

EMPLOYMENT AND SKILLS FORMATION NETWORK

for the

Mid North Region

Annual Implementation Plan 2009-10
(Part 3)

South Australia Works in the Regions

ENDORSEMENT

The Network participated in local consultation in the development of this Employment and Skills Formation Network Plan. It is endorsed by the:

Signature

Chair Kelly-Anne Saffin

Date

South Australia Works in the Regions funds allocated to deliver this plan will be placed with the Mid North Regional Development Board and is endorsed by:

Signature

Chair Kay Matthias

Date

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GRANTEE/NETWORK INTRODUCTION

The Grantee:

The Mid North Regional Development Board services the Local Government areas of Clare and Gilbert Valleys and the Regional Council of Goyder with major centres including Clare, Burra, Riverton and Eudunda. The functions of the Mid North Regional Development Board are to:

- Facilitate economic development through improved business services and regional infrastructure;
- Provide assistance to support and sustain growth in local business activity;
- Benchmark and monitor regional economic performance;
- Provide assistance to support industry retention, expansion and attraction of new enterprises;
- Identify investment opportunities to deliver sustainable growth in regional environment;
- Collaborate with regional stakeholders to develop and implement programs to attract investment and sustain business viability;
- Promote the region's unique economic, social and environmental characteristics;
- Promote and facilitate investment in the region.

(Ref: Mid North Strategic Plan 2008-2013)

Training and employment are part of the Board's core business, and the *South Australia Works in the Regions* program and the objectives developed by the Mid North Employment and Skills Formation (ESF) Network interconnect with the Regional Development Board's goals. It is the aim of the Board at all times to integrate its economic and business development activities with the *South Australia Works in the Regions* program so that the training and support to target groups identified by DFEEST are placed with industry, gain industry relevant skills, and obtain employment.

The Board's commitment to the broader area of skills development has been highlighted through the development of the "Strategic Plan for Training and Workforce Development in the Mid North August 2008"¹. In particular this Plan has created a framework to interconnect the *South Australia Works in the Regions* program with the growth and development of our broader region and to promote workforce development to business and industry.

Current key features of the Mid North region include:

¹ See Plan on MNRDB website under Plans and Reports

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- A relatively middle-aged population profile with a low unemployment rate masking underemployment across the region;
- Significant infrastructure impediments including access to broadband, water and electricity which are currently being addressed by all tiers of government to assist with business growth and development;
- Ongoing effects of drought and extension of the Exceptional Circumstance Declaration in the Mid North region;
- Large number of small to medium enterprises as opposed to large industry partners.

Mid North Regional Development Board has worked with industry, training and community partners to develop a 2009-10 Implementation Plan which is sensitive to these specific features of the Mid North.

Further, the 2009-10 Implementation Plan should be read in the context of a significantly challenging year ahead as the periods of prolonged drought, reduced irrigation allocations and the economic slowdown affect business around the region. This Plan balances these short term impacts with the need to continue training and workforce development in areas of the skills shortages that will face our population in the medium to long term.

The Mid North ESF Network is a group of dedicated individuals who give voluntarily of their time to improve the circumstances for disadvantaged people of the region. The Network is enriched by the dedication of the large number of community-based not-for-profit organisations membership. Members also provide a conduit for the flow of information relating to training and employment around the region, to and from both State and Federal Government departments, community groups and industry groups. They are vital in helping us to engage with job-seekers and employers throughout the region. The Network provides a unique opportunity for disparate interest groups spread across a wide geographic area to come together with this common goal.

The Network currently has a membership of 64, representing industry, employers, Job Network, training providers, Local Community Partnership, State and Federal Government departments, Industry Skills Councils, Local Government, Group Training organisations and schools. Of this membership, approximately 12-20 people attend our bi-monthly meetings on a regular basis which are held around the region, and provide a stimulated input to decision-making. Many of these members service an area broader than the Mid North region and already have an input into our neighbouring regions' Networks.

We make efforts to engage with business people across the communities in our region, by holding information sessions

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and meetings around the region and inviting their participation. We use these forums to inform them about the cross-section of services available to them which are represented on the Network.

OVERVIEW OF ACTIVITIES AND ACHIEVEMENTS FROM 2006-09

An Overview of Activities

A case management model has been the core approach for engaging and assisting job-seekers in the Mid North, with the 'My Job' project funding continuing for three years. Although this has involved considerable investment from the Network, it has been seen as a successful means of engaging job-seekers, and assisting each person on an individual basis, which provides optimum outcomes. Following engagement, participants are case managed through their personal barriers and into industry-based training or supported into employment.

Well-managed projects that achieved their goals successfully have been identified through regular steering committee meetings and evaluation before being rolled over. Rigour in the roll-over process supports our continuous improvement model. This has applied to the 'My Job', 'Multi-trades', 'Country Hospitality', 'Introduction to Community Services', 'Office Administration' projects. It has also meant that valuable partnerships with sub-contractors have become cemented and integral to the Network's achievements

On the face of it, this region has low unemployment rates and high participation rates comparative to some other regions. However these statistics hide levels of under-

employment in the region, attested to by the fact that the region has below average median income, especially in the Goyder region. Many of our citizens, while working casually/part-time and not showing on unemployment statistics, are in fact still disadvantaged, financially struggling and in need of assistance into sustainable employment. Past projects that catered for under-employed people included the 'Country Hospitality' and the 'Careers in Viticulture' projects. The 'My Job' project, with its capacity to feed participants through into the Training Ticket component, also catered for a number of people requiring licensing to seek additional or sustainable employment.

Key Program Achievements

Despite Mid North's smaller population and regional specific issues, the program has over achieved on all performance indicators in each year of the funding period (2006-09). The Network and Grantee are very proud of this achievement and believe that close monitoring of projects has contributed to this achievement.

Recognition awards: One participant in the 'Introduction to Community Services' course in 2007-08 was a Finalist in the 2008 *South Australia Works in the Regions* Recognition awards in the category of 'Individual Achievement by a Participant'. This was a particular thrill for the Network, the

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lecturers and the participant who is restructuring his life after a serious accident.

Industry engagement is a critical factor that requires hard work but is both rewarding and affirming. Improvements have been made in connecting with the agriculture, viticulture, building and construction, manufacturing, tourism/hospitality, health and community services sectors. The Network plans to continue building on this closer liaison as well as filling gaps in 2009-10.

Partnerships are integral to the success of the program in the Mid North. Without key partners the program would be much the poorer. Of particular significance are those organisations whose doctrines most closely align to that of *South Australia Works in the Regions* program. On many projects these organisations cross-reference and collaborate.

A holistic service from the RDB to our communities is also an advantage for the *South Australia Works in the Regions* program. As the RDB is a small team, the Business Development Officer and the Executive Officer overlap and team up on in communicating and meeting with local businesses, and feed contacts and opportunities through to each other.

The building of good relationships with the region's **local newspapers** has resulted in excellent publicity in the way of success stories and articles about the *South Australia Works in the Regions* program.

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HOW THIS PLAN WAS DEVELOPED **Community Consultation**

Over the past 12 months significant consultation with key industry groups and/or individuals has taken place:

- Building and Construction: survey of all building and construction businesses across the region was conducted in July 2008 (56% responded). The Building and Construction Survey Findings Report is available on the RDB's web-site.²
- Broad-acre agriculture sector (a sector traditionally difficult to engage with as they are scattered family-based businesses):
 - The RDB contributed to an Agri-Foods forum conducted by Primary Industries Skills Council (November 2008)
 - The Mid North Executive Officer attended a drought meeting (November 2008)
 - Rural Directions (rural management consultants) presented to an ESF panel (February 2009)
 - Meeting between the Mid North Executive Officer and the regional manager of Elders (February 2009)
 - Meeting between the Mid North Executive Officer and a young innovative farmer (February 2009)
- SA Farmers Federation, SA No-Till Farmers (SANTFA), Rural Financial Counsellors and the Regional Drought

Coordinator attended a round-table discussion (February 2009)

- Manufacturing: Clare Metal Fabrications presented to an ESF Network panel (February 2009).

Information from all of the above was presented at the ESF Network Planning Day held on 21st February 2009. At that session Job Network, Group Training, TAFESA and DECS representatives were asked to present key data and their interpretation of trends. Data from the new 2009 Regional Profile (DFEEST, 2009), and statistics and demographics about past *South Australia Works in the Regions* participants were presented and discussed. The Network workshopped issues to determine how *South Australia Works in the Regions* is meeting regional employment and training needs and to identify any gaps in services, new trends that need to be addressed, and successes that should be consolidated.

Further community/industry consultation has also informed our planning:

- Hospitality/Tourism: cross-section of employers were invited to take part in a round-table discussion (March 2009).
- Civil construction: engaged with construction businesses at a dinner/forum March 2009.
- Youth: discussion with Local Government and Health SA's Youth Officers about specific issues and needs around at-risk young people in the region

² [Building & Construction Survey Findings Report](#)

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- Referrals from the Board's Business Development Officer and CEO led to greater industry engagement. Whenever possible the Mid North's Executive Officer attends business workshops to engage one-to-one with business people from the region.

The draft plan and budget allocations were workshopped by a forum of our key ESF Network partners prior to presenting the plan to the full Network for endorsement.

OBJECTIVE 1 - Increasing Workforce Participation

Strategy 1.1 Assist disadvantaged people to make an effective transition into employment

To make a successful transition from unemployment, people need varying amounts of assistance. This Network believes that assistance that is personalised and individualised produces optimum results for participants. Under an Employment Pathways Framework from initial engagement, with case management through pre-employment and/or industry training and into employment, participants have flexible entry and exit points. A plethora of barriers may be evidenced by people disadvantaged in the labour market, and a sensitivity and responsiveness to overcome those barriers will be required. For some the transition process will be lengthy; for some it will be easier; and others may need to engage more than once.

It is anticipated that there will be an increase in demand from job-seekers in the coming period as unemployment rises and household incomes diminish. There is already evidence of people being retrenched and returning from work in the mines, and these experienced workers will be first in the queue for the shrinking number of jobs. The long-term unemployed, who often have entrenched personal issues and barriers to employment, will become even more marginalised and experience more of a challenge transitioning into employment.

Two projects will provide engagement, pre-employment and career development services, one specifically focused on young people, who are becoming increasingly at risk in the current economic climate. It is expected there will be significant levels of in-kind support for these projects, as partnerships are fostered and funds are leveraged from as many external sources as possible e.g. Job Services, literacy support funds from DWEER, Productivity Places Program (PPP), Trades Training Centres in schools, etc.

Initiative O1-S1-I1 'My Job 2009-10'

'My Job' has been a successful case management and pre-employment project for the last three years, providing the region's career development services. Each year this project has exceeded its participant and employment outcomes targets and has been successfully evaluated by a Project Evaluation Team. Minor improvements were identified and implemented each year, for example, better tracking of forms, providing more 1:1 servicing, combining the 'Training Ticket' and 'My Job' projects into one, and commencing a regular outreach service in Eudunda. The Network continues to commit to a significant investment in this model.

This project has provided a platform for successful engagement with job-seekers, in particular because it caters for those people that do not qualify for Job Network

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assistance. This is expected to also apply under the new Job Services Australia model, where it is anticipated that there will be gaps particularly under Stream 1 provision. Of concern also is the high proportion of casual workers in this region, who may not be recognised as redundancies when laid off and may be the hidden casualties of the economic downturn.

Continuous engagement and the provision of outreach services have been part of the model's strength. Holistic personalised services are required of the sub-contractor, focusing on individual needs, 1:1 case management and the addressing of barriers to employment prior to channelling participants through into industry-specific training or directly into employment. One of the surprises of the project has been the people who have not needed industry-specific training to gain employment, just the support and assistance with personal barriers and job-seeking skills.

Initiative O1-S1-I2 'Youth Jobz-ready'

Not since early 2006 has the Mid North had a training project specific to the youth in our region, and the Network believes it is now timely to split this target group away from 'My Job' to provide exclusively youth-focused pre-employment training. Almost one third of those engaged under 'My Job' in 2007-08 were in the 15-19 age group. A recent meeting with the region's Local Government and Country Health SA Youth Officers has confirmed that there are specific needs

for this target group that can best be addressed as a collaboration between *South Australia Works in the Regions* and those agencies. As in most regional areas there is a youth drain as many young people move away from the region for better work opportunities or to pursue further education. It is recognised that lack of training facilities in the region is one of the key reasons for this. But of course, this move is beyond the means of many families, and for those that remain, two factors can make life very difficult for a marginalised young person - the lack of affordable housing (both the main towns of Clare and Burra have property markets commensurate with the metropolitan areas) and the non-existence of public transport, which means that to be able to work they need to have a licence and a reliable car. Consequently there are a number of unemployed young people across the region, particularly in the 16-19 year age group, that live in difficult circumstances (many 'couch surf') and find it very difficult to secure and maintain employment. Thus, in conjunction with Country Health SA's program 'Flying Solo' for high-risk young people and the Councils' Youth Officers, this project addresses 3 aspects: barriers and personal issues (managing finances, getting Licenses, health and well-being, developing respectful relationships); employment and career preparation (career awareness, job applications, personal presentation, employer expectations) and generic pre-employment training (OHS, Customer Service, First Aid).

Initiative O1-S1-I3 'Training Ticket'

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The Training Ticket project has successfully worked in conjunction with 'My Job' for the past three years. It has very specific guidelines that will continue, with assistance provided only to job-seekers who present with no pre-employment personal barriers, a clearly articulated employment focus and excellent employment prospects or a link to a waiting employer (an example is to secure a heavy vehicle licence). It has the added benefit of assisting job-seekers to become completely job-ready for occupations that have essential minimum qualifications. It seeks co-contribution from both participant, and employer if applicable. It assists participants into existing accredited training that is not provided for in this Plan, and has seen a marked increase in demand from the more job-ready participants presenting recently, and thus, in anticipation of a continuing trend in 2009-10, will be extended under this Plan. In the 2009-10 year we anticipate that participants from the 'My Job', Youth Jobz-ready' projects will feed into 'Training Ticket', and that the MNRDB will liaise with the sub-contractors to administer the training funds.

Strategy 1.2 Provide pathways for skills development in growth industry sectors

'The ANZ Industry Outlook 2009' confirms that the Health and Community Services sector is one of the few to sustain continued and predicted growth into the future. This, coupled with the state's aging population, our region's above-average 40+ age-group and attraction to the region of

self-funded retirees seeking a 'tree-change', ensures a predictable on-going demand for trained workers in this sector.

With national skills shortages soon to be much worse with the retirement of the baby boomer generation, and the above-average 40-65 aged cohort in the Mid North leading to a further labour shortage, it would be foolish to believe that job-shedding of trades people through the economic downturn will be the salvation of the skills shortages in the future. To exacerbate the problem, the Network's survey of building and construction businesses in the region also indicates that an alarming number of business owners have no succession plans. Skills investment must be made with our young people now, and continue despite the economic crisis.

It is anticipated that three Federal Government funding initiatives (Building the Education Revolution funding for the 17 schools in the region; the Regional and Local Community Infrastructure Program for Local Government; as well as the successful Trades Training Centres in Schools initiative for 3 of our 4 secondary schools) will escalate the demand for building and construction labourers, apprentices and tradespeople. Work by the RDB and the Network to connect with the schools concerned and prospective local builders and tradespeople to anticipate the skills and labour demand has already commenced.

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Initiative O1-S2-I1 'Caring for the Mid North'

As the Health and Community Services sector is one of the few with minimum qualifications for most jobs, we feel confident that continued funding of this training is well-placed. The introductory course model has been a successful approach over the past three years. In a region of small population, unable to separately cater for different streams, this cross-sector model has worked extremely well for the Network, and has been positively evaluated each year. Participants have come from the broader region, and further education outcomes have been extremely high, with excellent employment opportunities. The introductory course gives participants more than half of Certificate III in any of Aged, Home and Community or Disability Care as well as Children's Services will continue, but will also work in conjunction with the PPP, for which we have partnered with TAFESA-Regional in an application for Certificate II and III places. It is predicted that not all job-seekers will be eligible for PPP, but the program will support the *South Australia Works in the Regions* funding, resulting in non-PPP participants being able to achieve the full certificate.

An additional factor is that community services work has a tendency to attract people with some personal needs as well as return-to-study needs; these participants will be supported with wrap-around services under the auspices of the 'My Job' or 'Youth Jobz-ready' projects which provide

case management, pre-training and pre-employment services in a holistic approach.

Initiative O1-S2-I2 'Pre-voc trades'

This will be a demand-driven project, to be based upon desires articulated by the participants in our engagement projects. A number of participants will be referred through to this project from the 'My Job' or 'Youth Jobz-ready' projects, and may continue to need case management services for the duration. Therefore some participants will be registered in both an engagement and the Pre-voc projects.

It is envisaged that this project will provide shorter courses than has been provided under the MIG (Multi-trades) project for four years, to enable more diversification. Despite excellent employment outcomes from our MIG projects, interest in engineering training by young people across the board appears to be waning, thus it seems timely to create accessibility to a broader mix. For example demand could lead to a welding course, or individual RPL, or wet-trades for the building industry, or an introduction to hair and beauty. This project also has the capacity to extend our small inaugural building trade/carpentry course to be conducted later in 2009 as part of the current Multi-trades project.

The Grantee's on-going private-public partnership with TAFESA and the New Life Church, who lease a shed at low

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rent which has been converted into a trades training venue, is invaluable to the responsiveness and success of this project.

Value-adding to this project by using the PPP program will be explored as a means to improve the employability of participants. Assistance will be provided if participants need to travel to sites out of the region where PPP training is taking place, such as Pt Pirie, Nuriootpa or Kadina.

Strategy 1.3 Assist people to up-skill and re-engage in the workforce

As discussed in Overview of Activities, the relatively high participation rate in the Mid North masks the high levels of under-employment. There are significant numbers of under-employed casual workers and seasonal workers in the agriculture, viticulture and hospitality/tourism sectors. Employers are recently reporting the need to further reduce workers' hours in these sectors due to the economic downturn and the drought (which flows through into the broader business community) and the labour force in general is experiencing increasing levels of casual employment. Over the past three years a large proportion of job-seekers registering with our case-management project 'My Job' have self-identified as being under-employed (over 70% in 2006-07, and 53% during 2007-08). 72% of those in 2007-08 were successfully assisted into employment.

It is also envisaged that a number of the region's semi-retired and mature-aged will seek to re-enter the workforce, and will need a level of up-skilling or different skills to re-engage.

Initiative O1-S3-I1 'Just Add Water'

This project is a new initiative that has developed out of our dialogue with Rural Financial Counsellors, the SA Farmers Federation, SA No-Till Farmers, and private agronomy organizations such as Rural Directions and Elders. This valuable partnering will need to continue to ensure the success of this project.

This region has been Exceptional Circumstances-Declared since 2006. The agriculture industry is the largest employer across this region, principally in broad-acre farming, grazing/ mixed farming (and a smaller but important intensive bird/animal husbandry) but of course also in the important viticulture and wine-making industry. The organisations mentioned above, which work directly with struggling farming families, have provided us with intelligence about the needs for both those needing off-farm employment to survive, and also for those being displaced off the land. These people may never have worked for someone else, and while highly skilled, need a combination of job-seeking skills and up-skilling through RPL, licenses and ticketing, as well as personal support to change direction. It may involve linking them to employment opportunities in

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other regions, and/or elsewhere within the agriculture sector. This is a specific engagement project in the first instance, a challenge that needs the networks of the above organisations to reach the intended recipients, as it is a sector difficult to engage due to its preponderance of scattered family-based businesses. This project will commence with a survey to be conducted as part of the 2008-09 program to quantify training needs.

Initiative O1-S3-I2 'Skills for 4 Seasons'

Employment in the Mid North is very much based on casual and seasonal labouring across the agriculture and viticulture sectors.

For a number of years the Network has funded training for vine-pruning, and after evaluating the 2007-08 project the 2008-09 course was extended to cover a wider set of skills in the viticulture industry, through a collaborative approach with a private/ public Registered Training Organisation (RTO) partnership. However the Network some time ago identified a gap in provision that it now wishes to address, that is to support employment in our pastoral or broad-acre farming industries. This project aims to support people on the shaky merry-go-round of on/off employment by providing a cross-industry skill set to enable them to work across industries throughout the seasons. It is predicted that a proportion of participants in this project will be up-skilling, perhaps having worked without formal training on a casual and insecure basis for some time.

Contrary to expectations, predictions for employment opportunities in the agriculture sector generally are positive³, on the assumption that there is a return to average winter rainfall in 2009, and with assistance from the falling Australian Dollar to insulate the sector from the worst of the economic downturn. It has been the trend over some years for young people in particular to leave the land, creating labour shortages in the farming/pastoral industry.

Value-adding by utilising the PPP program will also be explored, particularly for the full shearing certificate, if participants are willing to commit to extended training. A private RTO also hopes to provide PPP places for seasonal grain workers, which we shall also recommend job-seekers to when possible.

This project can provide training in:

- driving seeders and grain trucks for the grain industry
- driving tractors and bins for viticulture harvest
- vine-pruning skills
- roust-about and shearing/shed-hand skills for the pastoral industry.

A number of participants will be referred through to this project from the 'My Job' or 'Youth Jobz-ready' projects, and may continue to need case management services for the duration. Therefore some participants will be registered in both projects.

³ 'ANZ Regional and Rural Quarterly' March 2009

OBJECTIVE 2 - Increasing Industry Engagement

Strategy 2.1 Gather relevant labour demand data and skills requirements from local industries to inform initiatives.

Having up-to-date and accurate local intelligence is an important function of the Network. With the recent economic turmoil and its impacts upon the job market, this is even more critical in order to keep up-to-date with developing trends.

The Network has recently included updates from organisations whose core business relates to employment and can provide pertinent workforce information (Job Network, group training, Disability Employment Network providers and Local Community Partnerships) as a standing agenda item for meetings. Inviting guest speakers from local businesses or associations has occurred and will continue as an important means of keeping Network members abreast of issues and developments. Regular feedback about local workforce intelligence from sub-contractors is also being encouraged, and will be systematically included as part of the monitoring of training projects.

O2-S1-I1 'Let's Find Out'

This project will allow the Network to consult with industry through forums, telephone and mail surveys, particularly for sectors that do not have local industry associations to liaise with, such as construction and transport. From this consultation valuable databases of employer contacts are established, which can be utilised to maintain the dialogue.

Strategy 2.2 Engage local employers to support and participate in local initiatives

Over the last three to four years, the Network has made improvements in connecting with industry sectors and associations.

As well as consolidating these links, it is important to recognise that there are gaps. Connections will therefore be made with sectors that have not been engaged with well, or for some time, e.g. transport industry and retail industries, and with some that we have only been able to connect with in an ad hoc manner, such as quarrying and mining. This liaison is critical to the building of relationships and creating communication channels to be able to directly assist industry and for them to feed intelligence back to the Network.

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A major component of our industry-specific training is work experience. Partnerships have already been well-developed with local employers in a number of sectors for this purpose, and will continue to be built upon. This provides a win-win situation for trainees, employers, training providers and sub-contractors. With shrinking jobs, it is envisaged that work experience is be an increasingly critical factor in providing on-the-job skills for the workforce of the future.

The RDB is currently working closely with the proponents of a major glasshouse investment in the region, with planned construction over the next 12 months. It is expected that a new workforce will need to be trained in preparation for this venture, and the Network and the RDB will work with the developer to identify training needs and wrap-around services for participants to be supported into jobs.

Initiative O2-S2-I1 'Looking Ahead'

With workforce development such an increasingly important issue, the Network plans to leverage some of the workforce development initiatives already being planned for the region. The RDB is a partner in the Centre for Innovation's Building Business Capability program across the region, which assists businesses develop good practices in Human Resources, especially targeting small businesses without HR specialisation. Using the RDB's business development resources in partnership for this project, the Grantee plans

to work with these businesses to help them to create a training plan.

In addition, using the resources and excellent tools developed by the Industry Skills Boards, Skills DMC and Transport and Logistics Industry Skills Council, we will target other companies in the mining, quarrying and transport sectors (to make a total of 10 businesses) to assist them with examining and developing their business capability and workforce development plans. These strategies will provide the Network with quantified training needs, from which we will be able to plan and allocate training funds, although this may not eventuate within the 2009-10 year.

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OBJECTIVE 3 - Supporting State-wide Economic Directions by Building Regional Capacity

Strategy 3.1 Encourage partnerships and cross-regional collaboration

To ensure that job-seekers have the most effective service through *South Australia Works in the Regions*, the Network will continue to build and strengthen partnerships with industry, service providers and the community.

It is particularly important that the Network continues to strengthen the working relationships with TAFESA, the major RTO in the region, Apprenticeship and Group Training organisations, and the Job Network providers and DEN providers, particularly newly contracted services. These organisations are critical in assisting with employment and training outcomes and are able to provide additional funding to activities identified through the 2009-10 Implementation Plan. With youth employment a major state-wide issue, and many changes occurring for young people transitioning from school into employment, Barossa Lower North Futures, the LCP, will continue as an important partner for the Network.

Along with the Mid North's South Australia Strategic Plan (SASP) region neighbours, Yorke and Southern Flinders RDBs, the region has entered into an MOU with TAFESA-Regional for the delivery of PPP that meet combined needs. It is believed that this cross-regional collaboration will provide us with enhanced service delivery, increased training options

and better outcomes for our South Australia Works participants.

Initiative O3-S1-I1 'Our Network'

An important part of the success of training and employment activities in the region is the engagement of the community and the formation of strategic partnerships. Effective partnerships with relevant stakeholders will ensure the Mid North continues to prosper and grow, achieves a coordinated approach to addressing training and employment needs and strengthens the capacity of the region to meet labour market demands.

As the mechanism shaped by a high level of stakeholder and community input, the Network's focus remains on the greater socio economic needs of the region and the target groups within it, and strengthens the capacity of local communities to determine and respond to learning and work needs.

The Mid North ESF Network oversees its Plan, and plays a major part in identifying issues of most concern to the region to realign training and employment programs and resources to target groups within the community experiencing disadvantage in the labour market.

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Effective community and industry engagement is critical to the success of *South Australia Works in the Regions*. This engagement is underpinned by involvement which is voluntary. It leads to local control and inclusion, and builds a culture of problem solving and ownership which builds social capital within the region.

Community and industry engagement benefits and improves the program. It ensures that local information and communication channels are broad and inclusive; it provides for the gathering of local intelligence which forms part of program planning; and it leads to empowerment and inclusion of members.

Wherever possible, partnerships with other State and Federal programs will be forged, to leverage *South Australia Works in the Regions* funds for best outcomes.

Active participation in Network activities, particularly by industry representatives, is difficult for people whose core business does not include employment and training. We will continue to employ strategies to make ESF activities more engaging for local business owners.

Strategy 3.2 Provide targeted and responsive solutions that build regional capacity

The RDB is working with a number of proponents of widely varied projects, developers and investors that will build the region's economic capability and position the Mid North for advancement. A number are in development stage, but opportunities to partner with them in meeting their workforce needs through the *South Australia Works in the Regions* program will be explored. Wind-farms continue to expand; housing development projects are on the drawing board; the feasibility of an intensive horticulture business is being explored; and the 'Building the Education Revolution' and 'Trades Training Centres' in our secondary schools are creating many exciting opportunities for local industry. It is essential that the Network is able to act in a responsive manner as opportunities and challenges arise. For the past three years this added flexibility to our program has proved to be highly beneficial, and it will be continued into the 2009-10 Plan.

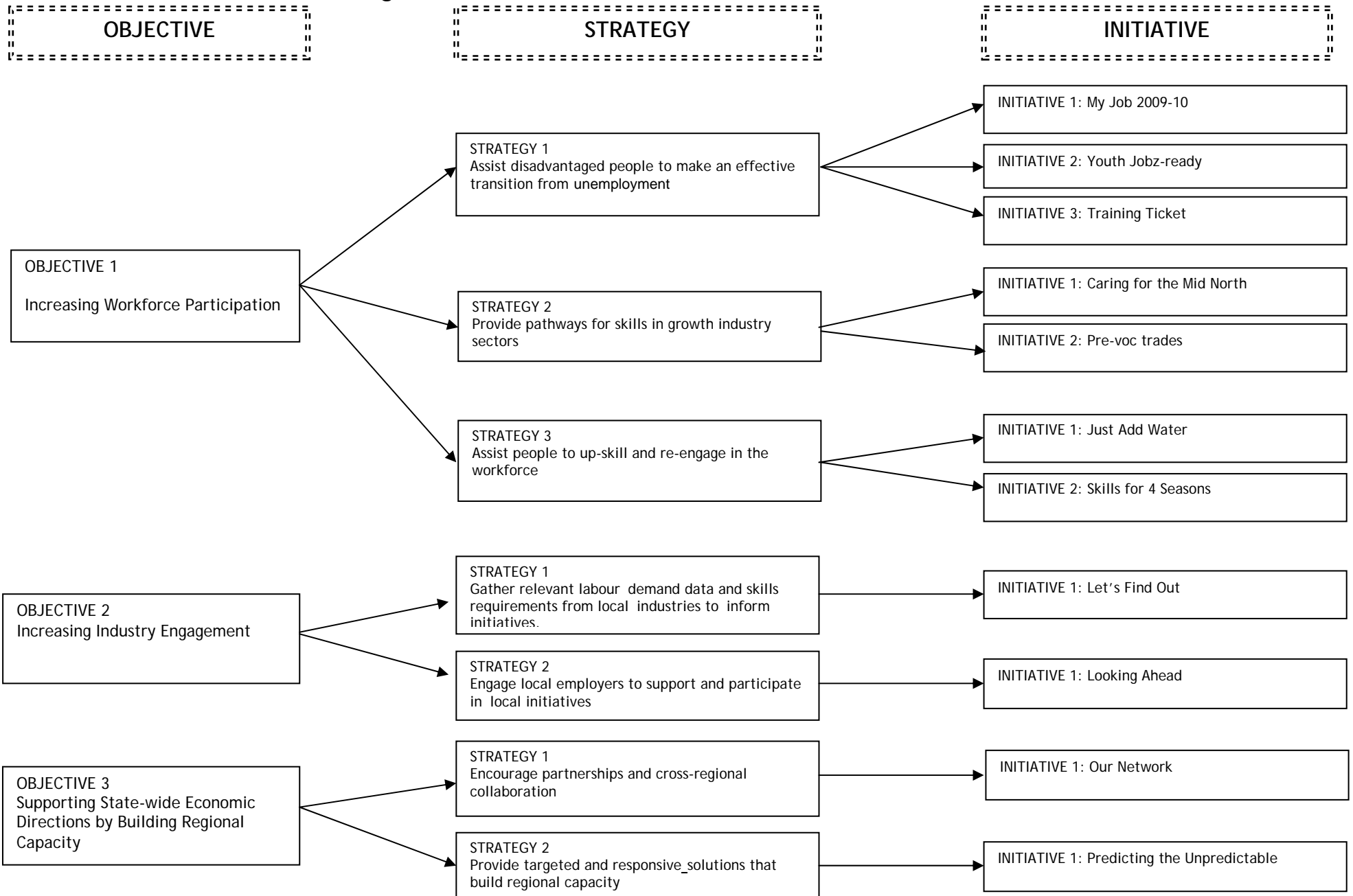
O3-S2-I1 'Predicting the Un-predictable'

This project sets aside a small amount of *South Australia Works in the Regions* funds to be used to support "one off" project requests. A business may seek to expand, or a new business may be established or move into the region, creating employment opportunities and training requirements that need to be met in a responsive manner.

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The Grantee will work with employers to provide participants with customised training focussed on developing skills sets for specific vacancies. The funds also enable the Network to respond positively to requests for assistance in setting up short training courses that had not been predicted within this Plan. An example from 2008-09 was a request to assist with funds to train a group of environmental tour guides for new conservation parks in the Goyder region.

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GLOSSARY OF TERMS

<i>Accredited Training</i>	Training unit competency that forms part of a national training package
<i>Community Capacity</i>	Community capacity consists of the Networks, organisations, attitudes, leadership and skills that allow communities to manage change and sustain community-led development
<i>DFEEST</i>	The Department of Further Education, Employment, Science and Technology, acting through Employment and Training Services
<i>Employment and Skills Formation Action Plan</i>	The plan to be developed at the commencement of the funding period which details the Grantee's proposed learning and work programs for any one (1) year of the funding period
<i>Employment Outcomes</i>	Any paid work (including, but not limited to apprenticeships, traineeships, group training and self-employment)
<i>Further Education and Training Outcomes</i>	Where following completion of South Australia Works in the Regions activity, the participant moves onto further education and training (eg: TAFE, RTO, University)
<i>Network</i>	The mechanism for leading and informing locally identified solutions to employment and skills formation issues
<i>Non-accredited Training</i>	All other training not covered by a national training package

South Australia Works in the Regions

Participant

Jobseekers out of work, out of training, out of school (aged at least 16 years of age) and those who are employed and meet the upskilling criteria; are engaged in training, job search, case management project or similar activity.

Pathways Participant

Persons attending activities in the nature of 'careers expos', workshops, or conferences for the purpose of career planning/ preparation as a pathway to gaining employment. Those who are employed and meet the upskilling criteria

South Australia Works in the Regions

The South Australia government initiative intended to facilitate employment and skills formation outcomes for South Australians within their local communities

Social Inclusion

Social inclusion is experienced by individuals, families and communities when they have access to the opportunities they need to live rewarding and secure lives

Upskilling

An employee undertakes training or other skills development in a skill shortage area that will lead to additional income, more secure employment or the creation of another vacancy.

Upskilling criteria:

- (i) Existing employees self-assesses as being underemployed and that upskilling will lead to additional income / more secure employment (Participant, Employment Outcome)

South Australia Works in the Regions

- (ii) Filling of a vacancy created through the upskilling of an employee. Contingent on employer contributing funding for training (Participant, Employment Outcome)
- (iii) Upskilling assistance may be provided to an employer that deems its staff 'at risk' of losing jobs (Pathways Participant)

Volunteering Outcome

Where following completion of *South Australia Works* in the Regions activity, the participant moves into volunteering (unpaid voluntary service to the community)

Workforce Development

Those activities, including skills development, workforce participation, and workforce planning, which increase the capacity of individuals to participate effectively in a highly skilled workforce throughout their whole working life, enabling access to learning and employment, and which increase the capacity of firms to adopt high-performance work practices that support their employees in the use and renewal of skills in the workplace

Workforce Participation

A key component of workforce development, workforce participation is the active involvement of all people in the labour market, supported through education, training, skills development and life-long learning opportunities which increase people's ability to access education, training and employment. Workforce participation is measured by the rate of participation, expressed as a proportion of the population aged 15-64 who are working or who are willing and able to look for work