- Technological changes, particularly those in the health industry. For instance, the growing Biotechnology industry, particularly in biotech-related medical research
- High rates of labour turnover, especially in such Community Services areas as child and aged care and the nursing profession
- Changes in public policy and the concomitant shift in resources, both at State and Commonwealth levels
- The impacts of such economic factors as downturns in economic activity, unemployment/underemployment and the consequences of such natural phenomena as droughts & floods ③

2.2.3 Discussion on comparisons with State Averages

As the table below shows, unemployment in the Mid North region is amongst the lowest in the state. The percentage of indigenous unemployed is also amongst the lowest, but the figure actually reflects the very few indigenous residents in this region. A percentage of both mature aged and youth unemployed also show much lower than average unemployment rates, and is similar to other wine-producing regions, which may be because of the casual work that is available in the wine and agriculture industries. For the Youth cohort, 'the under-representation of persons in [the 15-24] age group living in the region (possibly resulting from a number of young people leaving the region to gain further education or to seek employment opportunities elsewhere) contributes to the lower than average full-time unemployment rate.' ④ In addition, this is a relatively prosperous region where many families are asset-rich, whose young people are then not able to register for unemployment benefits and so are not captured in statistics. For the Mature-aged cohort, it could mean that people are working part-time as a lifestyle, particularly for those who have semi-retired to the region. Interestingly, the lower than average annual taxable income in the region is at odds with the low unemployment rates, and this may again be an illustration of the seasonal and part-time nature of employment.

Table showing the representation of target groups by region: ⑤

Region	U/E Rate (%) and Total Unemployed	% unemployed	% Indigenous unemployed	% Mature Aged unemployed (45+)	% Youth Unemployed (15 -24)
Adelaide Hills	2.3 819	4.8	17.5	2.8	13.3
Barossa	2.0 316	4.4	4.5	2.7	10.1
Eastern Adelaide	3.9 8416	5.8	20.8	3.5	14.5
Eyre	3.7 663	6.5	13.2	4.7	14.7
Fleurieu	3.8 543	6.8	19.3	4.9	19.1
Kangaroo Island	1.5 35	7.8	26.3	5.1	14.2
Limestone Coast	3.0 1038	5.1	13.2	2.8	11.7
Mid North	2.5 197	5.2	12.2	3.7	13.1
Murraylands	4.2 724	8	14.8	5.4	20.2
Northern Adelaide	7.8 7766	11	26.4	7.1	26.9
Northern region	5.3 800	7.7	14.9	6.3	19.1
Southern Flinders	5.4 564	11.5	45.6	8.6	28.9
Riverland	3.8 665	5.6	22.6	3.2	14.9
Southern Adelaide	6.5 7998	7.8	23.0	5.1	19.7
Western Adelaide	6.2 7665	9.5	27.2	6.8	21.8
Whyalla	6.6 696	13.2	34.6	8.7	32.0
Yorke	3.8 659	8.7	17.4	7.1	19.8
State		7.6	20.5	4.9	28.2

2.2.4 Discussion on local knowledge

While the statistics in the Mid North Regional Profile assert that the region has lower than the state average unemployment rates for all age groups, it is believed that these statistics mask two factors:

- hidden unemployment or under-employment
- pockets of unemployment.

Hidden unemployment

Local Job Network Members believe that while job placement figures in the region appear positive, they hide the casual and seasonal nature of work available, such that a large proportion of the workforce are in fact constantly in and out of work, are seeking security of on-going employment or better career prospects. This is difficult to achieve in a region whose major industries - the wine, agricultural and hospitality/tourism industries - survive with a seasonal and increasingly casualised workforce. The current downturn in the wine industry, which is not reflected in the Regional Profile, will only add to the part-time and casual nature of work in that industry, and may take some years for this negative trend to bottom out.

Transport continues to be a major barrier to employment for many of the regions' disadvantaged residents, particularly for its youth living out of the major centres and because many employment opportunities involve travel out from those centres.

Pockets of unemployment

Local Job Network Members, particularly through experience in their outreach programs to areas isolated from the major centres in the region, provide a picture of some particular pockets of deep unemployment which are masked by the lower than average unemployment rates - hamlets with excessively high proportions of unemployed residents who find it difficult to access both training and employment opportunities. It remains a continuing challenge to assist these residents to experience equity in access to opportunities in order to lift themselves out of hardship and realise their full potential.

2.2.5 Links between objectives, strategies and targets with Regional Profile

The consultation process began in 2004, with the Regional Skills Audit conducted by Wendy Davidson Enterprises and The Learning Revolution, which researched perceived skills shortages in the Viticulture, Light Manufacturing, Aged and Community Care and Tourism industries. That audit report has been put together with information from the Mid North Regional Profile, data from the Training and Skills Commission's industry summaries, and local industry consultation (as mentioned in 2.1.5). A Strategic Planning Workshop with a much-extended ESF Network was held on April 20th. There is now a clearer picture labour and skills shortages particularly apply to the following sectors:

- Tourism and Hospitality
- Retail/Business Operations/Admin skills
- Manufacturing and Trades
- Primary industries, including:
 - wine/viticulture
 - agriculture
 - animal husbandry
 - food production

- Community Services, including:
 - aged carers
 - child care workers
 - support workers for people with a disability
 - a growing need for mental health workers

In reviewing the issues and mapping out possible solutions it became apparent that commonalities existed across the identified industries, for instance:

- the need to “introduce” unemployed people (also school students) to the industries that have the greatest opportunity for employment (both short and long term)
- the need to promote the career opportunities available in the identified industries
- the capacity to provide a model that can address the needs of a range of industry sectors
- the opportunity to develop a model that would allow for the delivery of different levels of training and allow flexible entry and exit points for individuals
- better value for money could be achieved by utilising the generic nature of some training at the entry level. eg customer service and information technology

The model was developed to respond to the key issues identified and the need for promoting a regional response, that is, the need to have a skilled labour force capable of sustaining and growing industries in the Mid North. The approach adopted for the Region responds to the specific labour needs of the region at a broader level in contrast to previous very specific projects that assisted a smaller cross-section of the community.

The skill development needs of the identified target groups (young people, aboriginal people and the mature aged unemployed) will be able to be accommodated within the model but will be structured around employment opportunities within the identified industry groups.

The model proposed by the Network will address industry labour needs by providing multiple and flexible pathways for people from the Mid North to enter and exit specifically designed employment and training initiatives.

The model recognises that there is a range of employment and training programs already in existence at both the secondary and post secondary school level, for example VET in Schools, School Based New Apprenticeships, Registered Training Organisations, other publicly funded training programs including Adult Community Education (ACE).

The model aims to build on and complement these activities to include them in a “pathway” approach for an individual to follow, which will allow them to maximise their opportunity to gain the necessary skills and experience to find meaningful employment. The model is flexible enough to allow an individual to enter or exit at any point along the pathway.

Successful implementation of the Plan will be achieved by the partnering of organisations that combine services to deliver a “pathway” for the identified industry sectors. An example could be where an RTO specialising in industry specific skills delivery would partner with another RTO who specialises in job readiness training.

The active participation of other employment services including the Job Network, Disability Support Services, and other Employment and Skill Formation programs will enhance the effectiveness of the model. Participants seeking to return to the workforce after a lengthy period and possessing a low level of employability and/or study skills will be accommodated by the inclusion of a 'Learning to Learn' and an 'Employment Skills' components at the beginning of all courses.

Industries in the Mid North Region have been relatively stable. However the wine industry, which has been a major economic driver in the Mid North region, is experiencing a downturn due to a national and global oversupply, which is expected to impact upon employment in the region. The farming industry could be affected by high fuel costs, and falling wheat and wool prices.

In the event of a major industry or labour market adjustment, the model allows for employees in affected industries to access services suited to their individual needs, for example, through recognition of current competence and the provision of "gap" training to award accredited training qualifications. This practice has been adopted in other regions to assist people make a smooth transition to other parts of the labour market, e.g. Southern Metropolitan with the closure of Mitsubishi's Lonsdale plant.

Tenders will be sought from partners to deliver a pathway for each respective industry. Tenderers will need to clearly demonstrate a delivery model that displays the spirit of partnership. This will give the opportunity for smaller organisations, Registered Training Organisations and employment services providers to contribute in their respective areas of expertise. Clear links to industry work placements or other training opportunities that enhance employment and training outcomes for individuals will assist the success of this model. Projects that have been successful in 2005-2006 and can demonstrate an on-going need will be encouraged to re-apply. The successful use of a Business Support project in 2005-2006, which is able to be quickly responsive to small business's short-term needs, will be repeated in this model.

This model is both a short and long term approach to allow for the labour needs of the Mid North region to be met, and provides an opportunity for identified industries to maximise their potential through a suitably trained, motivated and available workforce.

The marketing of the model will be a pre-requisite included in each project brief and will be the responsibility of the providers of each project.

It should be noted that not all of the suggested activities need be funded through Regions at Work. Training can be funded through other sources eg ACE, TAFE, industry contributions, or other in kind support from providers.

Primary Industries

- Learning to Learn
- Pre-employment training/career awareness
- Self-employment
- Business operations and IT skills
- Licences eg forklift, truck, bobcat, and mechanical skills
- Generic units eg OHS&W, Food Handling regulations
- Specialist streams suited to Agriculture, Food Industry, Viticulture/Wine sectors

Tourism/Hospitality/Retail

- Learning to Learn
- Pre-employment training/career awareness
- Customer service /knowing the local product/ after sales service
- IT Training /Business operations
- Front of house / restaurant & bar skills
- Self employment
- Cert II and III Business Admin
- Specific business skills, eg MYOB, IT training

Manufacturing and Trades General

- Learning to Learn
- Pre-employment training/career awareness
- Pre-vocational skills and/or certificates for automotive, metal fabrication, electrical, building and construction industries
- Specific short courses and skills upgrades necessary to maintain employment

Community Services- for the Aged Care, Child Care, Mental Health, Youth Work and Disability sectors

- Learning to Learn
- Pre-employment training/career awareness
- Self-employment as a contractor
- Community Services Certificate generic subjects eg Manual Handling, OHS, Mandated notification, medication administration, Senior First Aid and current police checking processes
- Specialist streams/subjects suited to respective areas of Aged Care, Disability Care, Child Care (centre and home-based), Mental Health and Youth Work
- Pathways to nursing

① Source: MNRDB 2003 – 2008 Strategic Plan

② Source: Mid North Regional Profile: 2005 Edition p 1-2.

③ Data sourced from the Training & Skills Commission - Industry Summaries (www.training.sa.gov.au/tasc/files/links)

④ Source: P.29 Mid North Regional Profile: 2005 Edition: DFEEST

⑤ Source: DEWR Small Area Labour Markets December Quarter 2005 labour market data and 2001 ABS Census of Population and Housing




OBJECTIVE 1: (CONT)

<p>Strategy 4: Embed Key Competencies in training programs.</p> <ul style="list-style-type: none"> ▪ 06/07 Identify and implement ▪ 07/08 Review and monitor ▪ 08/09 Improve 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic ✓</p>
<p>Strategy 5: Encourage industry uptake of traineeships and apprenticeships.</p> <ul style="list-style-type: none"> ▪ 06/07 On-going ▪ 07/08 On-going ▪ 08/09 On-going 	<p>Targets 15-24 ✓ : 40+ ✓ : Indigenous ✓ : Other ✓ : Strategic</p>
<p>Strategy 6: Ensure flexible training methodologies appropriate to employer needs.</p> <ul style="list-style-type: none"> ▪ 06/07 Identify and implement ▪ 07/08 Review and monitor ▪ 08/09 Improve 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic ✓</p>
<p>Strategy 7: Encourage industry mentoring.</p> <ul style="list-style-type: none"> ▪ 06/07 On-going ▪ 07/08 On-going ▪ 08/09 On-going 	<p>Targets 15-24 ✓ : 40+ ✓ : Indigenous ✓ : Other ✓ : Strategic</p>




OBJECTIVE 2: (CONT)

<p>Strategy 4: Develop and promote information forums that engage the under-employed</p> <ul style="list-style-type: none"> ▪ 06/07 Identify and implement ▪ 07/08 Review and monitor ▪ 08/09 Improve 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic √</p>
<p>Strategy 5: Inform individuals and employers about the range of SA Works programs.</p> <ul style="list-style-type: none"> ▪ 06/07 Identify and inform ▪ 07/08 On-going ▪ 08/09 On-going 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic √ √ √ √ √</p>
<p>Strategy 6: Work with, and encourage collaboration between, schools, job networks, employers and training organisations to promote a career pathways model to meet entry requirements for industries.</p> <ul style="list-style-type: none"> ▪ 06/07 Identify and implement ▪ 07/08 Review and monitor ▪ 08/09 Improve 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic √</p>
<p>Strategy 7: Promote accessibility to basic life skills courses eg. literacy and numeracy, social skills.</p> <ul style="list-style-type: none"> ▪ 06/07 Identify and promote ▪ 07/08 On-going ▪ 08/09 On-going 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic √ √ √ √</p>





OBJECTIVE 3: Effective partnerships with industries, schools, service providers, local communities and government.

<p>Strategy 1: Develop partnerships with all relevant industry groups and skills councils.</p> <ul style="list-style-type: none"> ▪ 06/07 Consolidate current and develop new partnerships ▪ 07/08 Review and monitor ▪ 08/09 On-going 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic </p>
<p>Strategy 2: Continue to identify and promote cross regional opportunities and partnerships.</p> <ul style="list-style-type: none"> ▪ 06/07 Identify and promote ▪ 07/08 On-going ▪ 08/09 On-going 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic </p>
<p>Strategy 3: Ensure projects demonstrate effective partnerships and promote successes.</p> <ul style="list-style-type: none"> ▪ 06/07 Build into project applications ▪ 07/08 Review and monitor ▪ 08/09 On-going 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic </p>

OBJECTIVE 3: (CONT)

<p>Strategy 4: Promote partnerships with Barossa Lower North Futures, industry and schools.</p> <ul style="list-style-type: none"> ▪ 06/07 Identify and promote ▪ 07/08 Review and monitor ▪ 08/09 On-going 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic </p>
<p>Strategy 5: Encourage more effective collaboration between service providers.</p> <ul style="list-style-type: none"> ▪ 06/07 Identify and encourage ▪ 07/08 Review and monitor ▪ 08/09 On-going 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic </p>
<p>Strategy 6: Identify other government programs to support ESF Plan objectives.</p> <ul style="list-style-type: none"> ▪ 06/07 Identify and utilise ▪ 07/08 Review and monitor ▪ 08/09 On-going 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic </p>

OBJECTIVE 4: Develop relevant training programs that utilise effective consultation, research and data analysis

<p>Strategy 1: Regularly research and review training / skills needs of the region.</p> <ul style="list-style-type: none"> ▪ 06/07 On-going ▪ 07/08 On-going ▪ 08/09 On-going 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic </p>
<p>Strategy 2: Improve ongoing tracking, monitoring and surveying of program participants</p> <ul style="list-style-type: none"> ▪ 06/07 Identify improvements and implement ▪ 07/08 Review and monitor ▪ 08/09 On-going 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic </p>
<p>Strategy 3: Liaise with Job Network Members about skill needs of unemployed and underemployed.</p> <ul style="list-style-type: none"> ▪ 06/07 Consolidate and improve liaison ▪ 07/08 Review and monitor ▪ 08/09 On-going 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic </p>
<p>Strategy 4: Identify and collate employer skills needs data.</p> <ul style="list-style-type: none"> ▪ 06/07 Identify and collate ▪ 07/08 Review and monitor ▪ 08/09 On-going 	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic </p>

OBJECTIVE 4: (CONT)

<p>Strategy 5: Involve all industry / stakeholders in development of training programs.</p> <ul style="list-style-type: none">▪ 06/07 On-going▪ 07/08 On-going▪ 08/09 On-going	<p>Targets 15-24 : 40+ : Indigenous : Other : Strategic ✓</p>
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