

An Australian Government Initiative



HUME REGION VIC

Hume Region Workforce

Development Plan 2015-18

May 2015





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Cover photos provided courtesy of City of Wodonga and North East Health



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Executive Summary

The strength of this Workforce Development Strategy will be in its implementation, and maintaining flexibility to meet arising issues and opportunities.

Workforce planning is a systematic process designed to ensure provision and access to skilled workers at the right time.

Workforce development goes beyond a focus on data collection around standard labour and skills categories and seeks to understand the forces driving change, and how policy might directly engage with these forces to develop the workforce in a sustainable way.

It involves identifying critical jobs, workforce development needs (education and training and the time taken to acquire skills in demand) and the age profile of the workforce (including retirement/attrition intentions) as well as growth/contraction projections for occupations.

Workforce planning provides the means to meet labour demands with minimal delays (skill shortages).

If done properly, productivity increases while access to a supply of skilled labour to replace the ageing population as they retire is ensured.

There is a clear need to undertake workforce planning and development within the Hume Region that will:

- build the skills, capacity and capability of current industry participants, and
- attract new entrants across the supply chain

Workforce planning at the Hume Region level also has to be aware of other initiatives. National and Victorian stakeholders work best on analysing and setting longer term priorities in light of understanding general forces shaping change while at the same time creating environments that foster key stakeholders to work together. This report analyses government and industry directions across key sectors including:

- agriculture
- manufacturing
- health, aged care and community services, and
- transport, logistics and warehousing.

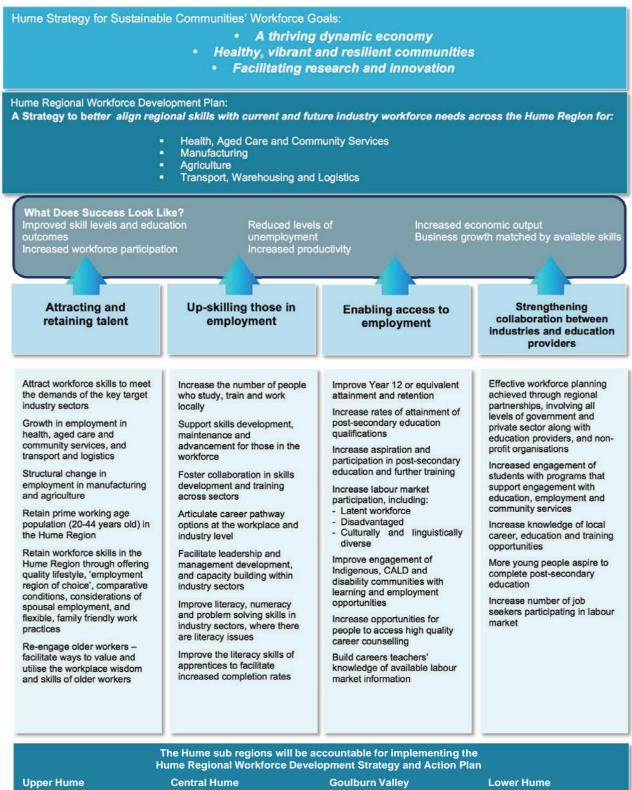
Local and sectoral government bodies and key stakeholders are working to complement this plan with more specific, detailed analysis of short run skill requirements in particular localities and sectors. This Workforce Development Plan has drawn on local government, industry and education and training knowledge in the Hume Region to provide this information and define the way forward.

The Hume Regional Workforce Development Plan is about undertaking effective workforce planning through regional partnerships, involving all levels of government and the private sector along with education providers, and non-profit organisations to foster the development of systems that drive innovation and support job growth.

As a result of this Hume Regional Workforce Development Plan, it is anticipated that there will be:

- A better alignment of regional skills and workforce needs in four of the region's key sectors:
 - Health, Aged Care and Community Services
 - o Transport, Logistics and Warehousing
 - Manufacturing
 - Agriculture
- Consideration of other sectors to support such as tourism
- Defined pathways to employment (and re-employment) for school leavers, disadvantaged communities, and older workers
- Enhanced retention of employees in critical industry sectors
- Development plans across businesses and industries for each of the target sectors
- · Attraction and engagement strategies to fill current and pending workforce skills shortages
- Collaboration across industry, education and training, and government agencies to implement priority projects.

Hume Region Workforce Development Plan 2015-2018, March 2015 Executive Summary



City of Wodonga, Indigo and Towong Shires **Wodonga**– regional service hub

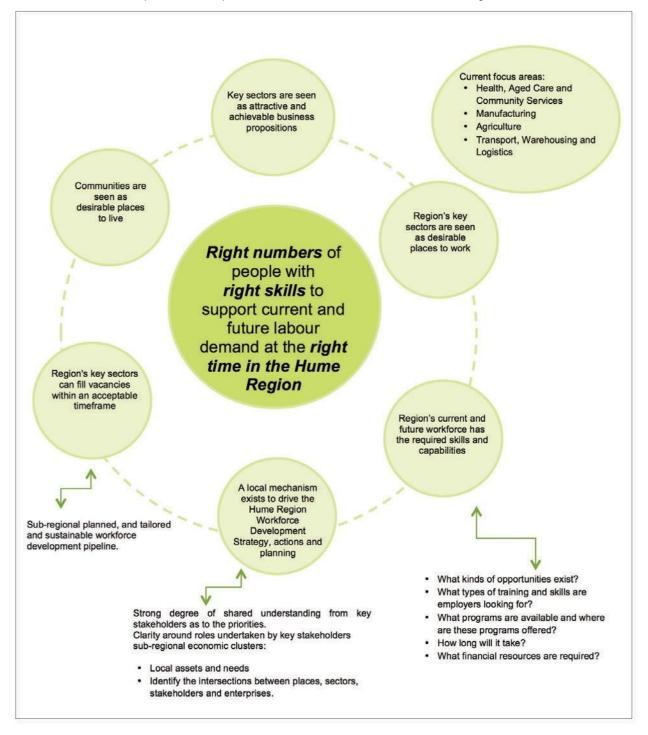
Rural City of Wangaratta, Alpine, Benalla and Mansfield Shires Wangaratta- regional service

Greater Shepparton City, Moira and Strathbogie Shires **Shepparton**– regional service hub Mitchell and Murrindindi Shires Seymour –service hub

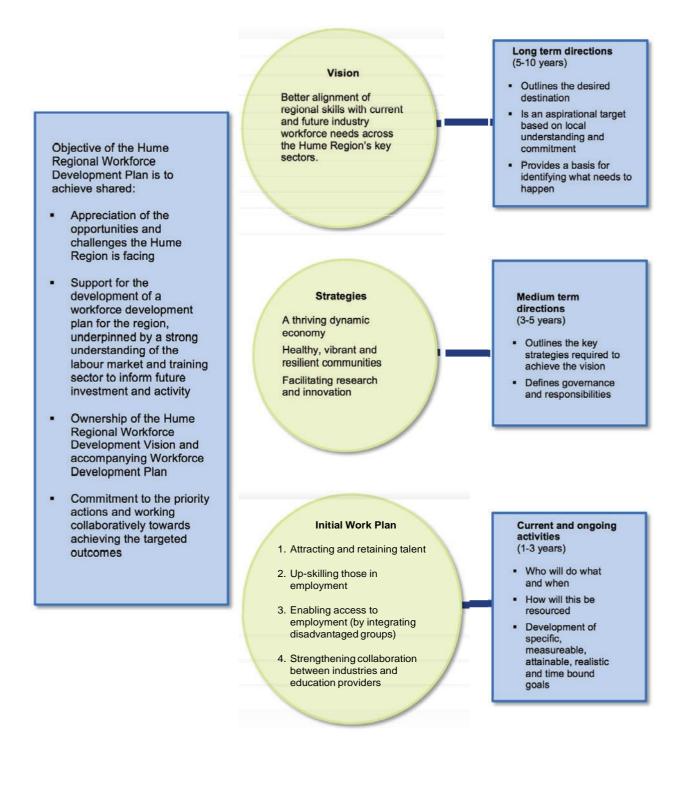
Proposed Hume Regional Workforce Development Model

Ideally, there is a suite of planning and implementation activities that can increase workforce participation and maximise the availability of appropriately skilled people required to meet the region's industry's current and forecast workforce needs.

Based on a systemic view of workforce planning, this model proposes that there are a number of key elements which need to be in place to develop successful workforce outcomes in the Hume Region.



Structure of Hume Regional Workforce Development Plan



The following table outlines the overarching priorities over the next three years:

| Priorities (1-3 years) | | | | | |
|---|---|--|---|---|--|
| Focus Areas | Desired Outcomes | Strategic Direction | Strategies | Priorities | |
| Health, Aged Care and Community Services Manufacturing Agriculture Transport, Warehousing and Logistics | A thriving dynamic economy Healthy, vibrant and resilient communities Facilitating research and innovation | Attracting and retaining talent Up-skilling those in employment | Attract workforce skills to meet the demands of the key target industry sectors: Growth in employment in health, aged care and community services, and transport and logistics Structural change in employment in manufacturing and agriculture Retain prime working age population (20-44 years old) in the Hume Region Retain workforce skills in the Hume region through offering quality lifestyle, 'employment region of choice', comparative conditions, considerations of spousal employment, and flexible, family friendly work practices Re-engage older workers –to facilitate ways to value and utilise the workplace wisdom and skills of older workers Increase the number of people who study, train and work locally Support skills development, maintenance and advancement for those in the workforce Foster collaboration in skills development and training across sectors Articulate career pathway options at the workplace and industry level Facilitate leadership and management development, and capacity building within industry sectors Improve literacy, numeracy and problem solving skills in industry sectors, where there are literacy skills of apprentices to facilitate increased completion rates | Support local government and industry initiatives to attract workforce skills to meet the demands of the target industry sectors Support local government, Regional Development Victoria and Hume RDA initiatives to market the region as a great place to live, work and invest Actively work with recruiters and employers to change culture and mindsets about the employment and employability of older age workers Strengthen pathways between industry, education and training providers Promote and facilitate the uptake of language, literacy and numeracy (LLN) programs across sectors Showcase Hume Region is hard to fill jobs in relevant government employment initiatives | |

Hume Region Workforce Development Plan 2015-2018, March 2015 Executive Summary

| Priorities (1-3 years) | | | | |
|---|---|--|---|---|
| Focus Areas | Desired Outcomes | Strategic Direction | Strategies | Priorities |
| Health, Aged Care and Community Services Manufacturing Agriculture | A thriving dynamic economy | Enabling access to employment (by integrating disadvantaged groups) | Improve Year 12 or equivalent attainment and retention Increase rates of attainment of post-secondary education qualifications Increase aspiration and participation in post-secondary education and further training Increase labour market participation, including: Latent workforce Disadvantaged | Identify disadvantaged groups by location and identify key barriers to accessing employment Research and pilot program(s) to innovatively connect disadvantaged people to the workforce (in targeted sectors with hard to fill positions) Work with key service providers to ensure training is aligned with identified local industry demand |
| Transport, Warehousing and Logistics | Healthy, vibrant and resilient communities | | Culturally and linguistically diverse Improve engagement of Indigenous, CALD and disability communities with learning and employment opportunities Increase opportunities for people to access high quality career counselling Build careers teachers' knowledge of available labour market information | |
| | Facilitating research and innovation | Strengthening collaboration between industries and education providers | Effective workforce planning achieved through regional partnerships, involving all levels of government and private sector along with education providers, investors and non-profit organisations Increased engagement of students with programs that support engagement with education, employment and community services Increase knowledge of local career, education and training opportunities More young people aspire to complete post-secondary education Increase labour market participation levels of job seekers | Promote linkages and best practice examples of collaboration between industry and relevant training providers Develop new and/or existing support School-VET/TAFE- University pathways for training directly related to identified skills shortages in each target sector |

Introduction

"Workforce planning and development is about the plans, policies and actions put in place to attract workers, retain workers, and provide them with learning and skilling opportunities in order to meet the identified needs of employers.

There are three elements to workforce planning and development:

- Analysing the workforce need (workforce planning)
- Determining how to meet that need through attracting already skilled and capable workers, train new workers, and developing the skills and capabilities of existing workers (workforce development planning)
- Mobilising resources to realise that plan through training and skills development activities (workforce development implementation)ⁿ¹

The Hume Region has been undertaking research and consultation over the past 18 months to identify the workforce needs of the region, and determine how to meet those needs.

This Hume Regional Workforce Development Plan summarises the key finding of the analysis of workforce need and future requirements, and outlines the workforce development activities that are needed to create the workforce of the future for the Hume Region.

The Hume Regional Workforce Development Plan has been developed by the Hume Workforce Development Committee (HWDC) through funding support from Hume Regional Development Australia (RDA) and Regional Development Victoria (RDV). The HWDC group includes representatives from all levels of government, TAFEs, Local Learning and Employment Networks and the Australian Industry Group.

To reach this stage, HWDC worked in conjunction with Workforce Planning Australia to develop industry labour market snapshots across a range of critical sectors within the region. A survey of local employers was also conducted. More than 250 employers responded to the survey, reporting over 220 roles that had been difficult to fill during the past 12 months.

After 18 months of research and engagement with the community, business and industry, the HWDC has drafted an inaugural Hume Workforce Development Plan with a number of strategies including creating pathways, building partnerships, identifying job opportunities, and attracting people to the region.

The Hume Regional Workforce Development Plan has also built on existing regional studies, including the *Hume Strategy for Sustainable Communities 2010-2020*, the *Hume Regional Education, Skills and Jobs Plan* (2012-14), and the *Goulburn Valley Industry and Employment Plan* (2014).

The Hume Workforce Development Plan contains:

- Context for the plan
- Hume Regional Workforce current state
- Hume Regional Workforce desired future
- Action Plan the way forward
- Implementation plan who does what by when to achieve the vision.

¹ Standing Council on Tertiary Education, Skills and Employment, National Regional Workforce Planning and Development Report (2013) p 84

RDA Hume

Hume Region Snapshot - Education, Skills and Jobs²

The Hume region of Victoria is made up of 12 Local Government Areas (LGAs): Alpine, Benalla, Greater Shepparton, Indigo, Mansfield, Mitchell, Moira, Murrindindi, Strathbogie, Towong, Wangaratta and Wodonga.

The region has four distinct and interconnected subregions: Upper Hume; Central Hume; Goulburn Valley; and Lower Hume.

It is acknowledged that educational options, skills gaps and employment opportunities may be different between the sub regions.

Population

According to ABS data, the Estimated Resident Population (ERP) for the Hume region in 2011 was 267,103 and is expected to grow to approximately 308,000 by 2021. There was a minor population growth from 2006 to 2011 of 0.6% across the region. The Aboriginal and Torres Strait Islander population increased across the region in the period 2006 to 2011. Almost half of the Aboriginal and Torres Strait Island population is based in Greater Shepparton LGA with 3.8% of the total resident population identifying as Indigenous. However, the largest increase has been in Wodonga, where 2.1% of the population, identify as Indigenous, up from 1.4% in 2006.

The culturally and linguistic diverse population in the Hume Region, while small compared to the general population, is primarily concentrated in the regional cities and centres of Shepparton, Cobram, Wodonga and Wangaratta and in the Mitchell Shire on the fringe of Melbourne.

In March 2011, the former Victorian Department of Planning and Community Development published figures on change and disadvantage in the Hume Region. Thirteen towns and three regional cities in the region, including Shepparton, Mooroopna, Wodonga, Wangaratta, Seymour and Cobram, are considered to be amongst the most disadvantaged 10% of the population in Australia. Residents in these areas experience a combination of material deprivation, economic precariousness, labour market disadvantage and exclusion from education, social and civic life. Some 3.8% of households in the Hume Region reside in public housing, compared to 2.7% in Victoria.

Early Childhood

The Australian Early Development Index (AEDI) measures young children's development across five domains: physical health and well-being, social competence, emotional maturity, school-based language and cognitive skills, and general knowledge. The AEDI found in the Hume Region the communities of Indigo, Alpine and Wangaratta had the lowest proportions of vulnerable children for the region, less than the national rates on both measures. However, the AEDI communities of Wodonga and Greater Shepparton had the highest proportions of vulnerable children - slightly more than the national averages on both measures.

² Regional Education, Skills and Jobs Plan, Victoria Hume 2012-2014, July 2013, p 7-11

School Education

According to the former Department of Education and Early Childhood Development (DEECD)(note now the Department of Education and Training), in April 2012, there were 166 primary school education providers in the region (125 government, 29 Catholic and 12 independent schools); there were 23 government secondary schools, 5 special schools, 7 outdoor education/learning centres and 9 P–12 schools.

The Hume Region has a lower retention rate of Year 12 full-time equivalent enrolments than any other Victorian region. According to former DEECD, in 2010, the retention rate for full-time equivalent students in Years 10–12 was 71.5%, compared to 82.4% for Victoria as a whole. The proportion of Hume residents who had achieved Year 12 or equivalent in 2011 was 37.01%, compared to 45.79% for Victoria as a whole (ABS, 2011).

In addition, based on the 2013 Victorian Government On Track data, over the previous four years the percentage of early school leavers in the Hume Region has slightly increased from 15.2% in 2010 to 15.4% in 2014.

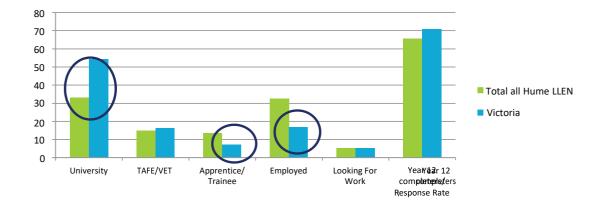
There are significant rates of disengagement throughout the region. Community feedback has indicated a need for additional resources, support and options for young people, training providers, community agencies and families to both enhance existing programs and create additional innovative solutions to re-engage young people in an educational setting.

Tertiary Education and Training

There are a number of options for tertiary education within the Hume Region; however, due to the settlement pattern and limited transport options it can be challenging for students to access the course or training of their choice within their local community. La Trobe University has campuses in Wodonga and Shepparton while Melbourne University has campuses in Dookie and Shepparton. Charles Sturt University has campuses in Wangaratta and Albury and delivery of tertiary education through a range of pathways and partnerships also occurs with Federation, Deakin and Monash Universities.

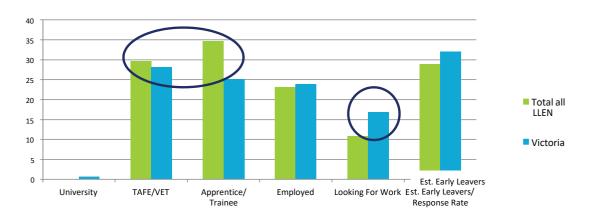
GOTAFE and Wodonga TAFE, located in the Hume Region, offer a range of courses across a number of campuses and a variety of pathways from and including secondary, post compulsory and tertiary education. Hume also has 36 Learn Local providers located throughout the region; these providers are the only further education option in many parts of the Hume Region.

In 2013, On Track data indicated that 79% of Year 12 graduates applied for a place at a tertiary institution (university, TAFE or vocational education and training) and that 93% of applicants received a place. In the Hume Region 21% of Year 12 students who gained a place chose to defer; higher than the Victorian state average of 7%. While deferral rates were higher in non-metropolitan regions generally, the Hume Region has the highest deferral rate of all Victorian regions. *Source: http://www.education.vic.gov.au/Documents/ about/research/ot2013statewide%20report.pdf*



Destinations of 2013 Year 12 or equivalent completers by Local Learning and Employment Network (LLEN)³ - Hume Region

Destinations of 2013 early school leavers by Hume Region LLENs



The 2011 Census shows the proportion of people with post school qualifications in the Hume Region is lower than the state or national rates. Community feedback does not point to one clear reason for these figures. Locational disadvantage and the cost of relocating to participate in tertiary study are thought to play a role in the relatively low uptake of tertiary education and training in the region. However, there are also indications that tertiary study may not be a priority for people in the region. Strategies to encourage people to embrace a 'learning for life' culture by expanding quality educational opportunities and promoting learning could be considered.

Jobs, Skills and Workforce Development

The ABS Labour Force Region of Goulburn-Ovens-Murray broadly aligns with the Hume Region and, accordingly, can provide an indication of labour market conditions in the Hume Region.

According to former Department of Education, Employment and Workforce Relations (DEEWR) (note now the Department of Employment) data, in 2011 there were 198,800 people of working age (15–64 years) in the Goulburn-Ovens-Murray Labour Force Region. In November 2014 the unemployment rate for this Labour Force Region was 4.9% (compared to 6.3% for Australia as a whole) and the participation rate was 64.7% for Australia as a whole and 65.5% for Victoria as a whole. *Source: http://www.abs.gov.au/AUSSTATS /abs@.nsf/mf/6202.0.* Due to the diversity of the economies and areas within Hume, the unemployment rates vary considerably throughout the region. For example, according to ABS data the unemployment rate was 3.90% (2014-Q4) for the alpine area and 7.68% (2014-Q4) for Shepparton. *Source: Unemployment rate: http://www.rdv.vic.gov.au/information-portal/regional-snapshot.*

³ The On Track Survey 2014 LLEN Report (Consolidated for Central Ranges, Goulburn Murray, North East and North East TRACKS)

The Australian Government has identified a large part of the Hume Region within North Eastern Victoria as a priority employment area and has provided additional support to the region to focus on localised solutions to employment, skills and workforce development issues.

DEEWR employment statistics indicate that 27.64% (Source: RDV Information Portal) of workers in the Goulburn–Murray–Ovens Labour Force Region hold a bachelor degree or higher qualification, compared to 45.75% of Victorian workers. In addition, 48% of workers in the Goulburn–Murray–Ovens area had no post-school qualification, compared to 38% of Victorian workers. This suggests that up-skilling could improve the productivity and resilience of the Hume workforce.

The Hume economy has been in a period of substantial restructuring. Agriculture was once dominated by family farms but across the region (in particular the Goulburn Valley and Alpine Valleys) is now characterised by the presence of larger corporate entities with new production methods. Figures from the Victorian Department of Planning and Community Development suggest that some larger towns which once depended on agriculture have become more reliant on manufacturing, service provision and tourism.

Regional Development Australia's key economic strategies for Hume include strengthening a capable workforce; addressing the challenge of an adapting and diversifying agricultural sector; and facilitating research and innovation in tourism, manufacturing and industry to encourage new and evolving business.

Feedback from across the region indicates that a comprehensive workforce development strategy concentrating on the major industries of manufacturing, transport, warehousing and logistics, agriculture, health, aged care and community services, tourism and construction would be beneficial to inform future investment and activity in the skills and training sector.

Source: http://docs.employment.gov.au/system/files/doc/other/resj_victoria_hume.pdf (www.deewr.gov.au/resj) Regional Education, Skills and Jobs Plan 2012 – 14 – Hume.

Hume Regional Workforce - Current State

The Hume Workforce Development Committee developed a current state analysis in 2013, including:

- Regional employment status (labour force participation and unemployment rates by LGA 2006-2011 comparison)
- Labour market snapshots for eleven industry sectors
- Change in employment by industry (2006-2011)
- Employment growth areas and opportunities.

The reports are available on the Hume RDA website.

Regional Employment Status

During 2006-2011, eight LGAs experienced a drop in their labour force participation (Alpine, Benalla, Greater Shepparton, Moira, Murrindindi, Strathbogie, Wangaratta and Wodonga). In 2011, Hume Region labour force participation rates varied from 55% (Moira and Strathbogie Shires) to 65% (Wodonga). The average participation rate for the Hume Region as of October 2014 was 65.4%. Source: Skills and Workforce Participation Research Project Report (Oct 2014).

Between 2006 and 2011, five LGAs experienced an increase in their unemployment rates (Alpine, Indigo, Moira, Murrindindi, Towong). In 2013, unemployment rates varied between 3.44% (2014-Q4) (Mansfield) and 7.68% (2014-Q4)(Greater Shepparton).

Source:http://www.rdv.vic.gov.au/information-portal/regional-snapshot.

Labour Market Snapshots

Employment snapshots were prepared for eleven industry sectors. For the purpose of this Workforce Plan, four industry sectors have been selected as critical to the region's growth and adjustment:

- Health, Aged Care and Community Services
- Transport, Warehousing and Logistics
- Agriculture (including fishing and forestry)
- Manufacturing.

The Health, Aged Care and Community Services sector is one of the fastest growing sectors in the region but has been replaced by Agriculture, Forestry and Fishing as the largest contributor to employment in the region.

| | Employment | | | | Gross Value Add (\$ million) | | | | | |
|---|------------|--------|--------------|--------|------------------------------|-----------|-----------|-------------|---------|-------------|
| Industry | 2006 | 2011 | % change | 2013 | % change | 2007 | 2012 | % change | 2013 | % change |
| Health and Community Services | 13,418 | 16,192 | 20.7% 🕏 | 16,169 | 0.14% | \$632.8 | \$840.5 | 32.8% � | 984.5 | 17.1% 🛛 |
| Manufacturing | 16,422 | 15,094 | (8.1)% � | 13,642 | 9.6% \$ | \$1,197.7 | \$1,138.5 | (4.9)% � | 1,177.2 | 3.3% 🕏 |
| Agriculture (incl. forestry and fishing) | 12,553 | 10,881 | (13.3)% � | 17,507 | 60.8% \$ | \$1,187.2 | \$1,303.2 | 9.8% � | 1316.2 | 0.9% � |
| Transport and Logistics | 4,276 | 4,760 | 11.3% 🕏 | 4,860 | 2.1% 令 | \$441.7 | \$397.2 | (10.1)% � | 370.2 | 6.7% 🗞 |

Source: NIEIR August 2014

Whilst overall employment declined in manufacturing, there were smaller specialised segments within the manufacturing that increased in employment. In manufacturing the trend is for less jobs, industry has observed however higher skills are required for available jobs.

Occupations and Skills in Demand in the Hume Region

For each of the target industries, the growth segments and occupations in demand have been identified through the research of Workforce Planning Australia:

| Industry | Growth segments 2006-2011 | Occupations in demand |
|---|---|--|
| Health and Community Services | Hospitals - pathology/diagnostic imaging Allied Health Residential Care Child care 'Other social assistance' | Nurses * Occupational therapists Most allied health professionals * Welfare Workers Social Workers * Div 2 Nurses |
| Manufacturing | Baking Products Meat and Meat Products Textile 'Other Wood products' 'Basic chemical' and 'Other basic chemical' 'Fertilisers and Pesticides' 'Professional and scientific' | Welders * Cheese maker * Meat lumper * |
| Agriculture | Mushroom and vegetable growing Agriculture and Fishing Support Services | Agricultural scientists Agricultural technicians Pickers * Packers * |
| Transport, Warehousing and Logistics | Road freight transport Road passenger transport Rail passenger transport Air transport Postal/ couriers/pick-up and delivery Warehousing and storage Other transport support services | Truck drivers * Transport and Logistics Managers/supervisors * Schedulers Bus drivers Warehouse managers Store person * |

* Occupations identified as being 'hard to fill' in on-line survey of Hume employers

The Regional Education, Skills and Jobs Plan referred to earlier ⁴ also identified the following skills shortages in the Hume Region:

| Sector Construction and associated trades | Occupations Bricklayers, building and engineering professionals, building and survey professionals, cabinetmakers, carpenters and joiners, civil engineers, general electricians, metal fitters and turners, metal machinists, painters, plumbers, roof slaters and tilers, sheet metal workers, structural steel and welding tradespeople, motor mechanics, vehicle painters. |
|---|---|
| Health and community services | Disability support workers, general medical practitioners, health service managers, physiotherapists, registered mental health nurses, registered midwives, registered nurses, early childhood educators, secondary school teachers, vocational education teacher. |
| Other | Bakers, chefs, farm overseer, financial investment professionals, real estate professionals, refrigeration and air conditioning mechanics. |

⁴ Regional Education, Skills and Jobs Plan, op. cit., p 11

Hume Region Workforce Development Plan 2015-2018, March 2015

The Hume occupations in demand mirror the skills in demand at state and national level:

- Chefs
- Waiters
- Child care coordinators
- Trades teachers and trainers
- Heavy vehicle truck drivers
- Pickers
- Welders
- Specialist engineering roles
- Specialist managers roles (e.g. OHS)
- Allied health professionals
- Nurses.

Recent results from *Victorian Skills and Training Employer Survey (February 2015)⁵* highlight that difficult to recruit occupations include automotive trades workers (including mechanics, panel beaters and vehicle painters), primary and secondary teachers, truck drivers, chefs and receptionists.

Factors Influencing the Workforce and Employment Landscape in the Hume Region

During the research phase, the Hume Workforce Development Committee found:

- A lack of confidence in the future for some industries across the Hume Region particularly with declines in employment in manufacturing and agriculture industries. However, these are still two of the largest employers in the region, and significant changes are likely to occur in these areas.
- Skills shortages exist alongside pockets of high unemployment. This is known as "people without jobs and jobs without people" or 'workforce deficit⁶ which occurs when there is a mismatch between the jobs that are not filled and the people who are jobless, yet lack the skills needed for the ever-changing job requirements.
- There has been a draining of skills to other states including Queensland and NSW (especially for FIFO mining and construction related jobs).
- Changing environment the world of work is changing driven by technology, globalisation and the knowledge economy. Regional changes include structural changes in irrigation agriculture and food manufacturing, and impacts of climate variability on industry sectors (particularly agriculture and related food processing).
- Ageing of the workforce, and retirement of the 'baby boomers' causing workforce skills shortages in some sectors.
- Additional integration of technology into industries, and service delivery and new models of care in the health, aged care and community services sector, requires significant reskilling of the existing workforce.
- Decreasing workforce development funding.
- Changing nature of training solutions in some areas and uncertainty about the availability of workplace training initiatives.
- Deregulation of the university sector will change the landscape with an unknown impact on the capacity to achieve anticipated levels of tertiary qualification and higher degree skills. This also applies to the significant and ongoing changes in the TAFE and VET sector.
- Low skilled workers are most vulnerable to changes across the sectors. Many employment opportunities in Hume are at the professional level which highlights the need to build local pathways for people to move from VET and other entry level roles to professional roles.

 $^{^5}$ Department of Education and Training, February 2015, Victorian Skills and Training Employer Survey - Hume Region

⁶ Dr Rick Miner, 2010, *People without jobs, jobs without people* p6

More recently findings from the Victorian Skills and Training Employer Survey (fieldwork undertaken during September-November 2014) found that:

- 54% of survey respondents identify staffing issues as likely to impact their workplace over the next 12 months
- 50% of businesses who responded to survey identified that the ability to attract potential employees to the region is impacting on their business (40% of businesses across Victoria expressed a similar concern)
- 59% of businesses indicated the ability to attract and retain staff in the workplace is a key concern
- Businesses in the region are more concerned about availability of job ready candidates and skilled worker shortages when compared to Victorian average
- · Around 51% of businesses believe their business will require new skills within the next five years
- More than one in three employers (36%) flag that they are facing current or future skills gaps in their workforce. Of these:
- 72% of survey respondents indicated job-specific technical skills as the skill most lacking in the workforce followed by 46% indicating management or leadership skills
- 75% of businesses indicated that existing staff are being affected by a lack of skills within the workplace in the form of additional work
- Compared to other non-metro regions businesses in the Hume Region are more likely to utilise subcontractors to fill gaps in skilled workforce
- 64% of businesses who have undertaken recruitment in the preceding 12 months have experienced some difficulty, with the main reasons being that applicants lack relevant job specific skills/experience/qualifications or there being an actual lack of available applicants
- 60% of businesses engaged with formal training within the preceding 12 months compared to 56% of businesses engaging with training across Victoria
- Businesses indicated that the main factors preventing greater use of VET were an inability to afford staff time away from the job and difficulties in accessing training due to a regional location.

Key Findings by Target Sector

Health, Aged Care and Community Services

- Strong enrolments in Health and Social Assistance related courses in Hume suggest people understand it is a large and growing industry with increasing opportunities.
- Personal Carers and Aides have the highest projected growth across all occupations and industries and is the largest employing occupation in Aged Care. The ageing profile in the region means growth for this occupation will continue.
- Aged Care / Personal Carers while the highest enrolments in Hume are among 15-19 year olds enrolments are also strong in the 40 plus aged groups. Young people are joining this industry; however there is a fall-off in retention rates for young people in these occupations.
- The region has achieved increased enrolments in 'Aged and Disabled Carers' ⁷ courses from people with disabilities, culturally and linguistically diverse (CALD) and Indigenous people in recent years (2008-2011).
- Local people are pursuing work as Childcare Workers enrolments in Hume in Certificate III have more than doubled since 2008.
- Welfare Workers enrolments in Hume courses suggest it is viewed as a second (or third career).
- Enrolled Nurses enrolments in Hume have increased in all age groups except for the 35-39 age group.

Several reports and strategies have been undertaken across the region for different aspects of health services. The Department of Health, Hume Region, has developed a planning toolkit where a variety of acute health, sub-acute, primary care and aged care plans can be located. One example is the Integrated Aged Care Plan 2010 -2015⁸. There are also regional, subregional and district health services plans.

The Hume Workforce Development Committee in conjunction with Workforce Planning Australia has created labour market snapshots, highlighting significant workforce issues relating to the health, aged care and community services sector:

- An ageing workforce and a lack of younger workers to fill positions across the service system. The physical nature of some home care roles is also increasingly difficult for ageing workers.
- Reduced availability of informal carers will increase the demand for services.
- Large gaps in allied health particularly occupational therapy and physiotherapy and in some areas of social work. This can translate to significant waiting times for community based services and impacts on the capacity to deliver early intervention and active service approaches. Rehabilitation services are being asked to fill the gap in some areas.
- A lack of GPs is a critical issue. This leads to significant impacts on: the capacity to medically staff
 hospital emergency departments; access to GPs by residential care facilities; clients being able to
 access a local trusted GP who understands their medical history and; compounds the issue of GP
 service system disconnects.
- Lack of specialists such as geriatricians, psycho-geriatricians and stomal therapists.

Various bodies in the Hume Region have carriage of different aspects of health workforce planning and development. The Department of Health has developed the Victorian Health Priorities framework (2012-2022) and one of the seven key priorities is *"Expanding service workforce and system capacity."*

⁴ http://www.rdv.vic.gov.au/ data/assets/pdf_file/0007/195505/Labour-Market-Snapshot-Health-and-Community-Services.pdf

http://www.upperhumepcp.com.au/documents/Hume-Integrated-Aged-Care-Plan-August.pdf

At the Hume Region level, the Allied Health Workers Program promotes allied health careers by building regional capacity and coordination for allied health workforce recruitment and retention, and through the provision of professional support.

The Hume Region Health and Aged Care Plan 2013-2018⁹ incorporates a focus area for the development of a regional/sub-regional plan and approach to workforce attraction, retention and development, including specialist services. Despite uncertainties with the future direction of Medicare Locals, they along with a number of other organisations have played an important role in increasing and supporting the general practice workforce.

Workforce models in health and aged care will also be influenced by advances in technology and subsequent commitments made to take full advantage of these new opportunities to improve care, access and delivery. One example of this is the Telehealth project being established at Northeast Health Wangaratta which has an initial focus on supporting Urgent Care Centres at many smaller health services but the technology can have a much wider application in health and aged care.

Other factors to be taken into account in workforce planning in the health, aged care and community sector:

- Pathways across health services also need to be effective to ensure good career opportunities and mitigate against the "Silo Effect."
- New technologies will bring changes to how some services are delivered and potentially different models of care. This will need a matching effort for workforce development.
- The increased attention to sub regional planning and the movement of patients between health services potentially also provides opportunities for staff to move across and between services to ensure best patient care. Service agreements between health services will need to accommodate this including the workforce and training aspects.

St John's Village Inc and The Centre TRACS Community Partnership

The program builds pathways into employment in St John's Village Inc (St John's) and other aged care facilities within Wangaratta, Benalla and surrounding districts, based on students undertaking traineeships and Certificate III qualifications with the Centre for Continuing Education and with St John's.

It also assists a small number of existing employees with higher qualifications in aged care or nursing to complete Certificate IV in Training and Assessment to foster a workplace training program.

The TRACS project is also building a Bachelor of Nursing pathway. St John's has nursing students on placement from the University of Charles Sturt University (Albury Wodonga), La Trobe University (Albury Wodonga campus) and Monash University. Charles Sturt University has built a new campus in Wangaratta and intends to deliver its Bachelor of Nursing there. This holds significant potential for the program's workforce development component.

Working relationships with four aged care providers in the region have the goal of sharing resources to develop a regional model of workforce planning and development.

Consortium members:

- The Centre for Continuing Education Inc.
- Jobs Services Australia (two agencies)
- Working relationships are being developed with two local TAFE institutes
- Clinical placement working relationships with Charles Sturt University, La Trobe University and Monash University
- Working relationships with the four local aged care providers in Wangaratta

The Alpine Institute

The Alpine Institute was set up as a Registered Training Provider in 2012, creating an entity to manage Alpine Health's growing commitment to training and education.

Alpine Institute has focused strongly on establishing courses and training opportunities capable of meeting workforce demand within the health sector. This position has been enhanced by the Institute's association with Alpine Health – North East Victoria's largest rural focused health service and the largest multi-purpose health service in Australia.

Alpine Institute is accredited to deliver a range of nationally recognised qualifications and provides courses in health services including Certificate III in Home and Community Care and Aged Care, and Certificate III Health Services Assistance. Alpine Institute's nationally recognised qualifications provide articulated pathways to further studies in health, aged care and community services.

9

http://docs.health.vic.gov.au/docs/doc/ADA7A647003B91A5CA257B5100105FAD/\$FILE/Hume%20Region%20Health%20and%20Aged%20Care%20 Plan%202013-18.pdf

Manufacturing

- National industry employment has fallen by 5.7% in the past 12 months and is forecast to reduce further over the next 5 years by 3.1%. Despite this decline the manufacturing industry plays an important role as Australia's largest contributor to Gross Domestic Product (GDP), third largest exporter and fourth largest employing industry (1 million people).
- While industry employment in Hume is expected to decline over the period to 2018 some occupations will experience growth (eg. product assemblers) and / or remain constant.
- There has been increase in course enrolments for the industry in Hume. Growth is being driven by the Certificate IV, III, II, I level qualifications.
- The majority of VET enrolments are in the 15-19 and 20-24 age groups. The greatest growth has been in the 50-54 and 55-59 year age groups.
- There has been an increase in the diversity of enrolments across the industry in Hume Region from 2008-2011. The greatest increase has been in the proportion of CALD students.

Manufacturing Skills Australia (the Industry Skills Council) highlights in their latest Environmental Scan (2014)¹⁰ the following key opportunities:

- Niche, specialised, high-quality and global goods and services
- Customer driven, customer focused, tailor-made solutions
- Service orientation and provision of useful service options
- Value-adding to raw materials and pre-made products
- Advanced manufacturing processes and technologies
- Technology investment across all business operations
- · Research, development (R&D) and innovation
- Industry alliances and cross-industry collaboration
- Diversification into new products, services and markets
- · Sustainability in products and processes, including through-life support and end-of-life disposal
- Developing markets in Asia and across the world.

Manufacturing Skills Australia found that there are considerable skill implications in actualising these opportunities:

- Strong leadership
- Business and workforce planning skills
- High-level technical skills, often in specialised areas
- Skills in using and developing technologies
- Up-skilling of existing workers to ensure high-quality and best practice
- Navigating and developing global markets
- Performing in the digital economy
- Lean and agile production management capabilities
- Excellent market research, customer service and management skills
- Capability in using design and production technologies
- Science, technology, engineering and mathematics (STEM) and problem solving skills
- Innovation and intellectual property (IP) management
- Research, development and ability to efficiently deploy innovations
- Collaboration
- · Capacity to be multi-skilled and apply broad-based technical and trade skills to a range of contexts
- Waste management
- Application of sustainability principles to product development and operations
- Cultural skills
- Global supply chain management.

¹⁰ Manufacturing: It's In Our National Interest, p7

In order to help manufacturers become the competitive and dynamic operators they need to be, Manufacturing Skills Australia advocates that Vocational Education and Training (VET) must focus on delivering:¹¹

- Customised training solutions
- High-level skills
- Broad-based, transferrable trade skills
- Effective apprenticeship programs.

Further, to effectively service manufacturing, VET needs to:

- · Work collaboratively with enterprises and industry sectors to design and deliver cost-effective solutions
- Clearly identify and target the enterprise specific skill needs
- · Deliver skilled workers efficiently to the workplace, without compromising quality
- Accommodate skill development in thin markets.

The manufacturing workforce includes many workers without post-school qualifications (43%), has more than average LLN issues (46% of workers have difficulty with reading skills and 50% have numeracy issues), and has inadequate problem-solving skills (around 75% of workers). Manufacturing struggles to attract women (who make up around 25% of the workforce) and its proportion of workers approaching retirement (aged 45 and over) has now jumped to around 40.9%. These issues are further amplified by the need to up-skill workers in the high level skills that will help manufacturing enterprises compete.



¹¹ Ibid, p9

VET and manufacturing must get better at attracting and engaging workers from all walks of life, and in particular from disadvantaged groups, which are significantly underrepresented in manufacturing employment.¹²

There is growing concern about high levels of youth disengagement from meaningful work opportunity, despite raising levels of educational attainment. According to ABS figures, the number of young people in Australia seeking full-time work has reached its highest level in 15 years (nearly double the rate for the whole population). A recent COAG report also confirms that nearly a quarter of young people are not fully engaged in study or work. Engaging young people has become an international issue.

Recent research conducted by NCVER found that youth participation in VET is the lowest it's been in a decade and changes to apprenticeship policy has seen 10,000 fewer under 19s starting an apprenticeship in the first three months of 2013, than in the same period in 2012. School level outcomes don't appear to be much better. Young people are finishing school, but attendance rates are down, literacy and numeracy scores have stalled, and the achievement gap is widening between young people from disadvantaged backgrounds and their affluent peers.

According to the first Organisation for Economic Cooperation and Development (OECD) Survey of Adult Skills, high quality initial education is an important predictor for success in adult life, followed by flexible, skills-oriented learning opportunities throughout life.¹³

Manufacturing Skills Australia have identified four priority areas for VET future directions:

- Improving training quality
- Increasing workforce participation
- · Placing enterprises at the centre of VET
- Lifting productivity. ¹⁴

Manufacturing workforce initiatives within the Hume Region include place-based working groups like the Wodonga Manufacturing Local Industry Workforce Development Group (no longer in existence, but which operated for over 5 years). The Australian Industry Group also helps with local workforce initiatives.

At a more local level, a number of local governments, in conjunction with industry, have developed the Employment Response Plans. These Plans aim to provide an immediate, smooth and co-ordinated response to significant employment losses resulting from business closure, retrenchment or disaster in Local Government areas.

Hume Region Stakeholder Feedback – Manufacturing

- "New workers require transferable skills with a broad knowledge and skill base including financial management and literacy, a critical understanding of OH&S and business culture including work ethics and have grounded, realistic personal goals."
- There must be a 'renaissance in education.' Employers cannot readily identify good training institutions ... Lack of capacity by training institutions and their reluctance to work with business 'in and on their business' is a barrier to building capacity of their workforce. Businesses have no faith in training of their staff. Recognition of Prior Learning has been abused and as such, employers have little to no faith in training institutions who wish to advance this as a model for staff development.
- Unfortunately, there are enough employers who "do not understand the system" and as such will continue to engage with these training institutions, eventually to their own disappointment as well as time and money lost.
- Employers must lead by example, with an induction process that provides employees with an understanding of the whole business. This is more critical for permanent staff or the full season workforce. Employee welfare, not only physical, but financial and mental is critical to the success of a business.
- Opportunities for employment of partners of employees are just as critical as is accommodation, childcare, education and health services. In many cases it is identified that the partner has high level qualifications and skills. "What are the opportunities for cross skilling and training for the partners if employment in their base field cannot be realised?"

¹² Ibid, p. 52

¹³ Ibid, p. 53

¹⁴ Ibid, p. 54-55

In the creation of this Hume Workforce Development Plan, manufacturing industry participants provided input. The following challenges affecting the manufacturing workforce in the Hume Region were noted:

- Manufacturing in the region is subject to significant changes. There have been business closures, downsizing and considerable pressure on remaining businesses to stay competitive.
- Retrenchments appear to be affecting older workers unequally.
- The future workforce likely to be required for the Hume Region will be needed to support high valueadded products, and respond to the increasing role of technology in industry, including robotics.
- The health and wellbeing of staff is increasingly important, and the ageing of staff especially in high manual handling jobs and repetitive work is a growing concern.
- There are still literacy, language and numeracy skills challenges in the workforce, and this presents a challenge to workplaces. Government Workplace Education in Learning and Literacy is reported by industry to be too complicated to access for small manufacturers.
- Training in general is a challenge, because there are no spare people to cover those who have to leave the workplace for training.

Workers required are either at the base skill level (with little room for advancement) or highly skilled, e.g. industrial engineers, skilled tradespeople, multi-skilled and flexible workers able to work with higher end technology (including software and all skills associated with technological change).

Agriculture

- Employment in the Australian agriculture industry is expected to grow at a rate of 1.8% p.a. over the next 5 years. The Agriculture industry in Hume is forecast to exceed this rate with an average annual growth forecast at 3% p.a.
- 'Livestock Farmer' is the largest occupation in the Agriculture Industry in Hume. This occupation is forecast to decline over the period to 2018.
- Industry enrolments in VET courses related to agriculture have increased.
- There has been an increase in the proportion of CALD students enrolling in VET course related to agriculture.
- Occupations in demand include farmhand, nursery worker, machinery operator, farm manager, shearer, dairy farm worker, dairy herd manager, equine worker, and horticulture skills.

Agrifood Skills Australia (the Industry Skills Council) Environmental Scan 2014¹⁵ states that the industry's priority areas for workforce are:

- 1. Building world-class business management capability
- 2. Attracting a new generation of motivated, skilled and smart workers
- 3. Building higher level knowledge and skills within the existing workforce
- 4. Increasing industry adoptions rates of new technologies and research outcomes
- 5. Utilising the skills of existing workers and lifting retention rates.

A key study has been undertaken for workforce planning and skills needs assessment in the agricultural sector for the Hume Region and specific sub-sectoral projects. The Allen Consulting Group developed the report "Skills and Training Needs of the Agricultural Sector in the Hume, Loddon Mallee and South East Metro" (2012).

¹⁵ http://c.ymcdn.com/sites/www.agrifoodskills.net.au/resource/resmgr/Publications/ES14_Final.pdf

Hume Region Workforce Development Plan 2015-2018, March 2015

Observations about agricultural education and training required included:

- Farmers and farm managers will increasingly need to acquire business management skills through higher level qualifications
- There is an emerging need for more advanced technical and scientific knowledge which is obtained from university level qualifications
- Short courses in compliance and safety, and at a variety of certificate levels, are in high demand. This reflects the importance of training of this type in the agriculture sector
- Extension programs and other support services offered by Department of Environment, Land, Water and Planning (DELWP)regional offices were valued by regional communities, and have now been scaled back. From a workforce perspective, this will create a gap in the provision of informal education provision. This may be filled to an extent by commercial training providers.

A number of suggested priorities for meeting skills and training needs in these Victorian regions were identified. Specifically, these are:

- Ensure that schools, RTOs career advisors and other bodies are aware of skills shortages and areas requiring increased and different forms of training delivery
- Create further awareness of the skilled career paths in agriculture in schools in rural and regional areas and increasing the quality and level of VET in schools delivery in agriculture
- Related to this, improve credit based learning pathways between the sectors
- Work with peak industry bodies, DELWPand Department of Economic Development, Jobs, Transport and Resources (DEDJTR) to encourage and assist farmers to participate in business management training and succession planning
- Improve engagement between education and training providers and industry though industry bodies and the use of local and regional networks and intermediary bodies
- Address issues related to perceptions of quality through to the Victorian Registration and Qualifications Authority or the Australian Skills Quality Authority
- Monitor patterns of delivery in relation to workers and managers who may need to retrain at lower skill levels than their current highest qualification
- Referral to DEDJTR to identify specific requirements for the agriculture sector in relation to skilled migration.

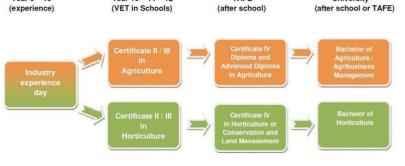
The Report also noted that the agriculture sector is a relatively complex sector to engage with for the following reasons:

- · There are many sub sectors within the broader agriculture sector
- Agriculture is primarily a regional industry, meaning the sector is spread throughout the state
- · Defining an appropriate industry boundary for the purposes of engagement is problematic
- Agriculture education and training is spread across VET, higher education and non-accredited training
- An accredited qualification is rarely a prerequisite for performing a certain occupation in agriculture.

It was also noted that there are major engagement challenges in covering all types of production, particularly where discussion is focussed on skill and workforce issues.

Considerable work has been undertaken in North East Victoria in recent years to address the increasing demand for skilled agricultural and horticultural employees, with increasing recognition that careers in these areas are not just limited to the farm and working on the land. There is a wide range of opportunities and a critical shortage of skilled staff in many sectors in these industries. A range of school, TAFE and university partnerships now exist to deliver meaningful educational and practical experience pathways as demonstrated in the figure below. ¹⁶ ¹⁷





Will the (Alpine Valleys Dairy) industry be able to attract and retain the people it needs?

A number of key gaps have been identified which will need to be addresses by the regional workforce strategy to ensure that workforce limitations are not a major barrier to growth for the industry.

These include:

- The models for successful engagement of labour on dairy operation need to be more transparent
- There is a need to find more effective pathways for assisting people in and out of the dairy industry
- Many farmers need to improve their business skills and performance as employers
- The industry needs to welcome new entrants and support their learning and development
- Labour supply options for the region need to be broadened

Several strategies, plans and initiatives exist for the Hume Region for the agriculture and horticulture sector:

- The Northern Victoria Food Strategy and Action Plan is a cross regional project supported by the Hume and Loddon Mallee Regional Development Australia committees. During research and consultation with the agriculture industry labour availability and cost has been highlighted as a 'burning issue'. To address this issue the food strategy for Northern Victoria is focusing on addressing labour availability and skills in order to establish a flexible, motivated and suitably skilled workforce. The ability to recruit and retain suitably skilled labour is an issue for seasonal industries within Northern Victoria. Because of this seasonality there is a heavy reliance on 457 and 417 visa workers a workforce subject to restrictions and additional compliance requirements. It has been identified that there is a shortage of talented young graduates in the sector. The strategies nominated to address these issues and to take advantage of opportunities in the sector include:
 - Advocate to the Federal Government the critical importance of reforms to:
 - Labour policy in order to recognise temporary work (skilled / semi-skilled) visas, 24/7 and seasonal nature of the agrifood sector
 - Seasonal Workers program and working holiday maker visas in order to better support the special needs of the agrifood sector.
 - o Assist to better connect the regional education and training offer to the needs of the agrifood sector
 - Support development of employer clusters that will create career opportunities and pathways
 - o Support educators to change the image of the agrifood sector and promote career opportunities
 - Promote the appeal of living and working in Victoria.

¹⁶ McKinna et al ' Northern Victoria Food Strategy and Action Plan {2014}, McKinna et al 'Hume Region Food Strategy and Action Plan - Strategic Situation Analysis {2014}, North East Dairy Regional Growth Plan and Work/orce Development Strategy, p 26

¹⁷ Benalla P-12 College Careers: Hot Topics

Hume Region Workforce Development Plan 2015-2018, March 2015

- The Hume RDA is also supporting the development of the Upper, Central and Lower Hume Sub-Regions Food Strategy and Action Plan that will consolidate and build on existing industry sector and sub-regional strategies, including Alpine Valleys Agrifood; the Goulburn Valley Industry and Employment Plan (refer below) and Fruit Growing Industry Roadmap; and the Northern Victoria Food Strategy (refer above). The aim of the regional strategy is to understand the potential of the Hume Region and support regional participation in the global food economy; while assisting the region to build upon its strengths in primary and secondary food production to achieve a sustainable, internationally competitive and resilient supply. Similar to the Northern Victorian Food Strategy, consultation with industry has identified that for the region's key commodities, there is both burning issues and opportunities in relation to labour availability and cost¹⁸. Labour is regarded as one of ten mega trends impacting on agrifood. Key elements impacting on the sector include:
 - o Labour cost is the highest in the world
 - Difficult to attract labour across all skill levels
 - o Often skill levels not appropriate to agribusiness needs
 - Salary packaging regulations impacting on remunerating farm labour
 - $_{\odot}$ $\,$ Regulations/compliance for 457 and 417 visa labour $\,$
 - Cost and professionalism of contract labour companies
 - \circ $\;$ Difficult to attract youth to agricultural education pathways.

Access to a pool of skilled resources will be one of the critical success factors for the Hume Region in order to participate in the global food economy. The region's strengths include access to a residential workforce and good liveability that will assist to attract quality skilled staff into the future.

At the Hume sub regional level, the following is also in train:

- The North East Dairy Regional Growth Plan and Workforce Development Strategy has been developed to support strong growth in this industry in the Alpine Valleys of North East Victoria, and was developed to support the Alpine Valleys Dairy Pathways project.
- Murray Dairy Workforce Development Strategy (2013-14) guides the dairy industry workforce planning in the Murray and Goulburn Valleys.
- The Goulburn Valley Industry and Employment Plan was completed in late 2013 and the Goulburn Valley Fruit Growing Industry Roadmap was a key input that informed this Plan. The Goulburn Valley Industry and Employment Plan (and the Goulburn Valley Fruit Growing Industry Roadmap) set out the agreed strategic directions and key actions to support economic transition for the Goulburn Valley region, specifically focussing on:
 - Strengthening the agriculture sector particularly dairy, horticulture and food processing
 - Developing the region's wealth generators urban centres, education, health and other knowledge intensive sectors
 - Advancing leadership and innovation governance, research and development, infrastructure and primary services.

The \$5 million Goulburn Valley Industry and Infrastructure Fund has been utilised to assist businesses and industry in the Goulburn Valley grow and adapt to changing market conditions and capitalise on strengths in food production and food processing. The fund continues to assist the Goulburn Valley to manage the challenge of structural adjustment, and reposition its economy for sustainable long term growth.

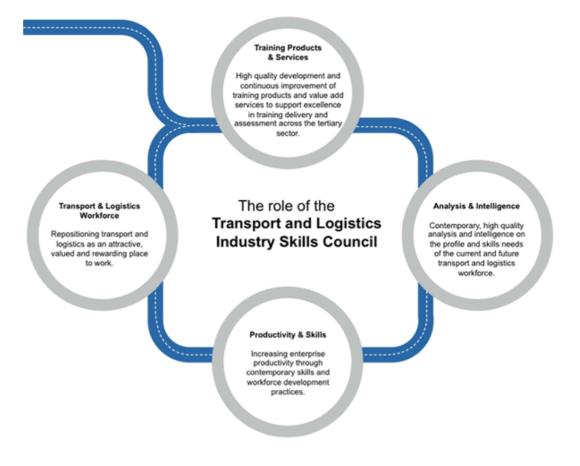
• The Goulburn Valley Skills Initiative and the Goulburn Valley Skills Fund totalling \$1 million was launched in July 2014 with a view to boosting skills and workforce participation in the Goulburn Valley.

¹⁸ McKinna et al 'Hume Region Food Strategy and Action Plan - Strategic Situation Analysis (2014)

Transport, Warehousing and Logistics

- Population growth, increased freight movement and visitor numbers will place increased pressure on the Hume transport system and logistics industry
- Employment in the Hume industry is expected to grow faster than the national average with an average annual growth rate of 4% to 2016 (National industry growth forecast is 2.2%)
- Truck drivers are projected to show the strongest occupational growth with an average annual growth rate to 2016 forecast at 5.9%. It should be noted that there is a shortage of truck drivers nationally and this poses a risk to the Hume industry
- Overall industry enrolments in VET courses have increased (most notably in Certificate I, III and IV qualification levels)
- The strongest growth in industry enrolments has come from the 15-19 and 20-24 age groups. This suggests any current youth attraction strategies in place are effective
- The diversity of enrolments has increased across all focus occupations of the labour market scan including number of disabled, indigenous and CALD students from 2008 to 2011. This suggests any current diversity strategies in place to increase enrolments from these groups are effective
- Large companies employing over 200 persons constituted only 0.25% of the industry in 2009 while over 64% of businesses were self-employed persons

Nationally, the Transport and Logistics Industry Skills Council (TLISC) is chartered with driving the skills and workforce development agenda across the entire transport and logistics industry which encompasses activities in road transport, warehousing, rail, aviation, maritime, logistics and ports. One of the key roles of the TLISC is to *"reposition transport and logistics as an attractive, valued and rewarding place to work."*¹⁹



¹⁹ www.tlisc.org.au

The TLISC website lists key challenges for the workforce. "Ageing of the workforce in several sectors is creating greater demand for skills replenishment and better utilisation of existing skills. This critical situation is compounded by the pull of resources and construction on many of our industry's youngest and brightest people, and even those on the cusp of entering transport and logistics.

"While an out-dated image of the industry and its opportunities further exacerbates the issue, a focus on improving the culture and career paths within our industry is now an absolute priority. Optimising the potential of people marginally attracted to the workforce or those atypical to industry's traditional demographic must also become a major focus of recruitment practices."

"New and emerging technologies continue to generate a need for higher order skills within the existing workforce. Workers will be required to harness new knowledge.

"A demand for improved language, literacy and numeracy skills are set to further grow in importance as supply chains become more integrated, transparent, accountable and agile."

The 2014 Transport and Logistics Environmental Scan ²⁰ identified new challenges which are mirrored in the Hume region:

- Responding to rapid changes and developments in supply chains
- Navigating the workforce needs demanded by new integrated intermodal hubs
- Meeting the requirements of the unprecedented growth in online shopping
- Finding innovative ways to keep an ageing workforce involved, and encouraging young people to have careers in transport and logistics
- Attracting more demographically diverse workforce
- Deployment of new technology, which creates demand for new skills.

The emerging skills needs identified in the Environmental Scan 2014 are:

- Supply chain managers with strong business skills
- Systems and technological skills to manage increasingly automated supply chains
- Operation management skills to implement overhead reduction strategies and improve yields
- Technology and systems expertise network services, innovation of freight systems. Communication technology and safe working systems

Transport and Logistics

The major challenges now confronting the transport and logistics workforce have become almost hidden from mainstream recognition and pose a significant risk to industry's future without a concerted and coordinated response.

Ageing of the workforce in several sectors is creating greater demand for skills replenishment and better utilization of existing skills. This critical situation is compounded by the pull of resources and construction on many of our industry's youngest and brightest people, and even those on the cusp of entering transport and logistics.

While an out-dated image of the industry and its opportunities further exacerbates the issue, a focus on improving the culture and career paths within our industry is now an absolute priority. Optimising the potential of people marginally attracted to the workforce or those atypical to industry's traditional demographic must also become a major focus of recruitment practices.

New and emerging technologies continue to generate a need for higher order skills within the existing workforce. Workers will be required to harness new knowledge.

A demand for improved language, literacy and numeracy skills are set to further grow in importance as supply chains become more integrated, transparent, accountable and agile.

Consultation undertaken with industry participants from the transport, warehousing and logistics sector²¹ in the Hume Region, reported a number of current issues:

- The average age of a truck driver is 56 years, and given the huge changes in the industry in terms of safety and compliance, continual training and reskilling is vital
- ²⁰ http://tlisc.org.au/industry-intelligence/environmental-scan
 ²¹ July 2014

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- · Mostly, there are older applicants applying for transport positions, increasingly on a part-time basis
- Education is still the key there is a strong desire to employ work-ready, literate young adults who want to learn and progress in the industry
- Attracting younger people for stability in the workforce in the future is critical.

The Hume Region occupations in demand (in transport, warehousing and logistics), as identified by industry participants are:

- Heavy vehicle technicians
 - o Diesel technicians
 - o Auto electricians
 - Wheel aligners
 - Heavy vehicle truck drivers
- Front line people with technical skills service advisers, managers, spare parts interpreters
- Refrigeration technicians
- Operations managers
- Schedulers
- Supervisors (with 'whole of business' awareness).

The implications for future workforce planning in the Hume, as identified by industry participants:

- Build awareness of the industry in the region show that there are dynamic jobs in a growing industry, making it attractive to younger people
- Information and awareness between the education and training providers and industry in the region is crucial
- There is an opportunity to attract skills back to the region now that the mining investment boom (and FIFO) is decreasing – this needs a concerted and coordinated effort
- Trade facilities need to stay up to date with training equipment, and/or work with industry flexibly on-site
- There appears to be a demand to expand current heavy vehicle/diesel training in the region
- There is significant transport and logistics expertise and experience in the region however, there is a need to harness them into a 'doing' body, a group with a shared vision, purpose and wherewithal to deliver effective industry initiatives at the regional level.

National, State and Regional Context

The Workforce Development Plan for the Hume Region has also been developed taking into account existing workforce plans at the national, state and regional level. This section also includes some of the related strategic plans in the region which have:

- Influenced the direction of this Plan
- Complementary goals and strategies, and/or
- Significance in the Hume Region in relation to education, skills and jobs.

Overview of the Broad Policy and Economic Context for the Hume Region



Where appropriate, an overview has been provided for context of how the relevant strategy, plan or initiative has had an impact on the development of this Plan.

Critical research for the development of this Plan was conducted for the Hume Workforce Development Committee by Workforce Planning Australia (WPA). This work analysed the current state of the Hume Regional Workforce (2013) and identified growth sectors and occupations in demand. This research is summarised in the Current State section of this Plan (page 12).

National Workforce Development Strategy (2013)²²

The Future Focus – 2013 National Workforce Development Strategy has been developed by the Australian Workforce and Productivity Agency, and looks at how Australia can develop the workforce it needs for a prosperous and inclusive future.

It finds that Australia's employed workforce will expand by up to 3.5 million people by 2025, and that Australian industry's need for higher qualifications will grow faster than for lower level qualifications. This means that there is a need to deliver both more skills and higher level skills. There is a considerable shift in Australia's jobs profile to more technical, professional and managerial jobs. The *Future Focus* strategy proposes a series of measures to enhance workforce development and position Australia for its future:

- Increasing qualifications to meet a growing demand for higher skills
- Improving productivity in the workplace
- Building labour force participation to meet current and future needs
- · Raising language, literacy and numeracy skills
- · Enabling individuals and the tertiary system to be more adaptive
- Strengthening quality in the tertiary sector.

Within the strategy, it is recognised that some people face barriers to entering or re-entering the workforce, such as new parents, older workers, those with low skills and people experiencing disadvantage, and they will require additional support.

The strategy also recognises that:

- Increasing the number of people with post school qualifications will help meet future workforce demands however this requires additional access to tertiary places, and training delivery strategies and services to help disadvantaged people participate in training and employment
- Employers are demanding work-ready graduates and one way of providing this is through workintegrated learning such as professional cadetships for higher level vocational education training (VET) and higher education occupations and the expansion of other work-integrated learning (apprenticeships and traineeships)
- The ageing of the workforce is a major issue, and initiatives are required to support the workforce participation of older workers
- Lifelong learning will play an important role in adapting to the labour force of the future, and this will be enhanced through coordinated career development and advisory services for all age groups.

Australian Work/orce and Productivity Agency, Future Focus 2013 National Work/orce Development Strategy

Australian Industry Group – Getting it Right: Foundation Skills for the Workforce²³

In October 2013, the Australian Industry Group released its report into the link between foundational language, literacy and numeracy skills and workplace productivity.

The introduction to the report by Innes Willox, Chief Executive states "The Australian economy needs to lift productivity and we cannot do this without increasingly higher levels of workforce foundational skills as an urgent national priority."

The Report lists a number of key points (refer below) and recommendations relating to the establishment of a National Foundation Skills Strategy; a public awareness campaign about the importance of language, literacy and numeracy skills (LLN) in the workplace; training programs throughout industries, and training of skilled LLN facilitators; and workplace advocacy and champions for LLN.

Extract from Getting it Right: Foundation Skills for the Workforce, Australian Industry Group

KEY POINTS

- Employers continue to be highly concerned about low levels of workplace literacy and numeracy.
- > 93% of employers identified some impact on their business of low levels of literacy and numeracy.
- Employers mainly seek to better address this through internal company training and skill development support.
- Only just over 7% of employers have used the WELL program strengthening the need for an awareness campaign through the National Foundation Skills Strategy.
- The National Foundation Skills Strategy, targeting workforce requirements, needs to be implemented in concert with industry.
- A national public awareness campaign required to raise importance of the issue.
- The WELL program needs reform and expansion to better address workforce skills.
- The WELL broker service be reviewed.
- A network of workplace champions be implemented.
- > The capacity and capability of the foundation skills workforce needs to be lifted.

* WELL - Workplace English Language and Literacy (Note: no direct funding for this program presently exists)

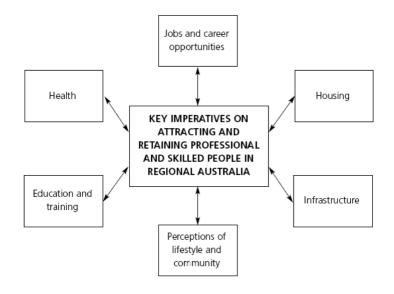
²³ Australian Industry Group, October 2013

Standing Committee on Regional Development – Attracting and Retaining Skilled People in Regional Australia

In 2004, a Practitioners Guide to attracting and retaining skilled people in regional Australia was developed.²⁴

In this Guide, it states that "attracting and retaining professional and skilled people to live and work within regional communities is one of the major challenges in building sustainable regions." _ "Generally the problem, and thus the solution, is multi-dimensional with many linked issues needed to be addressed.". "No single agency or jurisdiction will have a complete package to address all aspects of this issue. Coordination and integration by all spheres of government and communities _ is likely to enable them to achieved desired outcomes more efficiently and effectively."

The Standing Committee on Regional Development identified six imperatives for attracting and retaining skilled persons in regional Australia:



Hume Strategy for Sustainable Communities 2010-2020

The Hume Strategy for Sustainable Communities 2010-2020 (Hume Strategy) is a ten year regional strategic plan that provides a framework for long term cooperation and investment through an overarching regional plan and four sub regional plans.

The Vision:

"The Hume Region will be resilient, diverse and thriving. It will capitalise on the strengths and competitive advantages of the four sub-regions, to harness growth for the benefit of the region and to develop liveable and sustainable communities."

The Hume Strategy is set out under five themes - environment, communities, economy, transport and land use.

The Hume RDA Committee works in partnership with the Hume Regional Management Forum (RMF) and the North East Local Government Network (NELGN) to implement strategic priority actions identified in the Hume Strategy.

http://alga.asn.au/site/misc/alga/downloads/publications/Skilled_people_in_regional_Australia.pdf

There are several key statements within the Hume Strategy that set the context for this Workforce Development Plan:

- The region's diversity and new opportunities in key industries will ensure steady economic development and jobs growth which is reflected in Hume's population growth which is projected to grow by over 38% over the 20 years to 2031.
- Retention of skills and workforce will be important in securing key businesses in the Hume region into the future, particularly with an economy shifting toward services such health care and social assistance.
- Home to TAFE institutions, and serviced either directly via campus based delivery, blended learning delivery or via partnerships La Trobe, Swinburne, Charles Sturt, Federation, Monash and Deakin Universities and the University of Melbourne, provide Hume residents with higher and tertiary education opportunities on their doorstep.
- There are many kindergartens, pre-schools, primary schools and secondary schools with both public and private options available. There are specialist education facilities across the region including some which are national centres of excellence for training in agriculture; equine management; industrial skills; motorsports; rural health and sustainable development.

Hume Regional Education, Skills and Jobs Plan 2012-2014²⁵

The Department of Education, Employment and Workplace Relations developed a Hume Regional Education Skills and Jobs Plan (2012-2014).

Based on a comprehensive environmental scan and community consultation as part of the development of the Plan, the key education, skills and jobs challenges identified for the region included:

- The availability of suitably qualified staff in early childhood education and child care services
- The need for a comprehensive workforce development strategy for the Hume region
- · Youth disengagement from schools, skills development and vocational education and training
- Low levels of Year 12 or equivalent attainment and retention
- Relatively high unemployment and low participation rates in particular locations
- The need to build skills for industries with immediate and future workforce requirements
- Relatively low levels of tertiary attainment and participation across the region
- · Low literacy levels impacting on participation in education, training and employment
- Meeting 'Closing the Gap' targets for Indigenous people
- The knowledge of local career, education, training and employment opportunities
- The effects of living in a water constrained environment and adjusting to the Murray-Darling Basin Plan.

Of relevance to this Strategy are the key goals of the Plan, particularly:

- Support the development of a comprehensive workforce development strategy for the region
- Increase engagement of students with education, employment and community services
- Improve Year 12 retention and attainment rate
- Increase labour market participation levels of job seekers
- Develop a skilled workforce to meet skill demands for existing and developing industries
- Improve linkages to employment and training opportunities
- Increase tertiary education aspiration, participation and attainment
- · Improve literacy levels broadly and of apprentices in particular
- · Improve Indigenous engagement with education and employment opportunities
- Increase knowledge of local education, training and employment opportunities.

Regional Education, Skills and Jobs Plan, op cit, p5 and p16

Hume Region Workforce Development Plan 2015-2018, March 2015

The Plan strongly advocated for the development of a "comprehensive workforce development strategy for the Hume Region". The specific goal within the Plan was "support the development of a workforce development strategy for the region, underpinned by a strong understanding of the labour market and training sector to inform future investment and activity." Related strategies identified to achieve the specific goal included:

- Promote existing programs that provide incentives and support to address skills gaps and create employment pathways to opportunities identified in the workforce development plan
- Promote linkages and best practice examples of collaboration between industry and relevant training providers
- Work with Job Skills Australia (JSA) providers and Disability Employment Services (DES) providers to ensure training is aligned with identified local industry demand
- Increase linkages between schools and industry by sharing relevant information with relevant stakeholders such as Local Learning and Employment Networks (LLENs).

Goulburn Valley Industry and Employment Plan 2014

The Goulburn Valley Industry and Employment Taskforce was established in response to challenges faced by the Goulburn Valley region including long-term drought, floods, and economic challenges. The Taskforce developed a ten-year plan, which was accompanied by a \$5 million Goulburn Valley Industry and infrastructure Fund to leverage new industry investment and employment opportunities.

The Goulburn Valley Industry and Employment Plan has identified the need to transform education and training outcomes to achieve higher workforce participation and skills. The objective of this strategy is to increase education aspirations of young people and build better alignment between the capacity of the workforce, local economy and industry needs by ensuring clearer career pathways.

A priority initiative identified to progress this strategy is the Goulburn Valley Skills Initiative which includes a **\$1 million Goulburn Valley Skills Fund** that will utilise to support education and training projects in the Goulburn Valley that will improve skills and workforce participation.

Specific initiatives directly related to this Hume Region Workforce Development Plan are:

- Development of a Horticulture Centre for Excellence
- Research project to improve skills and workforce participation
- Initiatives to improve secondary school education outcomes
- Support for the Lighthouse Project
- Advocacy to improve educational outcomes in the Goulburn Valley to increase workforce participation.

Hume Regional Workforce - Desired Future

Workforce development planning is critical to matching future workforce needs with employment skills and appropriate training and retention strategies.

For the Hume Region, there is a strong emphasis on growing the regional economy based on current strengths in health, aged care and community services sector and transport, logistics and warehousing. Changes in the second and third largest employment sectors - agriculture and manufacturing - need careful consideration when matching workforce skills to future industry needs.

The Hume Strategy for Sustainable Communities identifies the following goals for the workforce:

A thriving and dynamic economy:

- Strengthening a capable workforce
- Matching skills to employment needs
- · Improving, expanding and retaining a skilled workforce
- · Fostering links between schools, employers and post compulsory education providers
- Stimulating business and jobs growth.

Healthy vibrant and resilient communities:

- Embracing learning for life
- Provide opportunities for young people to engage with learning through multiple pathways and seamless transitions
- Foster a culture of excellence and aspiration in learning
- Promoting educational aspiration.

Facilitating research and innovation:

- In Manufacturing, Agriculture and Transport, Warehousing and Logistics to encourage new and evolving business
- · Identify development capacity that will contribute to stimulating industry expansion
- Identify the future workforce needs in accordance with the four target sectors.

As a result of the Hume Regional Workforce Development Plan, it is anticipated that there will be:

- A better alignment of regional skills and workforce needs in four of the region's key sectors:
 - o Health, Aged Care and Community Services
 - o Transport, Logistics and Warehousing
 - o Manufacturing
 - Agriculture
- Consideration of other sectors to support such as tourism
- Defined pathways to employment (and re-employment) for school leavers, disadvantaged communities, and older workers
- Enhanced retention of employees in critical industry sectors
- Development plans across businesses and industries for each of the target sectors
- Attraction and engagement strategies to fill current and pending workforce skills shortages
- Collaboration across industry, education and training, and government agencies to implement priority projects.

Action Plan: The Way Forward

The OECD ²⁶ has outlined three main strategic objectives for workforce development strategies:

- 1. Attracting and retaining talent
- 2. Up-skilling those in employment
- 3. Enabling access to employment (by integrating disadvantaged groups)

For the Hume Regional Workforce Plan, an additional objective has been added:

4. Strengthening collaboration between industries and education providers.

The Hume Regional Workforce Plan outlines each of these key objectives for cross-sector initiatives, as well as for each of the four target sectors:

- Health, Aged Care and Community Services
- Transport, Logistics and Warehousing
- Manufacturing
- Agriculture.

The following pages outline the goals and the desired outcomes for each of these four strategies.

²⁶ Organisation for Economic Development and Cooperation

Strategic Direction One: Attract and retain talent

Goals:

- Attract workforce skills to meet the demands of the four target industry sectors:
 - Growth in employment in health, aged care and community services, and transport, logistics and warehousing
 - o Structural change in employment in manufacturing and agriculture
- Retain workforce skills in the Hume Region through offering quality lifestyle, 'employment region of choice', comparative conditions, considerations of spousal employment, and flexible, family friendly work practices
- Re-engage older workers and facilitate ways to value and utilise the workplace wisdom and skills of older workers.

Key Outcomes:

- · Filling of identified skills vacancies, with successful strategies shared across the Hume Region
- Coordinated recruitment programs targeting highly skilled professionals within the health management and service delivery sectors
- Repositioning target sectors as a valued and rewarding places to work (particularly manufacturing, transport, logistics and warehousing and agriculture)
- Attraction of managerial skills and knowledge based skills for the manufacturing sector
- Attraction and retention of younger, more skilled workforce to support growth in key agricultural sectors, including services to agricultural industries
- · Retention of older workers in current industries.

Strategic Direction Two: Up-skill those in employment

Goals:

- · Support skills development, maintenance and advancement for those in the workforce
- Foster collaboration in skills development and training across sectors
- Articulate career pathway options at the workplace and industry level
- Facilitate leadership and management development, and capacity building within industry sectors.

Key Outcomes:

- Increased language, literacy and numeracy skills
- · Increased qualifications to meet a growing demand for higher skills
- Improved productivity in the workplace.

Strategic Direction Three: Enabling access to employment

Goal:

- Improve Year 12 or equivalent attainment and retention
- · Increase rates of attainment of tertiary qualifications
- Increase aspiration and participation in post-secondary education and further training
- Increase labour market participation, including:
 - Latent workforce
 - o Disadvantaged
 - o Culturally and linguistically diverse
- Improve engagement of Indigenous, CALD and disability communities with learning and employment opportunities.
- · Increase opportunities for people to access high quality career counselling
- Build careers teachers' knowledge of available labour market information.

Key Outcomes:

- Currently unemployed people, under-employed people, and disengaged people have increased access
 to the workforce
- · Increased labour force participation to meet current and future needs
- Increased language, literacy and numeracy skills
- Training delivery strategies and services are designed to enable disadvantaged people to participate in training and employment (and workforce participation).

Strategic Direction Four: Strengthening collaboration between industries and education providers

Goal:

- Increase engagement of students with programs that support engagement with education, employment and community services
- Increase knowledge of local career, education and training opportunities
- More young people aspire to complete tertiary education
- Increase labour market participation levels of job seekers.

Key Outcomes:

- Raised educational attainment and workforce participation across the Hume Region
- Provision of targeted training to fill skills shortages and skills gaps
- Capabilities for new growth industries are being created
- Workers are transitioning to new employment opportunities
- Provision of work-ready graduates through work-integrated learning such as professional cadetships for higher level vocational education training (VET) and higher education occupations and the expansion of other work-integrated learning (apprenticeships and traineeships).

Implementing the Plan

It is vital that a central body co-ordinates and oversees the strategies and actions, tracks progress, attracts funding, oversees cross-sectoral initiatives, obtains feedback from the key sectors, and cross-fertilises successful ideas to make this Workforce Development Plan work.

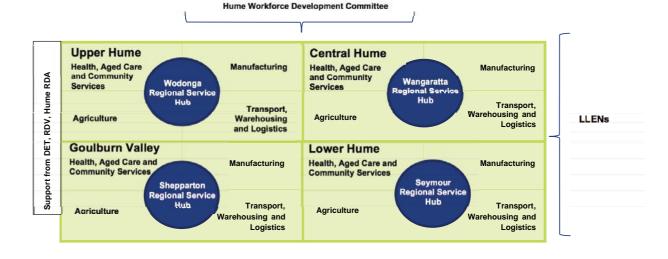
The Hume Workforce Development Committee (HWDC) already has gathered cross-sectoral information and support, and will continue to oversee the implementation of this Plan.

To support implementation:

1. The HWDC will meet at the regional level to receive implementation reports from each sub region group (incorporating each sector).

The role of the HWDC will be to stimulate and support projects and activities from this plan including:

- Developing tools and resources for employers that includes employer guides, research reports and best practices
- Identifying the workforce skills and knowledge needs of their current and emerging local labour markets
- Involving employers, individual participants and learners in a collaborative local labour market planning process
- Involving employers to align education, training and employment strategies within a changing social, economic and employment landscape
- Contributing to meeting skills retention and attraction strategies that, over time, reduce outmigration and increase attraction of skills to the region
- Attracting and developing future talent supply based on local labour market information within the context of shared workforce planning that complements economic development strategies
- Coordinating career markets to promote skilled trades, and regional pathways as viable and rewarding careers.
- 2. At the sub-regional level, working groups will be established based on existing structures, for each industry sector or cross sectors:
 - Wodonga Upper Hume 0
 - 0
 - Wangaratta Central Hume Shepparton Goulburn Valley 0
 - Seymour Lower Hume 0



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- 3. The working groups from these sectors will undertake activities at a sub-regional level, reporting back to the HWDC. Once a year, a full report on Trends, Opportunities and Priorities (TOP Report) for the sub-region and each sector will be required, taking into account:
 - Updated statistics for sub-regional and sectoral employment, and workforce participation (including regional demographics, educational levels and population trends)
 - Identification of changing socio-economic factors including economic shocks, and the implications for workforce planning and development
 - Opportunities and positive results from implemented strategies.

Sub region group example membership:

- Wodonga: Wodonga Manufacturing Local Industry Workforce Development Group which includes NELLEN, Wodonga Council, Australian Industry Group, RTOs, TAFE and education providers
- Wangaratta: Rural City of Wangaratta in conjunction with Department of Health, NE Tracks LLEN, GOTAFE, CSU and education providers
- Shepparton: Goulburn Valley Industry and Employment Taskforce, in conjunction with Committee for Greater Shepparton, GV LLEN, Greater Shepparton Council and education providers
- Seymour: Mitchell Shire Council, LLEN and education providers.

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Appendices

Appendix 1 - Summary Action Plan

The following details the priority actions and potential outcomes for each of the key sectors. In addition potential stakeholders to be involved in implementation have been identified. As part of implementation planning there will be further engagement with stakeholders in order to identify responsibility for driving action.

Overarching Priorities

| Strategic Directions | | Priorities | Key Outcomes | Key Stakeholders |
|---|--|---|--|--|
| Attracting and retaining talent | Attract workforce skills to meet the demands of the key target industry sectors: Growth in employment in health, aged care and community services, and transport and logistics Structural change in employment in manufacturing and agriculture Retain prime working age population (20-44 years old) in the Hume Region Retain workforce skills in the Hume region through offering quality lifestyle, 'employment region of choice', comparative conditions, considerations of spousal employment, and flexible, family friendly work practices Re-engage older workers –to facilitate ways to value and utilise the workplace wisdom and skills of older workers | Support local government and industry initiatives to attract workforce skills to meet the demands of the target industry sectors Support local government, Regional Development Victoria and Hume RDA initiatives to market the region as a great place to live, work and invest Actively work with recruiters and employers to change culture and mindsets about the employment and employability of older age workers | Filling of identified skills vacancies, with successful strategies shared across the Hume Region Coordinated recruitment programs targeting highly skilled professionals within the health management and service delivery sectors Repositioning target sectors as a valued and rewarding places to work (particularly manufacturing, transport, logistics and warehousing and agriculture) Attraction of managerial skills and knowledge based skills to the manufacturing sector Attraction and retention of younger, more skilled workforce to support growth in key agricultural sectors, including services to agricultural industries Retention of older workers in current industries | Hume Workforce Development Committee Hume Regional Development Australia Committee Local Government Authorities Department of Education and Training (Higher Education Skills Group) Regional Development Victoria Organisations / Businesses within sectors of: •Health, Aged Care and Community Services • Manufacturing •Agricultural |
| 2. Up-skilling those in employment | Increase the number of people who study, train and work locally Support skills development, maintenance and advancement for those in the workforce Foster collaboration in skills development and training across sectors Articulate career pathway options at the workplace and industry level Facilitate leadership and management development, and capacity building within industry sectors Improve literacy, numeracy and problem solving skills in industry sectors, where there are literacy issues Improve the literacy skills of apprentices to facilitate increased completion rates | Strengthen pathways between industry, education and training providers Promote and facilitate the uptake of language, literacy and numeracy (LLN) programs across sectors Showcase Hume Region's hard to fill jobs in relevant government employment initiatives | Increased language, literacy and numeracy skills Increased qualifications to meet a growing demand for higher skills Improved productivity in the workplace | Transport, Warehousing and Logistics Hume Region vocational, education and training providers Local Learning and Employment Networks Youth service providers Employment service providers State government Local government authorities |

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Overarching Priorities

| Strategic Directions | | Priorities | Key Outcomes | Key Stakeholders |
|--|--|---|---|------------------|
| Enabling access to employment (by integrating disadvantaged groups) | Improve Year 12 or equivalent attainment and retention Increase rates of attainment of post-secondary education qualifications Increase aspiration and participation in post-secondary education and further training Increase labour market participation, including: Latent workforce Disadvantaged Culturally and linguistically diverse Improve engagement of Indigenous, CALD and disability communities with learning and employment opportunities Increase opportunities for people to access high quality career counselling Build careers teachers' knowledge of available labour market information | Identify disadvantaged groups by location and identify key barriers to accessing employment Research and pilot program(s) to innovatively connect disadvantaged people to the workforce (in targeted sectors with hard to fill positions) Work with key service providers to ensure training is aligned with identified local industry demand | Currently unemployed people, under-employed people, and disengaged people have increased access to the workforce Increased labour force participation to meet current and future needs Increased language, literacy and numeracy skills Training delivery strategies and services are designed to enable disadvantaged people to participate in training and employment (and workforce participation) | |
| Strengthening collaboration between industries and education providers | Effective workforce planning achieved through regional partnerships, involving all levels of government and private sector along with education providers, investors and non-profit organisations Increased engagement of students with programs that support engagement with education, employment and community services Increase knowledge of local career, education and training opportunities More young people aspire to complete post-secondary education Increase labour market participation levels of job seekers | Promote linkages and best practice examples of collaboration between industry and relevant training providers Develop new and/or existing support School- VET/TAFE-University pathways for training directly related to identified skills shortages in each target sector | Raised educational attainment and workforce participation across the Hume Region Provision of targeted training to fill skills shortages and skills gaps Capabilities for new growth industries are being created Workers are transitioning to new employment opportunities Provision of work-ready graduates through work- integrated learning such as professional cadetships for higher level vocational education training (VET) and higher education occupations and the expansion of other work-integrated learning (apprenticeships and traineeships) | |

| Health, Aged Care and Community Services Priorities | | | |
|--|--|--|--|
| Strategic Direction | Priorities | Key Stakeholders | |
| Attracting and retaining talent Attracting and retaining talent Up-skilling those in employment Enabling access to employment (by integrating disadvantaged groups) Strengthening collaboration between industries and education providers | Support and encourage rural recruitment and retention; re-activate a Hume Region Health Workforce Planning committee Department of Health and Human Services to continue to offer a range of funding programs to support rural health and encourage rural recruitment and retention ²⁷ Create pathways for local Hume residents to enter careers in health, aged care and community services Collaborate with local universities and TAFE Students to understand their aspirations and needs, and link them to relevant employers Investigate community support required for migrants so that they are retained in rural areas Develop marketing program to attract skills across the Hume Region Collect and monitor industry trends across the Hume Region Develop regional mentoring services to aid staff retention Nurture and promote innovation within the health workforce Develop transition to retirement program Increase and strengthen the capacity of Aboriginal people and organisations in mainstream health workforce Develop specific training in line with health workforce requirements Develop clear training and education pathways to careers and jobs | Hume Workforce Development Committee Organisations / businesses within the Health, Aged Care and Community Services sector Department of Health and Human Services Hume Regional Development Australia Committee Hume regional vocational, education and training providers Local Learning and Employment Networks Youth service providers Employment service providers Local Government Authorities State government Health and community service providers | |

²⁷ http://health.vic.gov.au/workforce/learning/rural.htm

| Manufacturing Priorities | | | |
|--|---|---|--|
| Strategic Directions | Priorities | Key Stakeholders | |
| 1. Attracting and retaining talent | Establish sub-regional workforce development working group(s) Produce a detailed Workforce Attraction, Retention and Development Plan for the sector Explore labour sharing Identify industry specific 'work ready skills' Develop targeted attraction and retention strategies required to specifically address the multiple industry segments in existence within the manufacturing industry within the Hume Region, recognising it is a highly productive sector in the economy and generates a value added contribution significantly above its proportion of jobs Plan and develop employment readiness response in case of job losses in sector | Hume Workforce Development Committee Hume Regional Development Australia Committee Australian Industry Group Hume regional vocational, education and training providers Local Learning and Employment Networks Youth service providers Employment service providers Local Government Authorities State government | |
| 2. Up-skilling those in employment | Encourage commitment across manufacturing industry to up-skilling the Hume Region's workforce Develop specific training in supervisory skills, leadership and management Undertake regional skills audit across the manufacturing industry in the Hume Region Develop specific Hume Region strategies designed to address the skill implications in actualising future opportunities in the region's manufacturing industry Improve literacy, numeracy and problem solving skills in the manufacturing industry in order to support industry negotiating and taking advantage of ongoing structural change | Manufacturers Manufacturing Industry group(s)/alliances/networks | |
| Enabling access to employment (by integrating disadvantaged groups) | Improve engagement of female, Indigenous, CALD and disability communities with learning and employment opportunities in the manufacturing industry in the Hume Region Specific to the Hume Region, develop clear training and education pathways to careers and jobs within the manufacturing industry | | |
| Strengthening collaboration between industries and education providers | Effective workforce development and planning achieved through regional partnerships, involving the government and private sectors along with education providers, investors and non-profit organisations Build industry links with universities | | |

| Agriculture Priorities | | | |
|--|--|--|--|
| Strategic Direction | Priorities | Key Stakeholders | |
| 1. Attracting and retaining talent | Work with specific sectors in agriculture to develop and implement sub regional or agriculture sector workforce development plans Improve the image of the agricultural sector as a place for careers and jobs Improve access to quality farm transition advice and support | Hume Workforce Development Committee Hume Regional Development Australia Committee Hume regional vocational, education and training providers Local Learning and Employment Networks Youth service providers | |
| 2. Up-skilling those in employment | Grow skills and capabilities to address the key structural changes occurring in the agriculture industry across the Hume Region Build management and leadership skills of agriculture industry employers and managers | Employment service providers Local Government Authorities State government | |
| Enabling access to employment (by integrating disadvantaged groups) | Undertake a supply analysis and determine alternative sources of labour and how these can be activated specifically for agriculture across the Hume Region Develop a strong and positive message about agriculture career opportunities for dissemination through schools, VET and higher education levels across the Hume Region | Agriculture Industry associations/groups/networks/all | |
| Strengthening collaboration between industries and education providers | Develop collaborative arrangements with local education providers based on improved service delivery Ensure workforce investments in agriculture are well targeted to the needs of the Hume Region | | |

| Transport, Warehousing and Logistics Priorities | | | |
|---|---|--|--|
| Strategic Direction | Priorities | Key Stakeholders | |
| 1. Attracting and retaining talent | Establish sub-regional transport, logistics and warehousing workforce development working group(s) | Hume Workforce Development Committee | |
| | Produce a detailed Workforce Attraction, Retention and Development Plan for the sector | Hume Regional Development Australia Committee | |
| | Deliver regular training sessions for workforce planning, skills attraction and retention | Hume regional vocational, education and training providers | |
| | Identify industry specific 'work ready skills' | Local Learning and Employment Networks | |
| | Conduct an industry specific forum and expo to encourage wider industry and workforce interest | Youth service providers | |
| | Specifically promote careers within the transport, logistics and warehousing industry to attract young people | Employment service providers | |
| | Develop coaching and mentoring programs for older workers to transfer their skills to the transport, | Local Government Authorities | |
| | warehousing and logistics industry | State government | |
| | | Transport providers | |
| 2. Up-skilling those in employment | Increase the number of people who study, train and work locally with key initiatives designed to address emerging skills needs in the transport, warehousing and logistics industry | Logistics and warehousing providers | |
| | Support skills development, maintenance and advancement for those already in the transport, warehousing and logistics workforce | | |
| | Articulate career pathway options at the transport, warehousing and logistics workplace and industry level and foster collaboration in skills development and training across sectors within the Hume Region | | |
| | Facilitate leadership and management development, and capacity building within the transport, warehousing and logistics workplace and at the industry level | | |
| | Improve literacy, numeracy and problem solving skills in the transport, warehousing and logistics industry in order to support industry integration, transparency, accountability and agility | | |
| Enabling access to employment (by integrating disadvantaged | Improve engagement across the Hume Region of Indigenous, CALD and disability communities with learning and employment opportunities in the transport, logistics and warehousing industry | | |
| groups) | Specific to the Hume Region, develop clear training and education pathways to careers and jobs within the transport, logistics and warehousing industry | | |
| Strengthening collaboration between industries and education provider | Undertake workforce planning through regional partnerships, involving government and private sectors along with education providers and not for profit organisations | | |
| providers | Increase engagement of students with programs that support training for the transport, logistics and warehousing sector | | |
| | Identify workforce and skills required to support growth in freight and logistics | | |

Appendix 2 - Key Stakeholders

| Sector | Stakeholder | |
|--------------------------------------|---|---|
| Local government | Alpine Shire Benalla Rural City Greater Shepparton City Indigo Shire Mansfield Shire Mitchell Shire (in particular Economic Development) | Moira Shire Murrindindi Shire Strathbogie Shire Towong Shire Rural City of Wangaratta City of Wodonga nt Managers/Officers) |
| State government | Department of Economic Development, Jobs, Transport and Resources, formerly Department of State Development, Business and Innovation Regional Development Victoria Skills Victoria Former Department of Education and Early Childhood Development (Vic) Higher Education and Skills Group now Department of Education and Training | |
| Australian government | Department of Human Services (Centrelink) Department of Families, Housing Community Services and Indigenous Affairs | |
| Education | Hume Region secondary education providers | |
| Vocational Education and Training | GOTAFE Wodonga TAFE The Centre for Continuing Education Inc (The Centre) Academy of Sport Health and Education Adult, Community and Further Education providers Rural Skills Australia | |
| Higher education | Dookie College (University of Melbourne) La Trobe University Charles Sturt University Monash University Deakin University Federation University | |
| Youth | North East Local Learning and Employment Network NE Tracks Local Learning and Employment Network Goulburn Murray Local Learning and Employment Network Central Ranges Local Learning and Employment Network Berry Street Youth Connections Workways Youth Connections Uniting Care Cutting Edge | |
| Employment | Job Services Australia providers; Disability Employment Service providers | |
| Regional development | Hume Regional Development Australia Committee | |
| Industries | Health, Aged Care and Community Services Manufacturing Agriculture Transport, Warehousing and Logistics | |



An Australian Government Initiative



HUME REGION VIC

