Barkly Regional Workforce Strategy 2030
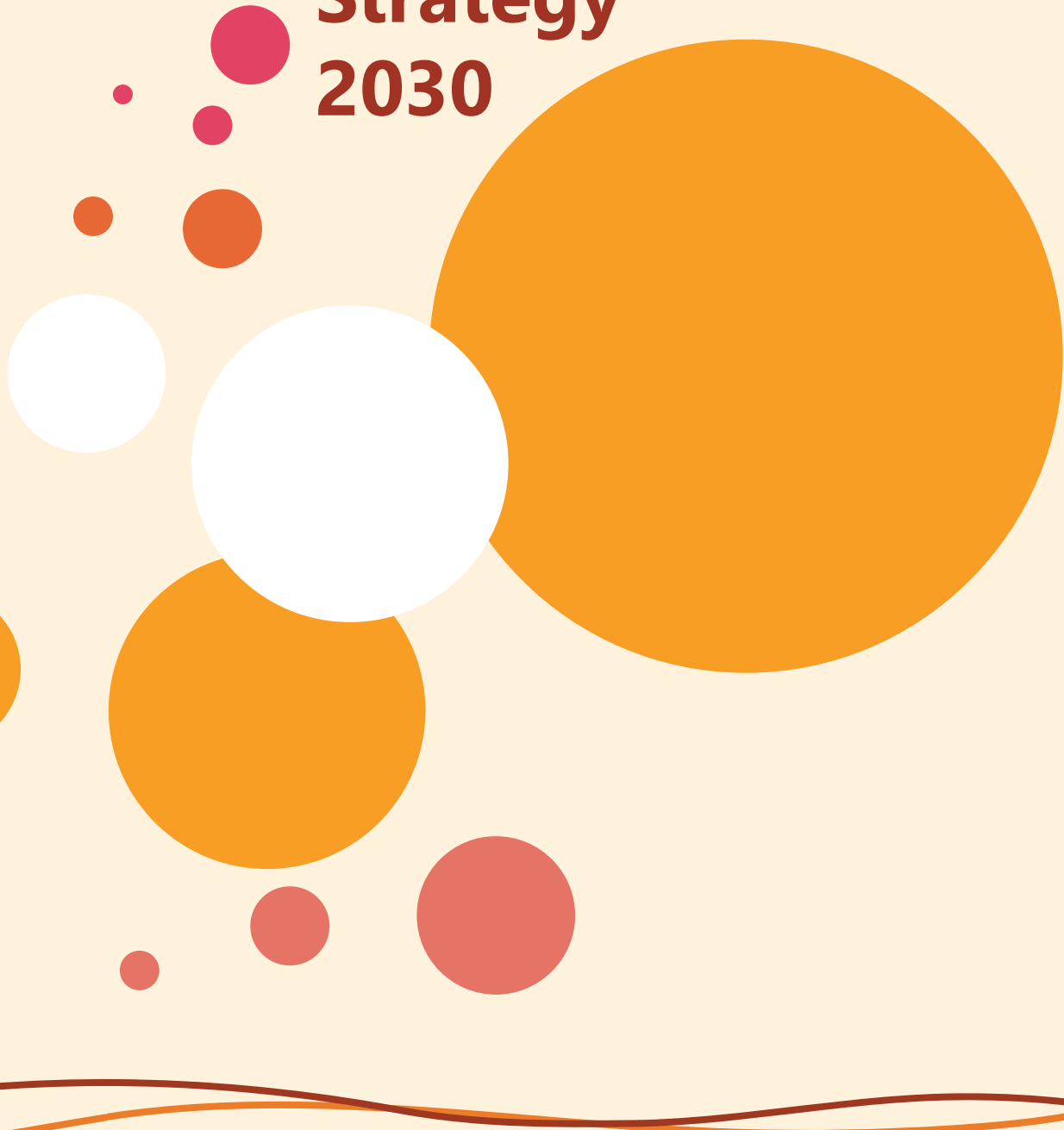
Australian Government

NORTHERN TERRITORY GOVERNMENT

BARKLY REGIONAL COUNCIL

Acknowledgement of Traditional Custodians

The Barkly Regional Deal respectfully acknowledges all traditional owners and custodians across the Barkly region, and pays respect to their Elders past, present and emerging.

About this Strategy

The Regional Workforce Strategy 2030 (the Strategy) was produced under the Barkly Regional Deal (the Deal), with input, guidance, and final approval from members of the Regional Workforce Strategy Working Group (the Working Group).

The document was written and produced by Remote Strategy Plus and produced by Hyper Hyper Marketing using the elements developed by Centred Media. The painting featured throughout is Landscape of Epenarra by Susie Peterson, Wutunugurra community, 2019. The image embodies traditional ritual knowledge of the Wutunugurra community and was created with the consent of custodians of the community.

About the Working Group

The Working Group is one of a number of Working Groups established to support the Deal Governance Table with the implementation of Deal initiatives. To deliver the Strategy, the Working Group met 13 times and held four workshops in 2022, where the key themes of foundation skills, work readiness, skills development, barriers to employment and regional opportunities were explored. Remote Strategy Plus facilitated the four final workshops, that developed and finalised the Strategy with the Working Group. The Working Group included members from a range of community, government and non-government organisations, as follows:

- Patta Warumungu Aboriginal Corporation
- Anyinginyi Health Aboriginal Corporation
- Julalikari Council Aboriginal Corporation
- Group Training Northern Territory
- Rainbow Gateway
- Literacy for Life Foundation
- Many Rivers
- Tennant Mining
- Central Land Council
- Connected Beginnings
- RN Employment
- National Indigenous Australians Agency (Commonwealth)
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts (Commonwealth)
- Department of Education (NT Government)
- Department of Industry, Tourism and Trade (NT Government)
- Department of Infrastructure, Planning and Logistics (NT Government)
- Department of Chief Minister and Cabinet (NT Government)
- Barkly Regional Council (NT Government)

The Deal Governance Table thanks the Working Group for its efforts in the development of the Regional Development Workforce Strategy 2030.

DISCLAIMER
The Barkly Regional Workforce Strategy 2030 is provided for information only. While care has been taken to ensure the content in the strategy is accurate, we cannot guarantee it is without flaw. There may be errors and omissions, or it may not be wholly appropriate for your purposes. In addition, the publication is a snapshot in time based on historic information that is liable to change. The Barkly Regional Deal accepts no responsibility and disclaims all liability for any error, loss or other consequence which may arise from relying on any information contained in this report.

Contents

Aboriginal Community Statement

We, the Aboriginal people from the Barkly region, have a connection to our traditional lands and waters, passed on through our ancestors, which continues today through our unique languages, cultures and histories.

We acknowledge our Elders; those who have gone before us; those with us today; those who are emerging and will lay down the foundation for our future.

We acknowledge those who have settled on our land, introducing other languages, cultures and having their own histories; developing our lands to accommodate the expectations of Australian society; providing the benefits that this development has to offer.

Past developments have been undertaken without our involvement and consultation, or understanding of our needs.

We invite all levels of government, business, service providers and the communities throughout the Barkly region to work with and involve us in the planning and delivery of social, cultural and economic activities to ensure the opportunities which arise are for the benefit of us all.

We commit to work collaboratively with all stakeholders to strengthen our relationships, identify opportunities and deliver sustainable outcomes through a process based on mutual respect, understanding and acceptance of our differences.

Strategy Context

There are two key contextual drivers for the Regional Workforce Strategy 2030 (the Strategy) and its implementation. These are the Deal and the National Agreement on Closing the Gap.

Barkly Regional Deal

The Deal is a 10-year, $100.5 million commitment between the Australian Government, the Northern Territory (NT) Government, and the Barkly Regional Council for the delivery of 28 initiatives in the Barkly. It is also an agreement between the community and government partners, to a new way of working, based on a shared vision and agreed priorities and principles

The Working Group was established to provide expert advice to the Deal Governance Table on initiatives that will support regional workforce development outcomes.

The Strategy is one of the 28 Deal initiatives, and follows completion of the Economic Growth Strategy 2030 where there are synergies in the identified actions and the commitment to maximise Aboriginal employment, which has been a key long term focus.

Together, members of the Working Group have developed this Strategy, its vision and targets. To support sustainable changes, key actions have been identified by the Working Group to support the achievement of each target. These actions must be monitored, evaluated and continuously improved for the life of the Strategy.

The Deal Backbone Team and the Measuring Change Working Group has developed an outcomes framework to assist in setting the direction for and evaluation of the Deal.

The framework includes five priority outcome areas under which the 28 Deal Initiatives are categorised. The outcome areas of the Deal are:

• Strong Culture and Wellbeing
• Self Determination and Meaningful Jobs
• Safe Kids and Youth
• Learning in Both Worlds
• Quality Services

While developed independently, the Deal outcome areas are readily mapped across to the Closing the Gap Outcome Areas and Targets.

Closing the Gap

To support Governments' agreement to the National Agreement on Closing the Gap, implementation plans have been developed and are being delivered by the Commonwealth and Northern Territory Governments, in partnership with Aboriginal and Torres Strait Islander partners.

Key to the Agreement are four overarching priority reforms that change the way governments work to accelerate improvements in the In the lives of Aboriginal and Torres Strait Islander people. The reforms areas are:

• Priority Reform One - Formal partnerships and shared decision-making
• Priority Reform Two – Building the Community-controlled Sector
• Priority Reform Three – Transforming Government Organisations
• Priority Reform Four - Shared Access to Data and Information at a Regional Level

In addition to these priority reforms, there are 17 socio-economic Closing the Gap Targets within the following broader outcome areas of Health and Wellbeing, Education and Employment, Justice, Safety, Housing, Land and Waters, Languages and Digital inclusion. The Strategy represents a contribution to the efforts of government partners and the Barkly community.

Executive Summary

The Barkly Regional Workforce Strategy 2030 (the Strategy) represents the culmination of more than six-months work by the Regional Workforce Strategy Working Group (the Working Group).

The role of the Working Group was to explore key initiatives and actions to address and enhance local workforce participation and region wide productivity and engagements.
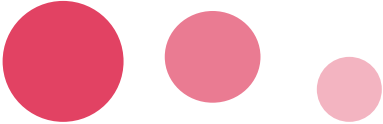
The Working Group recognises this is only one of several Deal, and other government and community initiatives that will support workforce inclusion and workforce development in the region

The Strategy was developed over a number of workshops that focused respectively on Foundation Skills, Employability Skills, Regional Enablers and Barriers to Participation.

The vision "The Barkly region develops local people into job opportunities, attracts the best talent and all workplaces are culturally safe, supportive and connected" reflects the deepest thinking of the Working Group, and summarises their collective agreement and thinking that emerged during the entire process of developing the Strategy.

The Working Group recognised and supported the Deal approach of adopting a 'Two Worlds' perspective to refine the development and implementation of the Strategy. For the Working Group this directly linked to the Strategy's vision and targets, where they prioritised cultural competency, respect and deeper understanding of non-Aboriginal people in the region, and the need to provide cultural safety for all Aboriginal people living and working in the region.

In regard to longer-term sustainability of the region, the Working Group focused on the importance of maximising the engagement of local Aboriginal people into

employment, improving the delivery of work readiness and foundation / life skills and creating flexible approaches to employment for Aboriginal people, to support the achievement of Aboriginal employment opportunities in the region.

There was also an important focus on ensuring the best people are attracted to live and work in the region, and that people who were new to the region be better supported to understand the cultural, social and environmental context of the region.

The workshops Identified key actions and approaches to improving workforce participation in the Barkly region, and resulted in the identification of five clear targets that need to be achieved.

The Working Group also developed an action plan detailing their views on how each target can be achieved. This can be found in Annexure A - Strategic Action Plan by Target. The intent is for this Annexure to be used as a high level starting point to support ongoing work to implement each target.

The Working Group considers the implementation of the Strategy a priority for the realisation of the objectives of the Deal, and will be implemented in accordance with the principles that guide the Deal.

The Working Group recognises the close association between this Strategy and the Economic Growth Strategy 2030 (EGS 2030), and that both have been developed through hearing the voices and aspirations of people at the grass roots level living, working and employing people in the Barkly.

The Working Group hopes the Deal Governance Table continues to support the ongoing work of a regional Working Group that can maintain oversight, support ongoing regional collaboration and monitor the implementation of this Strategy, in partnership with the EGS 2030, and all other strategic initiatives of the Deal.

Barkly Regional Workforce Strategy 2030
Vision

The Barkly region develops local people into job opportunities, attracts the best talent and all workplaces are culturally safe, supportive and connected.

Targets

1. Pre-work activities, foundation skills and Language, Literacy and Numeracy (LLN) frameworks are coordinated and tailored to meet the needs of the Barkly region

2. Education, vocational training and skills development programs are coordinated and recognise and meet the diverse needs of young people and adults in the Barkly region

3. Accessible and coordinated mentoring and development programs are in place to provide meaningful assistance to students, job-seekers, employees and employers in the Barkly region

4. Employers offer culturally safe and responsive work environments to increase Aboriginal employment outcomes and retention rates in the Barkly region

5. Targeted and accessible business start-up, growth and development support for everyone in the Barkly region

National analysis

The Australian Government's National Workforce Strategy 2022-2027 seeks to ensure strategies are coordinated across agencies in line with broader Government priorities and actions. To support these objectives, the National Workforce Strategy articulates five principles to guide a coordinated and consistent approach across government:

● Use data to create transparency of the current and future workforce

● Equip Australians with in-demand skills and focus employment services on outcomes

● Remove barriers and disincentives to work

● Activate industry to design and drive change

● Target migration to fill skills and labour gaps

The National Workforce Strategy also sets out the Government's workforce policy priorities through three key areas of focus:

● Increasing the workforce participation and economic security of women, Indigenous Australians, and people with disability

● Ensuring a skilled workforce is available to support critical sovereign capability

● Growing and supporting the care workforce to meet the needs of the ageing population and people with disability

Industry will play a primary role in designing and driving the workforce changes they need, in promoting available jobs, and incentivising people to take them up. However, there is also a role for Government to help address critical or systemic issues with labour supply, or to provide support where there are opportunities to meet the broader objectives as expressed through the Strategy.[1]

The October 2022 Federal Budget[2] included investments directly into the North for new measures to secure long-term economic success. There is investment in the north's water and road infrastructure, Indigenous economic, social and health activities, and important regional development and environmental programs.

Key Australian Government commitments which will drive opportunities and growth in the Barkly region include:

● $2.5 billion of election commitments for vital infrastructure projects in the Northern Territory[3] (NT), including:

  ○ $1.5 billion in planned equity to support the construction of common user marine infrastructure within the Middle Arm Sustainable Development Precinct, providing a pathway to a decarbonised economy by helping emerging clean energy industries

  ○ $440 million in planned equity to support the development of regional logistic hubs

  ○ $350 million of additional funding to seal the Tanami Road and upgrading Central Arnhem Road

  ○ $332 million towards the NT Strategic Roads Package

● $757.7 million over 5 years to expand mobile coverage connectivity, resilience, and affordability in regional Australia

● $1.4 billion 2021-2028 nationally for the Indigenous Rangers program

● $224 million to improve access to health services in rural and remote Australia

● $61.6 million over two years from 2022-23 to strengthen Australia's frontline biosecurity capability, including enhancing the domestic detection and response capability in northern Australia, supporting domestic preparedness and biosecurity outcomes in neighbouring countries[4]

● $1 billion toward the Regional Precincts and Partnerships program to provide a strategic, nationally consistent mechanism for funding and coordinating projects that transform a place, to benefit communities in region, regional cities and rural Australia

1   National Workforce Strategy 2022-27 - National Workforce Strategy - Department of Employment and Workplace Relations, Australian Government (dewr.gov.au)
2   https://budget.gov.au/index.htm (1/11/2022)
3   https://minister.infrastructure.gov.au/c-king/media-release/25-billion-infrastructure-boost-northern-territory (1/11/2022)
4   Budget Paper No. 2

The Australian Government will also provide $171.6 million over 4 years from 2022-23 to support Australian trade and tourism, including:

- Up to $100.00 million over 4 years from 2022-23 for Australia's participation in the World Expo 2025 hosted in Osaka, Japan
- $48.0 million over 4 years from 2022-23 to support recruitment and marketing in the tourism and travel sectors and for infrastructure upgrades for caravan parks
- $19.6 million over 4 years from 2022-23 for initiatives to implement the Singapore-Australia Green Economy Agreement
- $4.0 million over two years from 2022-23 for the Department of Foreign Affairs and Trade to support Australia's trade diversification

These initiatives support economic growth across regional Australia and when complemented by local initiatives and strategies, and through targeted workforce development have the potential to make a difference to communities and individuals in the regions.

Northern Territory analysis

As at November 2022, the Department of Industry, Tourism and Trade (DIIT) has promoted the provision of the following supports, training initiatives and programs to meet current and future skill needs of industry, business and individuals in the NT[5].

Programs and services offered by the NT Government include:

- Subsidised training
- Apprenticeships and traineeships
- Aboriginal Employment Program
- Migration NT

Grants and funding available include:

- Pre-employment program
- Equity Training Grants program
- Industry Buildskills program

The NT Government states that funding priorities for Vocational Education and Training (VET) are identified through consultation with the stakeholder service groups, the Industry Skills Advisory Council NT, industry associations and community organisations. The NT Skilled Occupation Priority List, labour market forecasting and NT Government directions and priorities are also considered when allocating funding for training delivery.

The Working Group noted that improved collaboration with local and regional stakeholders in the design of programs, and better coordination of NT Government programs and funding to align with and achieve regional priorities, would allow for improved local and regional benefit and impact from current and future NT Government investments into training and workforce development.

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5   Department of Industry, Tourism and Trade – Fact Sheet – Building a skilled workforce

Regional analysis

REGIONAL CONTEXT

The Barkly region is home to ten Aboriginal language groups who are custodians of the region. These groups have been traversing the land, meeting, and trading for thousands of years across the region and externally with their neighbours. The region maintains a strong connection to its Aboriginal history and culture. In 2007, the Patta Waramungu people negotiated a Consent Determination and Indigenous Land Use Agreement, which recognised their Native Title rights and interests within a Township (Tennant Creek).

The term (language group) is often used to describe distinct groups of Aboriginal people who identify themselves by their language. Each language group in the Barkly will have some customs which are the same, and some that are different. Some larger language groups in the region include Warumungu, Warlmanpa, Warlpiri, Jingili, Garawa, Mudburra, Kaytetye, Alyawarr, Anmatyerre and Wambaya.[6]

The Central Land Council and the Northern Land Council support Traditional Owners rights under the Native Title Act in the Barkly region, along with the delivery of community development, training, employment and economic development programs, and both have offices based in Tennant Creek.

The Barkly Regional Council operates under the NT Local Government Act, and services the entire Barkly region. There are 12 Councillors, 4 wards, seven local authority groups and the main administration office is based in Tennant Creek.

Small communities separated by long distances make up the region, which is home to about 6,140 people, of whom around 71% are Aboriginal. Tennant Creek is the main centre with a population of about 3,300 people. A high proportion of people living in the region are young, with about 39% aged 24 years and under, and about 7% aged 65 or older.[7] The Barkly Regional Council area is over 323,000 square kilometres, which equates to a population density of .02 persons per square kilometre, a figure that demonstrates the vastness of the region. The Bushtel website is a very strong source of information around the regional area, homelands, communities and other key information.

Tennant Creek has several long standing well established and influential Aboriginal Controlled Organisations that deliver a range of services and opportunities in the town and across the Barkly communities. These organisations include:

- Julalikari Council Aboriginal Corporation that includes services provision in night patrol, early childhood, community engagement and has a maintenance and construction arm to support residents

- Anyinginyi Health Aboriginal Corporation that provides health services and Public Health services to Aboriginal residents of the Barkly

- Papulu Apparr-kari Aboriginal Corporation (the Language Centre) that is responsible for the preservation, maintenance and revival of the 16 languages of the Barkly Region

- Manungurra Aboriginal Corporation that provides community development, Health support and Education programs through Tennant Creek and nearby homelands

- Canteen Creek Owairtilla Aboriginal Corporation that supports the culture of the community, operates the Canteen Creek Store, provides training and employment to develop the community and local economy while supporting healthy lifestyles, sport, recreation and youth programs

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6   Barkly Regional Council - https://www.barkly.nt.gov.au/region (1/11/22)
7   NT Government - Barkly Regional Fact Sheet

- Urapuntja Aboriginal Corporation that assists the Aboriginal communities of the Utopia Homelands to attain self-sufficiency through sound economic projects and enterprises support and encourage the Traditional law, language and culture and assist the in the development of local self government and operation of facilities

- Centrefarm Aboriginal Horticulture Ltd that is non-profit Australian company limited by guarantee established by Aboriginal landowners in Central Australia, to drive the development of horticulture on Aboriginal land. Their vision is to establish viable industry on Aboriginal land that brings Aboriginal people greatest likelihood of economic equity and social opportunity.

The organisations have a longstanding association and history of cooperation and represent the interests of Aboriginal residents of the Barkly at the Deal Governance Table. As at November 2022, key Barkly regional information related to workforce development includes:

- Regional area of 322,713km2

- 70 Aboriginal homelands

- 49 pastoral stations, mining operations and commercial properties

- 7 major remote Aboriginal communities

  - Ali Curung

  - Alpurrurulam

  - Ampilatwatja

  - Arlparra

  - Canteen Creek

  - Epenarra

  - Murray Downs

- 2 urban centres (Tennant Creek and Elliot)

- 7 Tennant Creek Community Living Areas (CLAs)

- 10 primary Schools in the Barkly Region

- 1 secondary / high school, and six remote schools that incorporate senior schooling in the Barkly region

- 2 providers delivering government funded CDP / Employment Services contracts in 3 CDP regions

- 1 Registered Training Organisations (RTO) (regionally based, servicing the region) noting it is an office presence with no trainers on site

- 4 RTO's (external to the region, visiting and servicing the region)

- 1 tertiary education provider (regionally based, servicing the region) noting there is one Nursing Placement Educator on site

- 0 tertiary education providers (external to the region, visiting and servicing the region)

Across the Barkly region during 2020/21, the most productive industry was agriculture, generating $159 million. This was followed by Health Care and Social Assistance, Public Administration and Safety, where he three largest industries accounting for over 68% of total productivity in the region:

- Agriculture ($159 million or 41.6%)

- Health Care and Social Assistance ($56 million or 14.6%)

- Public Administration and Safety ($52 million or 13.7%)

Growth in the services industry represents a major opportunity for the Barkly region over the next decade, and if supported well, can also help to achieve increased employment opportunities for more people living in the Barkly region. The growth will require servicing and sequencing of major investments, both government and private, into infrastructure, projects and services. This will need genuine regional collaboration and partnership to guarantee the regional investment pipeline can support long-term sustainable workforce development opportunities.

Aboriginal employment

The Working Group agree that engaging, supporting, developing, and retaining Aboriginal workers in the region is the main priority.

Whilst the region has experienced economic growth in the pastoral industry, mining, and tourism, most Aboriginal residents have not shared in this economic success, neither through an improved standard of living nor level of opportunity. It is therefore critical that workforce development priorities and actions are considerate of Aboriginal people in the region and seek to share the success, opportunities and benefits that may arise from this Strategy.

For Aboriginal people in the Barkly region, poor training and employment outcomes are impacted by targets identified in the Closing the Gap Report, which are by far the greatest contributors to inequality that prevent improvements to Aboriginal training and employment. These Closing the Gap targets include:

- Child mortality
- Early childhood education
- School attendance
- Literacy and numeracy
- Year 12 or equivalent
- Employment
- Life expectancy[8]

> " Priorities and actions need to be
> community owned and derived,
> and we need government to
> take responsibility to align to these.
>
> **WORKING GROUP QUOTE**

The Working Group identified impacts from intergenerational failed government investment, and legacy impacts from top-down policy and program agendas. These combined have led to an increase in barriers for Aboriginal people, and disempowerment of Aboriginal people, organisations and cultural authority groups to guide and inform effective solutions.

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8   Australian Government – Closing the Gap Report 2020

Barkly Regional Workforce Strategy 2030

The Working Group expressed clearly that top-down approaches have led to constant forced adaptation for Aboriginal people, organisations and cultural authority groups.

This has been occurring over many generations at the local and regional level, and a lot of energy has gone into aligning to government priorities, policies and investment, instead of government aligning its investment to meet locally-led strategies, priorities and actions to achieve real outcomes.

To support improvements better approaches for sharing information with Aboriginal people, and improved standards for community engagement with Aboriginal people, across the region needs to be adopted by all levels of Government, industry, agencies and service providers.

The Working Group have identified this as essential to ensure solutions and approaches are not developed based on:

● A minority opinion of one individual, family or community group

● Input from people at the grass roots who have not been given adequate time, and ethically interpreted information, to develop a deep enough understanding to inform effective solutions

Nationally-led data collection was also identified as a flawed source in guiding investment and strategies to support outcomes for Aboriginal people in the Barkly region. There needs to be targeted support for improved local and regionally-led data collection that can be reviewed against nationally-led data collection, to better inform required adjustments to investment strategies.

> " Having discussions with people who don't understand the systems or language, and taking what they say on face value, often reflects the deeper opinions of the person asking the question as a result. "

WORKING GROUP QUOTE

Implementation of strategies to address barriers, including Closing the Gap targets, in the Barkly need to be locally-led and supported by all tiers of Government, and reflected in subsequent programs delivered by external agencies and bodies to ensure every dollar of investment can lead to long term change and improvements in Aboriginal training and employment.

The Patta Warumungu Aboriginal Corporation 'Two-Worlds' activity that was referenced in Barkly Economic Growth Strategy 2030 is also relevant to workforce development in the Barkly region. This diagram was developed through an Economic Growth Strategy Working Group session, and is based on input from participants involved in that activity.

The activity delivered by Patta Warumungu Aboriginal Corporation seeks to recognise and explore what participants feel is the middle space between worlds, and the diagram demonstrates to others in the Barkly region what this group felt is important to recognise when working in a middle space.

It's important to note that when this exercise is conducted with different groups, it will result in different inclusions across the Aboriginal, non-Aboriginal and shared sections - the example below shows the Economic Growth Strategy Working Group output of this exercise, which included many of the same members as this Working Group.

Aboriginal	Shared	Non–Aboriginal
songlines	respect	academics
cultural obligations	jobs	money
ancestors	housing	success
elders	family	timeframes
land	training	expectations
language groups	trust	law
learning on country	health	political structures
kinship	economic development	material structures
belonging to country	education	consumerism
listening	wellbeing	individualism
ceremony	business development	KPIs
lore	environment	identity
	relationships	
	sustainability	
	safety	

Patta two-worlds activity diagram

Image: Patta Warumungu Aboriginal Corporation 'Two-Worlds' activity diagram (EGS 2030)

Real outcomes will require transparent and ethical collaboration, partnership, coordination and Aboriginal-led capacity building across Government, schools, RTOs and employers, as well as wrap-around service providers.

Every stakeholder in the process needs to identify the need to become culturally safe, competent and responsive to the needs of Aboriginal people in the Barkly region throughout the entire life-cycle of education, training, pre-work and employment. This will include improvements across coordination and implementation of:

- Foundation skills and work readiness - regionally designed and delivered foundation skills programs and work-readiness programs to support people into employment opportunities

- Employment services - provide effective individual pre and post work placement support, including reforming CDP to suit regional needs

- Wrap-around services - better identified and coordinated to the needs of individuals and families, with a focus on Aboriginal-led support services

- Education and training pathways - improved engagement and capacity building with schools and employers to improve education and training pathways programs that support Aboriginal students into regional employment opportunities, including school-based strategies, VET in school and work familiarisation, exposure and experience programs

- Recruitment - develop and improve recruitment processes in the region so that Aboriginal people are better supported

- Mentoring and support - provide structured mentoring and support for people in employment, across all levels of employment, to improve retention, development and promotion rates of Aboriginal people

Foundation skills

From the outset, the Working Group have expressed that the lack of a strategic, locally-designed foundation skills framework is a major gap in supporting those who are unemployed in the region, into employment.

The Working Group has described the gap between unemployment into employment for the majority of unemployed Aboriginal people in the region as immense. They have expressed that continuing to place Aboriginal people into employment who are underprepared, will continue to perpetuate a cycle of failure.

Additionally the Working Group recognised the connection between school and educational pathways, supporting improved foundation skills development, to improve VET, apprenticeship, traineeship and employment outcomes for young people. Foundation skills are fundamental to a person's participation in the workplace, the community and in education and training. They are a combination of LLN skills and employability skills [9], including:

LLN skills

- Listening
- Speaking
- Reading
- Writing
- Digital literacy
- Use of mathematical ideas

Employability skills

These are skills required to participate in modern workplaces and contemporary life, and include skills such as:

- Collaboration
- Problem solving
- Self-management
- Learning
- Information and communication technology

The Working Group feel that a regionally co-designed foundation skills framework could support the following groups:

- School leavers
- Unemployed people
- People living with a disability
- Employers (capability development to work with foundation skills cohort)

In addition to the more widely understood foundation skills design, a regionally co-designed model would consider:

- Cultural needs and differences
- Social and Emotional Wellbeing (SEWB) supports
- Family and community engagement
- Employer support and capability development

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9   Australian Government Department of Education and Training – Fact Sheet Foundation Skills

Key regional enablers

The Barkly region has a range of common needs, which can nevertheless differ depending on where people live. Unique geographic needs were found across:

- Remote-remote (Homelands / Outstations)
- Remote (Communities)
- Urban Centres (Tennant Creek / Elliot)
- Regional (Barkly region)[10]

Recent analysis that formed part of the EGS 2030 development looked at recurring themes across many published and readily available local and regional plans (a thematic analysis). From this analysis, shared enablers for everyone across the Barkly region included:

- Housing
- Education
- Health
- Cultural awareness / safety
- Digital connectivity
- Digital literacy
- Community infrastructure
- CDP reform ('Community Development Program')
- Workforce development
- Youth programs
- Mentoring and support
- Local / shared decision making
- Regional collaboration
- Shared data collection
- Industry collaboration

Housing shortages have been identified by the Working Group as the major barrier to workforce development across all living areas in the Barkly region, as well as all industries. It is widely accepted however, that if effective regional planning occurs into housing development (private and public housing) and the future investment pipeline into housing is staged correctly across the region, this investment and activity could in fact be the biggest enabler to workforce development and economic growth. Housing is also a recognised key priority by all Aboriginal community-controlled organisations and services across the Barkly region.

This sentiment is backed by members of the Barkly Aboriginal Alliance, who have expressed that appropriate planning and engagement into maximising opportunities for future housing investment and development, could lead to achievement of social, health, economic, training, employment and long-term business development outcomes for Aboriginal people across the region.

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10   Barkly Economic Growth Strategy 2030

Barriers to improvements

As outlined in the EGS 2030, the following barriers to growth and improvements exist in the Barkly region, which the Working Group prioritised and restructured in terms of barriers impacting the most on workforce development outcomes:

● Poor access to services and amenities, including health, education, housing (public and private)

● Systemic fatigue and failure to adequately address social problems

● Socio-economic disadvantage

● Government policy and program agendas designed to suit urban populations

● Geographical isolation

● Systemic discrimination

● Recruitment and retention of workforce

● Poor Information Communication Technology (ICT) infrastructure

● Digital connectivity

● Limited and sparse physical infrastructure [11]

In developing this Strategy, the Working Group also identified the following barriers that are unique to workforce development:

● Lack of community cohesion to understand and develop agreed regional directions

● Poor engagement and consultation approaches failing to understand whole of community needs

● Limited understanding of the real regional workforce development requirements

● Poor regional education outcomes and lack of culturally appropriate education models

● Low childhood and adult LLN levels

● Lack of well-structured and coordinated foundation skills and pre-employment supports

● Poor standards of cultural competency amongst employers

● Lack of clear frameworks for best practice Aboriginal employment models and approaches, including flexible employment models

● A disconnect between what Aboriginal people individually want and need from employment, versus expectations from employers

● Training and skills development not regionally-led

● Poor regional collaboration and coordination across workforce development

● Fixing the narrative that's been created around Aboriginal employment and unemployment

● Poor support services collaboration and coordination for individuals

● Poor collaboration and coordination in creating strong education pathways to employment

● Failure to recognise benefits of 'Two Worlds' approach

● Poor returns on government training and employment program investment

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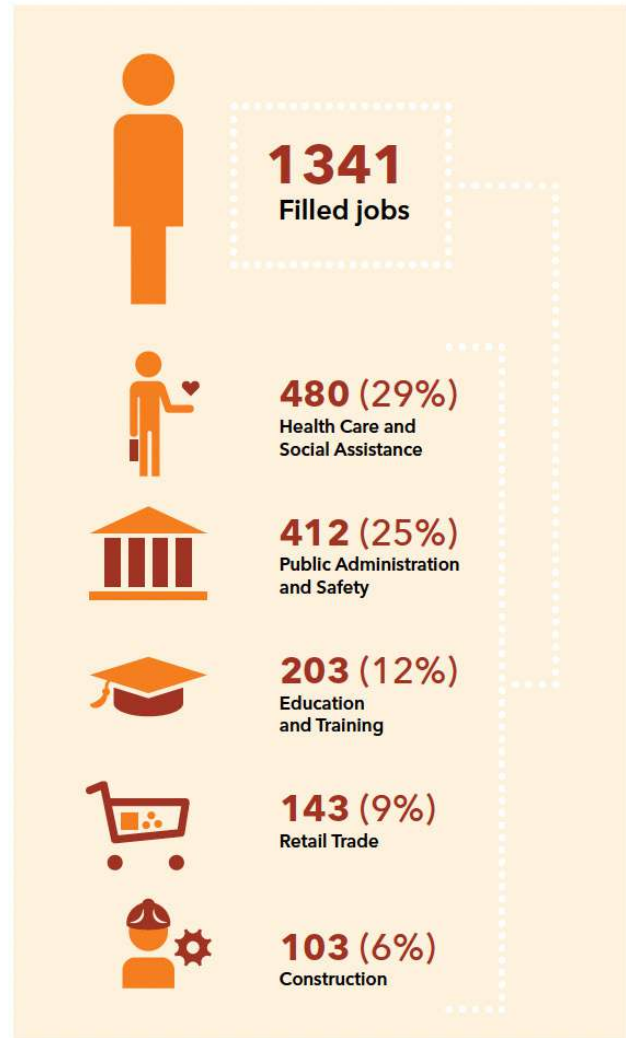[11] Barkly Economic Growth Strategy 2030

Regional employment

In 2020, there were 1978 current job opportunities in the Barkly region, of which 1631 are filled. This equates to 82% of all positions being filled. This does not include business opportunities or unmet demand, such as NDIS services. The top five industries for employment, which account for 81% of all employed people are listed in the graphic shown on this page.

As economies grow, access to labour becomes a critical input, a significant challenge in the Barkly, as it is for other parts of the NT. Discourse around labour often starts with what skills need to be imported into a particular region, rather than first investigating existing (but untapped) labour markets and what might support its members into jobs.

The Working Group recognises that statistics demonstrate Indigenous controlled organisations generally have a higher rate of Aboriginal employment, are more likely to adopt culturally sensitive business models and support flexible working arrangements. Factors consistent with the recommendation in this Strategy. The Working Group recognises there are significant opportunities for enhancing and supporting Indigenous enterprise establishment and growth within the Barkly as a component of any workforce enabling strategy.

The Working Group have expressed the need for improved regional data sharing, measurement and ongoing evaluation of filled and unmet employment opportunities in the Barkly region, as well as improved measurement of the proportion of Aboriginal people employed in filled roles. This data measurement could form part of the Deal's "What good looks like in the Barkly" project, where there are detailed indicators for change. Data measurement and monitoring across the life of this Strategy will be important data measurement as part of the broader evaluation framework.

1341
Filled jobs

480 (29%)
Health Care and Social Assistance

412 (25%)
Public Administration and Safety

203 (12%)
Education and Training

143 (9%)
Retail Trade

103 (6%)
Construction

Top 5 industries by filled jobs

source: Barkly Region Jobs Profile 2020

Recruitment in the Barkly

Complex recruitment models were recognised as a significant barrier to Aboriginal employment, coupled with difficulties in attracting people to the Barkly region to address skills shortages. Issues identified include:

- Recruitment and on-boarding processes alienate Aboriginal people unnecessarily
- Lengthy periods to advertise, recruit and appoint people to role
- Lengthy wait times for people to move to the region if appointed from elsewhere
- The struggle to attract people with the right skills in the first place
- A lack of positive information in the public arena about the Barkly region, in particular regarding Tennant Creek

These combined issues means candidates often withdraw from job processes before they are completed.

Costs to recruit, to then also pay above award wages, impacts employers. Housing shortages mean attracting and retaining couples and families is difficult. And then there is the impact of the aforementioned barriers on individuals, which often yields poor retention due to fatigue and burnout.

Access to required services to support recruitment, including housing, quality education, child care services and structured extra-curricular activities is also leading to the loss of preferred or quality candidates.

Providing access to cultural competency packages led by local Cultural Authority groups has been identified as a major service provision gap when inducting new employees into the region. This was also highlighted as a major issue in supporting existing employees and employers to develop cultural competency and work effectively with Aboriginal people, and therefore impacting on recruitment and retention of Aboriginal people in the region.

The Working Group have expressed the need for improved coordination of workplace health and wellbeing programs in the region, and connecting employers and staff to community events and improved networking events to support connection and retention.

Skills development and training

While there will always be a need to import some skills into regions, there are opportunities to tap into existing labour across the region first.

The Territory Economic Reconstruction Commission made the following findings regarding skilled labour in its final report of December 2020:

- A skilled population is a critical enabler of economic growth, and there is a requirement to grow Territory skills and attract new population linked to industry and business demand
- Economic growth needs action to build the right skills and attract and retain more people
- The elements most critical are workforce planning and skilling, education pathways, affordable housing, and a liveable and enjoyable environment

The Working Group was able to identify major issues in regional skills development, including:

- Lack of regionally-led and coordinated Foundation Skills framework
- Poor collaboration across all sectors to define the current and future training needs
- Lack of a locally-led skills and training needs analysis
- Poor coordination and timing of training and skills development in the lead up to project commencement
- External RTOs defining the training needs of the region

Workforce development, skills and training should always be linked to current and future opportunities across industry and services, and training and skills development should be contextualised to these opportunities, leading to real learning outcomes and confidence building for individuals.

Timing of training and skills development also needs to be scheduled to project start times, and better regional collaboration needs to occur to deliver training that will lead to employment outcomes. Failure to do this will result in ongoing investment going into training, and people achieving qualifications, that lead to limited employment outcomes.

Improved coordination and collaboration

The Working Group has also identified the need for improved coordination and collaboration across the entire education, training and employment life-cycle, including:

- Foundation skills and work readiness
- Education (primary, secondary, tertiary and alternative)
- VET
- RTOs
- Employment services providers
- Role design and flexible employment pathways
- Recruitment
- Interview and assessment techniques, including preliminary checks
- Onboarding
- Commencement and induction
- Cultural awareness / competency / capability training packages
- Aboriginal organisations being supported to share knowledge and expertise to enterprise, government and community in formal and informal ways
- Employer capability development
- Workplace supports and flexibility
- Mentoring and support
- Wrap-around support services
- Training and skills development (on-the-job, non-accredited and accredited training)
- Sequencing and timing of training and skills development linked to project
- Career development
- Leadership development

Barkly Regional Deal

The Deal is a 10-year, $100.5 million commitment between the three levels of government to deliver 28 initiatives with place-based leadership, and according to a shared vision, priorities and principles.

The image over the page shows the 28 initiatives aligned with the five community-identified priorities. It also demonstrates that using the initiatives to deliver the outcomes community wants to see, delivers Initiative 14: Government Investment Service System Reform.

The 28 Barkly Regional Deal initiatives and the community priorities to which they should contribute

WILYA MANU MARLUNGKU-KU ANYUL NYIRRINTA MAPPUNGKU AKILA-KA

STRONG BARKLY COMMUNITIES AND FAMILIES TOGETHER DETERMINING OUR FUTURE AND THRIVING IN BOTH WORLDS.

14.Government Investment Service System Reform

Learning in both worlds
15.Supported Youth Accommodation and Outreach
16.Trauma Informed Care
18.Student Boarding Accommodation
20.Community Sports
22.Childcare places

Safe kids and youth
2.Youth Infrastructure
4.Youth Justice Facility
5.New Housing Builds
6.Justice Infrastructure & Elders at Court
13.Tennant Creek Visitor Park
15.Supported Youth Accommodation and outreach
16.Trauma Informed Care
17.Multipurpose accommodation
18.Student Boarding Accommodation
19.Social and Affordable Housing
20.Community Sports
25.Community mediation

Self determination & meaningful jobs
1.Regional Workforce Strategy
2.Youth Infrastructure
3.Barkly Business Hub
6.Justice Infrastructure investment & Elders at Court
8.Economic Growth Strategy
9.Maximising Aboriginal Employment
10.Barkly Mining and Energy Services Offer
12.Changes to CDP
16.Trauma Informed Care
18.Student Boarding Accommodation
20.Community Sports
23.Community Projects Fund
24.Local Community Governance
25.Community Mediation
26.Arts Centre Elliot Feasibility Study
28.Marketing and Promotion

Strong culture and wellbeing
6.Justice Infrastructure & Elders at Court
16.Trauma Informed Care
18.Student Boarding Accommodation
20.Barkly Community Sports
23.Community Projects Fund
24.Local community governance
25.Community mediation

Quality services
7.Alpurrurulam airstrip
11.Weather Radar
16.Trauma Informed Care
21.Aged Care Services
23.Community Projects Fund

Initiatives written in ochre colour can be expected to contribute to three or more community priorities

Barkly Regional Deal

miro

This Strategy is one of the 28 initiatives of the Deal. Its development follows on from the EGS 2030. This Strategy is intended to support outcomes across each funded initiative by providing a regional workforce development framework that will:

- Achieve employment outcomes during construction / development phases
- Understand opportunities and develop people into roles linked to longer term operational implementation

Local leadership and community collaboration is critical to reforming how governments deliver and fund services to ensure the Deal delivers the outcomes community wants.

In 2021, the Deal Measuring Change Working Group developed a theory of change. The purpose of this was to help guide the work of the Deal towards a story of change exercise mapping the outcomes people want to see whilst also establishing a framework for the measuring progress towards outcomes.

The purpose of the story of change is to help guide the work of the Deal, and measure performance. A range of data sources including community planning meetings, workshops, surveys and interviews informed the process.

The story of change was endorsed by the Deal Governance Table in early 2022 and was reaffirmed as its overall guiding framework in August 2022.

The story of change is told using an image of a river red gum, and outlines the following for the Deal:

● Our vision for the Barkly

● The changes in the system, and for families that we want to see

● The activities we will do to achieve those changes

● The resources we need to do the work

● The principles that will guide our way of working

The story of change is evolving and will be reviewed and updated each year to make sure it review historical work, and reflects the current work and priorities, across the Barkly.
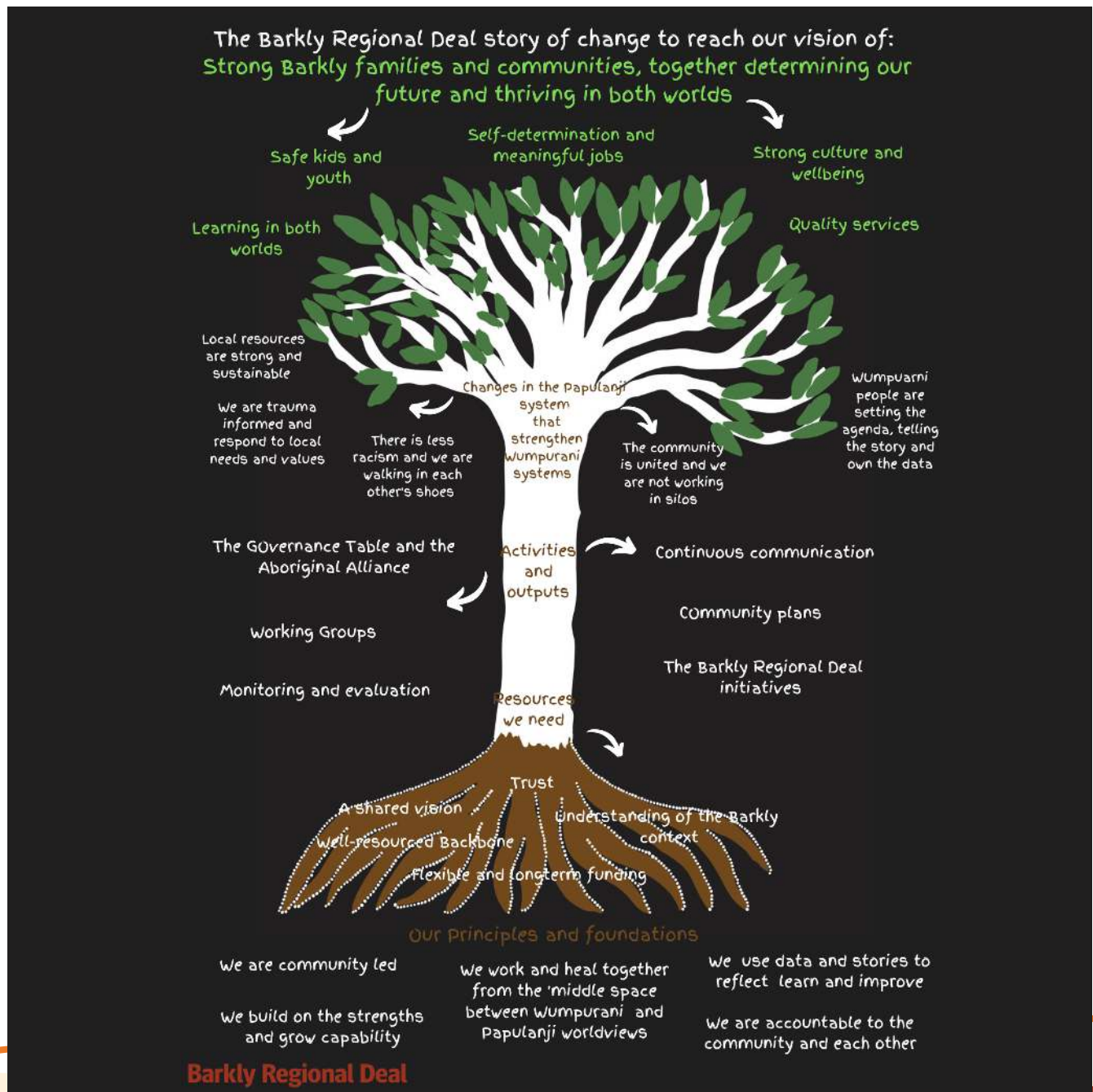

Image: Deal Story of Change

Economic Growth Strategy 2030

As with this Strategy, the EGS 2023 is one of the 28 initiatives of the Deal. Completed in late 2022, it was developed by the EGS Working Group, made up of many of the same stakeholders as this Working Group.

VISION

"Together we are thriving and strong, so everyone in the Barkly Region can make the most of opportunities from investment and growth"

TARGETS

Information from the EGS 2030 targets, with direct actions relevant to this Strategy:

- Target 1 - Attract people into local jobs in human services and support them to perform and excel in service delivery

    - Train and upskill regional labour market to meet current and future demand

    - Attract a skilled workforce to the Barkly Region to meet current demand

- Target 2 - Grow and expand service industries to meet increasing demand and improve liveability for everyone

    - Meet the demands of economic, population and industry growth

    - A thriving creative industries sector

- Target 3 - Increase the performance of all employers to create high performing, culturally safe and responsive work environments

  - Culturally safe workplaces across the Barkly

  - High performing workplaces across the Barkly

- Target 4 - Attract and create opportunities for all through renewable energy technology and environmental management

  - Develop a renewable energy industry

  - Realise land management opportunities

- Target 5 - Increase the productivity of food production and the management of supply chains to drive economic outcomes

  - Diversify and grow the regional pastoral and plant-based industries, including horticulture and agricultural sectors

- Target 6 - Make the most of every opportunity arising from the critical minerals sector

  - A framework for the targeted engagement of regional industry to maximise long term outcomes

  - Increased community benefit from existing and new mining operations

The EGS 2030 identified multiple pathways to achieving economic growth, particularly that choice is essential when developing regional pathways for economic opportunities, and always include flexible approaches to development. The EGS 2030 also emphasises the need to always follow these guiding principles, which are also relevant to expectations for this Strategy:

- Cultural safety
- Equity and Inclusion
- Engagement
- Regional benefit
- Shared measurement
- Accessibility

The EGS 2030 acknowledges this Strategy needs to more deeply consider the broader requirements to develop a regional workforce, including improving approaches to training and employment. The EGS 2030 did touch on workforce development, and identified the following high level workforce development pathways to economic growth opportunities:

PRE-WORK

- Education pathways: support primary and secondary students through career pathways in the Barkly region that they can easily connect with and understand. Provide support also to employers, to familiarise students with working through work experience programs in the region

VOCATIONAL TRAINING AND SKILLS DEVELOPMENT

- Training / VET in schools: develop accredited work-based training, apprenticeships, and VET-in-school programs to support more people into skills-based employment
- Tertiary education programs: identifying, supporting and developing tertiary education models and approaches that meet regional economic development opportunities and needs, and retains local workforce while increasing the regional skills-base

MENTORING AND SUPPORT

- Mentoring and support: ensure easy access to formal and informal mentoring and tailored support for residents and newcomers
- Networking and collaboration: provide spaces for collaboration and networking to connect with business, industry or government support

EMPLOYMENT

- Flexible employment models: support more Aboriginal people to succeed by enabling them to work in a way that helps them build confidence, acquire skills, and safely manage cultural and personal priorities
- Employer capability development: develop stronger performing and culturally safe workplaces that support people toward long-term careers in the region
- Leadership development and succession planning: build skills and develop people for succession to key roles in the region

BUSINESS EMPLOYMENT DEVELOPMENT

- Contracts and services: identify small and medium-sized enterprises (SMEs) that are ready to develop, and partner with them to support the needs of major projects and investments; target candidates for collaboration, mentoring and support them to succeed

BUSINESS GROWTH AND EXPANSION

- Support SMEs to expand and grow to meet opportunities emerging from the Regional Investment Pipeline

T1

The Barkly region develops local people into job opportunities, attracts the best talent and all workplaces are culturally safe, supportive and connected.

Target 1	What we want to see	Actions	Priority	Lead
Target 1 Pre-work activities, foundation skills and LLN frameworks are coordinated and tailored to meet the needs of the Barkly region	A regional foundation skills, LLN and work readiness framework is in place	Develop and coordinate regional foundation skills and LLN framework to support people to understand the meaning of work, work place practices, connection to work and well-being, meet entry level employment requirements and work toward employment opportunities	High	Working Group / Backbone support
		Regional employment services are supported to provide strengths-based and individual support to unemployed people in the region, leading to identification of independent motivations and goals setting, and improved transparency and collaboration on approaches being used across the region	Medium	Commonwealth and NTG / Service providers Reporting back to Working Group
		Identify and coordinate pre-employment supports to help people obtain Government Licences, checks and required ID for employment, and improved transparency and collaboration on approaches being used across the region	High	Commonwealth and NTG / Service providers Reporting back to Working Group
		Identify and coordinate financial management support services, including bank accounts, TFN and money management, and improved transparency and collaboration on approaches being used across the region	High	Commonwealth and NTG / Service providers Reporting back to Working Group
		Identify and coordinate digital literacy training and support packages to support individuals to navigate email and digital technology for work, and improve transparency and collaboration on approaches being used across the region	Medium	Commonwealth and NTG / Service providers Reporting back to Working Group

Target 1	What we want to see	Actions	Priority	Lead
		Identify and coordinate skills development programs that will support job-seekers into employment opportunities in the region, and improve transparency and collaboration on approaches being used across the region	Medium	Commonwealth and NTG / Service providers
	Families and individuals are supported to develop social skills, cognitive, physical and language skills	Identify, promote, and connect people to existing services focussing on strengthening parenting skills and outcomes for babies, children and young people (Aboriginal-led), and improve transparency and collaboration on approaches being used across the region	Medium	NTG / Service providers / Backbone organisation / Aboriginal community controlled services Reporting back to Working Group

T2

The Barkly region develops local people into job opportunities, attracts the best talent and all workplaces are culturally safe, supportive and connected.

Target 2	What we want to see	Actions	Priority	Lead
Target 2 - Education, vocational training and skills development programs are well-coordinated and recognise and meet the diverse needs of young people and adults in the Barkly region	Improved education outcomes for children and young people in the Barkly	Education programs and strategies are designed through improved regional collaboration, supported and monitored to improve education outcomes for all students in the Barkly	High	NTG
	Education pathways programs are supporting students into work opportunities in the region	Work familiarisation, work exposure, career guidance and work experience programs are designed and implemented to support primary and secondary school students to understand and become familiar work opportunities in the Barkly	High	Working Group / NTG / Commonwealth / Aboriginal community controlled services / Industry

Target 2	What we want to see	Actions	Priority	Lead
		Regional employer support programs are designed, coordinated, implemented and monitored to support consistently delivered work familiarisation, work exposure and work experience opportunities in more businesses and organisations	High	Working Group / NTG / Commonwealth / Aboriginal community controlled services / Industry
		Pathways to regional apprenticeships are identified and promoted, with appropriate pre and post-placements supports in place for students, job-seekers and employers	Medium	NTG
		Transition support from high school (early leaver and year 12) into employment is provided to all students	Medium	NTG
	Accredited work-based training, apprenticeships, and VET-in-school programs support students and adults into skills-based employment	School participation and pathways to vocational training and employment placements are designed and implemented, including graduation programs, alternative education programs.	Medium	NTG

Reporting back to Working Group |
		Employers are supported to deliver alternative work-based training for school leavers and adult learners	Medium	NTG
	Tertiary education programs support retention of local workforce and increase the regional skills-base.	Designing, implementing and monitoring programs that will support an increase in tertiary education opportunities and pathways in the region	Medium	Commonwealth
		Alternative education and opportunities for school leavers and adult learners are factored into tertiary education mapping	Medium	Commonwealth
	A regional skills and training development plan guides the delivery of all accredited, non-accredited and work-based training	Design, implement and review a regional skills and training development plan linked to current and future workforce development needs of the region, identifying existing skills and skills shortages	High	Working Group / NTG
		Existing RTOs servicing the region are managed to deliver to the expectations of the regional skills and training development plan, including support to deliver targeted training to small numbers	Medium	Commonwealth / NTG / Aboriginal community controlled services

Reporting back to Working Group |

Target 2	What we want to see	Actions	Priority	Lead
		Coordinate existing programs and develop required new programs to work closely with employers to develop consistent workplace approaches to employee capability, skills and training	Medium	Commonwealth / NTG / Aboriginal community controlled services Reporting back to Working Group
		Design, implement, promote and monitor recruitment strategies that give more Aboriginal people the opportunity to win jobs, particularly those that would normally be screened out of over-engineered / conventional processes	High	Commonwealth / NTG / Aboriginal Controlled Services Reporting back to Working Group
		Design, implement, promote and monitor recruitment strategies that support addressing recognised shortages across the region	Medium (Dependency on the above)	Working Group

T3

The Barkly region develops local people into job opportunities, attracts the best talent and all workplaces are culturally safe, supportive and connected.

Target 3	What we want to see	Actions	Priority	Lead
Target 3 – Accessible and coordinated mentoring and support programs are in place to provide meaningful assistance to students, job-seekers, employees and employers in the Barkly region	Mentoring supports and professional development programs are in place for students, job-seekers, employees and newcomers to the region.	Identify existing programs and develop new mentoring programs that support the needs of the region across all age groups and skill levels	High	Working Group

Target 3	What we want to see	Actions	Priority	Lead
	Leadership development and succession planning	Design, implement and monitor leadership development and succession planning requirements of the region, including a framework that build skills and develop people for succession to key roles in the region	Medium	Working Group
		Design, implement and monitor youth leadership development programs and opportunities, including a framework for promotion of youth to leadership positions	Medium	Working Group
	Coordinated social and emotional wellbeing services supporting employees in need	Identify existing programs that are there to support people at any stage of the journey, including students, trainees, employees and employers	Medium	Working Group
		Develop, implement and monitor a framework that can support employers and support services, and create stronger referral pathways and connections	Medium	Working Group
		Develop Aboriginal-led approaches that can identify circles of support that can formulate, promote and support goals of the individual	Medium	Working Group / Aboriginal community controlled services
		Identify and coordinate existing services that focus on strengthening parenting skills and strengthening families (Aboriginal driven)	Medium	Working Group / Aboriginal community controlled services

T4

The Barkly region develops local people into job opportunities, attracts the best talent and all workplaces are culturally safe, supportive and connected.

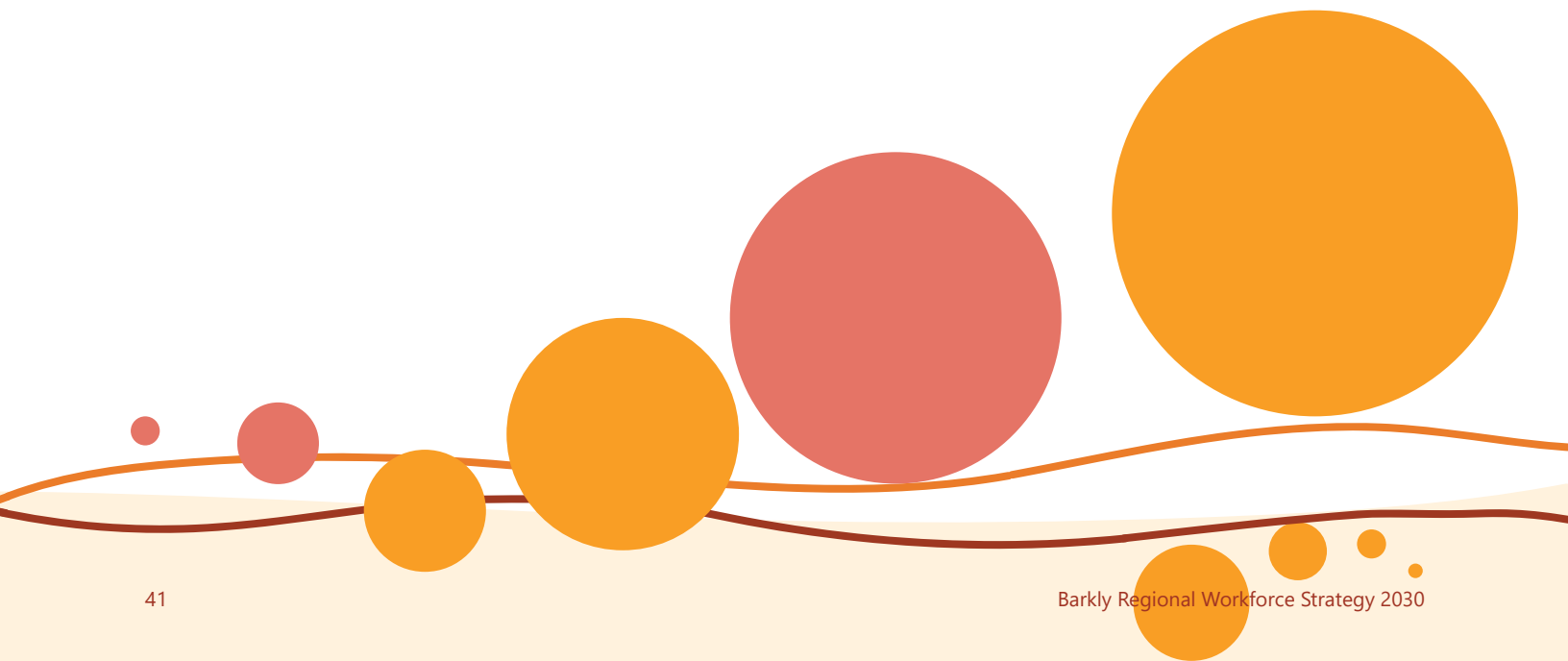| Target 4	What we want to see	Actions	Priority	Lead
Target 4 - Employers in the Barkly region offer culturally safe and responsive work environments to increase Aboriginal employment outcomes and retention rates	Culturally safe and responsive workplaces that support Aboriginal people toward long-term careers in the region	Support Aboriginal cultural authority groups and organisations to design, implement and monitor programs that will provide appropriate cultural, family and community supports to Aboriginal students, job-seekers and employees in the region	High	Working Group / Aboriginal community controlled services
		Support Aboriginal cultural authority groups to design, implement and monitor fee-for-service cultural awareness and language services for delivery across the region	High	Working Group
		Targeted engagement occurs across the region to ensure employers engage staff (existing and new) in undertaking any developed cultural awareness packages and business support services developed	High	Working Group / Aboriginal community controlled services
		Support Aboriginal organisations to design, implement and monitor fee-for-service mentoring and consultancy services to support non-Aboriginal employers capacity to support Aboriginal workers	High	Working Group / Aboriginal community controlled services
		Cultural safety expectations, measures and tools are designed, implemented and monitored across the region		Working Group / Aboriginal community controlled services

Target 4	What we want to see	Actions	Priority	Lead
	Flexible employment models and approaches are developed by employers to support more Aboriginal people into employment	Design frameworks and tools that can develop employer confidence and capability to make realistic business adjustments to improve employment pathways for Aboriginal people	High	Working Group
		Design and promote recruitment processes that can support employers to review recruitment practices so are accessible and can support Aboriginal employment outcomes	Medium	Working Group
		Develop employer capability to understand Foundation Skills frameworks, and how to best support entry level people into employment	Medium (dependency Target 1)	Working Group
		Develop frameworks and tools that support employers to create environments help Aboriginal employees to succeed long term by enabling them to work in a way that helps them build confidence, acquire skills, and safely manage cultural and personal priorities	Medium	Working Group
		Design, implement and monitor appropriate employer support programs to improve the retention and promotion of Aboriginal employees across all industries	Medium	Working Group

T5

The Barkly region develops local people into job opportunities, attracts the best talent and all workplaces are culturally safe, supportive and connected.

Target 5	What we want to see	Actions	Priority	Lead
Target 5 - Targeted and accessible business start-up, growth and development support across all key industries in the Barkly region	Business development and industry growth opportunities are realised in the region	Mapping of current and future business development opportunities, that showcases existing businesses, identification of business growth potential and industry / business shortages for new business development	Medium	Working Group
		Targeted support for existing businesses who wish to grow, develop or diversify to meet identified regional needs	Medium	Working Group
		Targeted support for people who wish to start a business that	Medium	Working Group
	Existing businesses and employers across all industries can access support to develop across key areas that will support improved workforce development outcomes	Connect businesses and employers to cultural awareness and Aboriginal employment frameworks and services that will support improved cultural safey and Aboriginal employment outcomes	Medium	Working Group
		Connect businesses and employers to education and employment pathways programs and initiatives to support improved community engagement and employment outcomes	Medium	Working Group

Target 5	What we want to see	Actions	Priority	Lead
		Connect businesses and employers to training and skills development support initiatives	Medium	Working Group
		Identify and develop programs that will support Human Resource Management capacity and capability development	Medium	Working Group
		Identify and develop programs that will support governance, business improvement and operational outcomes	Medium	Working Group
	An increase in and strengthening of Indigenous enterprise development and Growth across the Barkly Region.	Recognise promote and celebrate the contribution Indigenous enterprises play in Indigenous employment and skills development	Medium	Working Group DITT
		Increase opportunities for accessible business services e opportunities to support the establishment and strengthening of Indigenous enterprises including start- up opportunities.	Medium	Working Group DITT
		Facilitate learning and networking opportunities for Indigenous Enterprise communities.	Medium	Working Group DITT

Barkly Regional Deal