

# ILLAWARRA YOUTH EMPLOYMENT STRATEGY

Prepared for the Illawarra Pilot Joint Organisation and NSW  
Department of Premier and Cabinet

**UTS:IPPG**  
INSTITUTE FOR PUBLIC POLICY AND GOVERNANCE

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# 1 Introduction

The Illawarra Pilot Joint Organisation (IPJO) and the Department of Premier and Cabinet (DPC) engaged the University of Technology Sydney Institute for Public Policy and Governance (UTS:IPPG) to develop a youth employment strategy for the Illawarra Shoalhaven region.

## 1.1 The context

There are a number of complex issues that often drive and impact on youth unemployment. Regional areas across NSW have historically experienced higher youth unemployment rates than in metropolitan areas. Youth in regional areas also tend to be employed in lower skilled service industries such as retail, hospitality and trades.

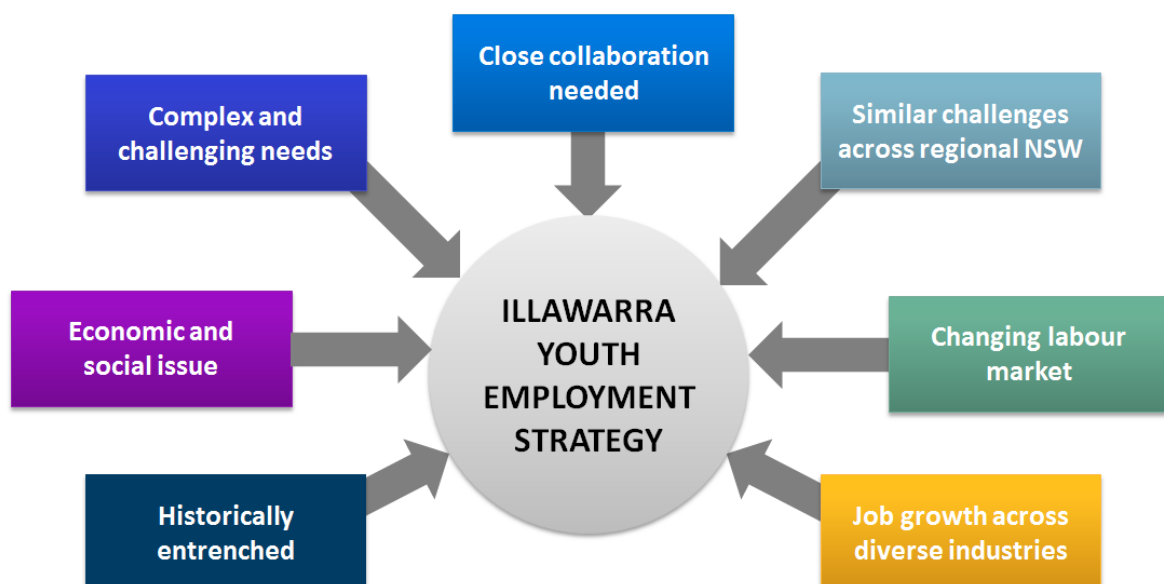
Unemployment, and in particular youth unemployment has been a significant economic and social issue facing the Illawarra Shoalhaven region for the past two decades. In 2011, 39.5% of people who were unemployed across the Illawarra Shoalhaven region were young people (15-24 years old) compared to 21.6% for NSW (ABS, 2011).

Over recent times there has been significant effort across the region to address the issues of high youth unemployment. However, these initiatives and approaches have often been mostly disparate, inconsistent and unconnected resulting in little systemic change.

In the coming years, the Illawarra Shoalhaven region is predicted to experience job growth in a diverse range of industries. The changing labour market across the region reflects the need for young people to have access and opportunities to further education and training.

A priority of the IPJO is to ensure a regional focus on appropriate education and skills development of young people and that these link to work and job growth (IPJO Statement of Regional Priorities). Figure 1 provides an overview of key drivers and influencers for the project.

FIGURE 1: PROJECT CONTEXT, DRIVERS AND INFLUENCERS



## 1.2 The Illawarra Shoalhaven Youth Employment Strategy

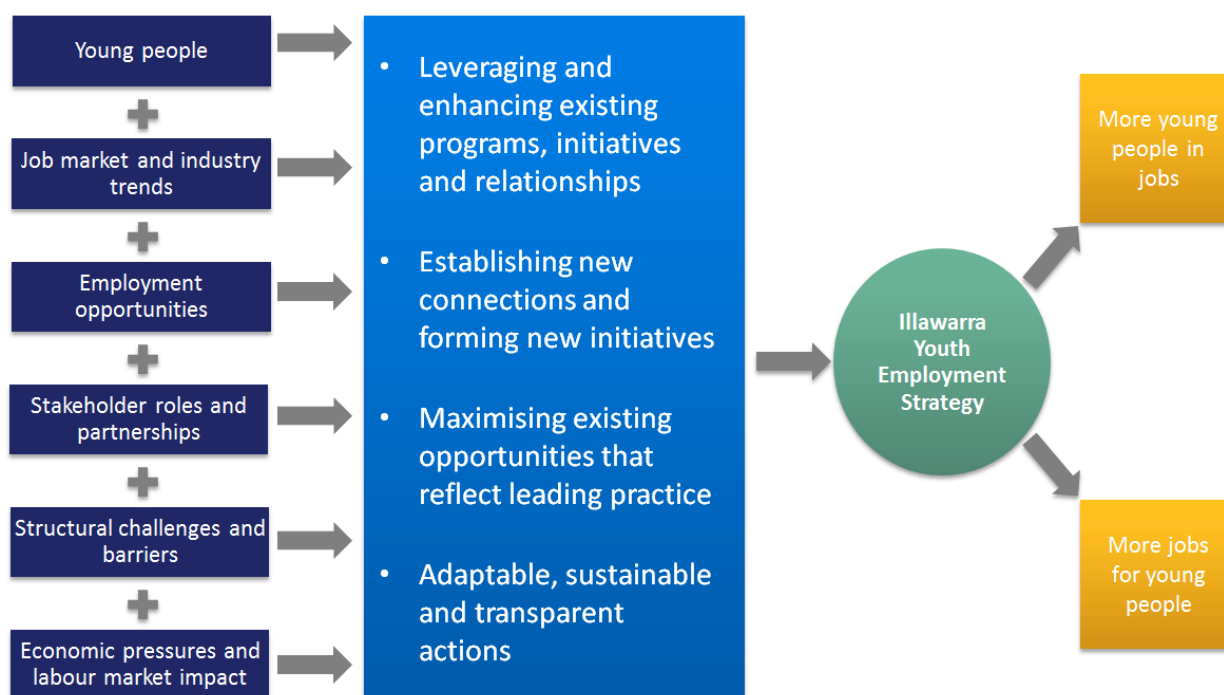
Under the lead of the IPJO and DPC, the IllawarraYES engages key government agencies, non-government organisations (NGOs), industry partners and the private sector to enable and connect young people with the right skills, experience and qualifications needed to secure jobs within identified industries across the region.

The IllawarraYES is unique as it identifies a unified package of actions that aims to impact collectively on youth employment across the region. It leverages and supports the success of other youth employment initiatives across the Illawarra Shoalhaven, Sydney and NSW.

The IllawarraYES enables the connection of young people, training service providers and employers/industry. The Strategy is supported through the brokerage of commitments to actions between key stakeholders across the Illawarra Shoalhaven. The IllawarraYES consists of nine actions that directly and indirectly connect young people with the skills, experiences and qualifications needed for key jobs within key industries.

The following figure provides an overarching illustration of the process and key factors of influence in the development of the IllawarraYES.

FIGURE 2: ILLAWARRAYES PROCESS AND KEY FACTORS OF INFLUENCE



### 1.2.1 Scope of work

- > The Illawarra Shoalhaven region includes the Local Government Areas (LGAs) of Wollongong, Shellharbour, Kiama and Shoalhaven.
- > Youth or young people are defined as people aged 15 to 24 years old.

## 1.2.2 Objectives of IllawarraYES

The IllawarraYES objectives are:

FIGURE 3: ILLAWARRAYES OBJECTIVES

|                          |   |
|--------------------------|---|
| <b>PROMOTE</b>           | •local, flexible education and training pathways                                |
| <b>IMPROVE</b>           | •accessibility of jobs for young people   |
| <b>DEVELOP AND EMBED</b> | •education, training and employment partnerships with industry and business     |
| <b>FACILITATE</b>        | •whole-of-government partnership to employ and grow youth employment levels     |
| <b>PARTNERSHIPS</b>      | •involving public and private stakeholders to promote strategies and commitment |
| <b>SUSTAINABLE</b>       | •systematic approaches to resourcing activity promoting education and training  |

## 1.2.3 Measures of success

The following performance indicators were established by IPJO and DPC prior to the project commencing. These measures are considered as overarching and to be read in conjunction with each action and associated steps for implementation.

- > Commitments are brokered between stakeholders to deliver youth employment programs in the Illawarra.
- > New partnerships are formed that continue to deliver outcomes (jobs) for young people.
- > Greater alignment of work and programs to support youth employment in the Illawarra Shoalhaven.
- > Industry finds it easier to employ youth across our region.
- > There is involvement from local, state and commonwealth government, industry, job service providers and other key stakeholders in designing and delivering actions to address youth employment.
- > Requirements of the contract are delivered on time and within agreed budget.
- > Increased awareness of successful regional solutions that employ youth.

## 1.3 Methodology and approach

UTS:IPPG undertook the following methodology in developing the IllawarraYES.

The action-focused approach included the development of steps for implementation. The process followed a participatory method including the establishment of a Steering Committee. The Steering Committee, formed prior to the IllawarraYES project provided a governance and leadership structure to the delivery of the project and included a number of key representatives from across agencies and organisations. A total of six Steering Committee meetings were undertaken across the lifetime of the project. It played an integral role in supporting, reviewing and endorsing key components of the research and Strategy.



The commitment to cross agency and organisation collaboration, negotiation and planning are crucial to the success of the Strategy. A comprehensive effort was established to the commitment of a framework that supports and promotes long term sustainable improvement to youth employment for the Illawarra Shoalhaven.

The following provides an overview of the methodology undertaken.

### 1.3.1 Stakeholder identification and mapping

Given the broad range of stakeholders that can influence and impact on young people's employment pathways, a tiered approach to stakeholder identification and mapping was undertaken. This approach considered stakeholder interests and influence in the process of developing the actions and commitment to the delivery. Key stakeholders were identified early in collaboration between UTS:IPPG, IPJO, DPC and the Steering Committee and are identified in the figure below.

FIGURE 4: IDENTIFIED STAKEHOLDER GROUPS



### 1.3.2 Evidence-based review

In order to provide an understanding of the regional context, as well as past, current and future demographic and industry trends and needs, an evidence-based review of key reports, data and employment pathways for young people was undertaken.

The review drew on existing material and literature focusing on drivers of youth unemployment and opportunities for addressing these issues.

The research identified key industries of employment across the region and the alignment of the location of entry level jobs for young people.

The evidence review was prepared as a slide-pack and presented at the regional industry and stakeholder workshop. The review is located at Appendix A.

### 1.3.3 Industry and stakeholder workshop

To build on the evidence review, and to investigate the strengths, challenges, opportunities and aspirations for the Illawarra Shoalhaven region, an industry workshop was undertaken.

The workshop was held in Kiama on 15 February, 2016, with over 80 stakeholders from government, NGOs and the private sector. The goal of the workshop was to establish initial actions for inclusion in the IllawarraYES that were realistic, tangible, and relevant to young people, stakeholders and the region. A key focus of the workshop was identifying industries and organisations that could lead actions that provide young people with the appropriate skills, experience and access to jobs.

The workshop was broken into three sessions:

FIGURE 5: REGIONAL INDUSTRY WORKSHOP PROCESS

#### Where are we now?

- Current strengths and challenges around employment, industry and partnerships.

#### Visioning for the future

- What does success for the IllawarraYES look like, where do the opportunities lie and how can they be leveraged.

#### Actions we can take forward

- Potential actions, deliverables and lead stakeholders for inclusion in the IllawarraYES.

Participants at the workshop were divided into key industries identified as potential employers of young people as part of the evidence-review.

Key representatives from training and education providers, youth support services and JobActive providers also attended and were spread across groups.

The workshop included a mix of presentations and interactive working sessions. It was facilitated in a way that built consensus and laid the foundations for a strong level of commitment and ownership of the IllawarraYES.

High level themes that emerged at the workshop are located at Appendix B.

### 1.3.4 Development of draft actions and brokering commitments

An outcome from the workshop was the drafting of nine key actions with objectives, outcomes and stakeholders to be involved, supported by steps for the action's implementation, timeframe and measures of success.

A total of nine brokerage discussions with 22 stakeholders across each action were undertaken. The discussions presented the draft actions and delivery plans to identify leads and support leads. The brokering of commitments enabled open and transparent conversation and provided

an opportunity for stakeholders to input into the design and delivery of the actions moving forward as well as establish ownership and responsibility for the IllawarraYES.

### 1.3.5 Finalisation of IllawarraYES

At the completion of the brokerage discussions, key stakeholders were provided the opportunity to provide feedback before appropriate amendments were made. A final review by the Steering Committee was then undertaken. The finalisation of the actions and steps for implementation were then endorsed by the IPJO and DPC.

## 1.4 Considerations moving forward

The nine actions and related steps for implementation have been designed in collaboration with stakeholders representing key agencies and originations associated with specific industries across the region. The following outlines some specific considerations for the IllawarraYES moving forward:

- > Timeframes – specific timeframes have been designed in collaboration with leads and key stakeholders specific to each action to reflect realistic commitments to ensure successful delivery of each action.
- > Proof of concept – actions associated with key industries reflects similar methodological approaches. They seek to test tailored programs or initiatives that provide the specific skills, experience and qualifications needed by employers for entry level jobs.
- > Scalability – a focus on quality of deliverables rather than quantity. Different actions in the IllawarraYES will be piloted over the next six months. If successful and depending on need for programs to be delivered elsewhere across the region, there may be opportunity for investigation into the scalability of each program or initiative.
- > Impact of policy and program changes – continued consideration and review of government policy changes that may impact on the IllawarraYES. It was identified that a key success factor of the IllawarraYES is the continued funding of part qualifications.
- > The role of support and training services – education, training and youth and job support services are integral to the successful delivery of the IllawarraYES. These services will connect young people with the key industries of employment and vice versa. A conscious effort was undertaken to include key representatives from support services for example; Training providers (e.g. RTOs, TAFE) and JobActive services.
- > Program requirement and skill set checklist – each action will develop program specific eligibility criteria.

## 2 IllawarraYES – Action and Delivery Plan

The following nine actions promote government, NGO and the private sector commitment to the improvement of employment opportunities and outcomes for young people across the Illawarra Shoalhaven region.

As part of the evidence-review process, a number of current and future industries were identified as providing opportunity for employment of young people across the Illawarra Shoalhaven region. These industries illustrated:

- > Leading practice in youth employment practice
- > Growth in employment opportunities into the future
- > Relevant established partnerships and relationships at a regional scale
- > Interest in supporting and promoting youth employment and the IllawarraYES project.

The identified industries were:

1. Construction
2. Retail
3. Aged care and disability
4. Clubs and hospitality
5. Local government
6. Contact centres

In addition to these six industry areas, three more strategic activities were identified that support, promote and strengthen the delivery of the targeted job programs. These include branding and promotion of the job programs, establishing an Illawarra Shoalhaven Youth Employment Fund and strengthening employment advice for the targeted industries.

Leads and co-leads were identified under each action. The brokerage process enabled leads and co-leads to: assist in the drafting of each action, develop ownership and commit to the delivery of the action. We would like to thank all stakeholders who have been involved in developing the IllawarraYES. We appreciate your ongoing time and commitment to ensuring the success of the Strategy.

## 2.1 Action 1: Construction

|                  |   |
|------------------|---|
| <b>ACTION</b>    | Establish the construction industry youth training course 'Productivity Bootcamp' in the IllawarraShoalhaven region   |
| <b>OBJECTIVE</b> | Young people receive job readiness and skills that meet construction employer's needs, with employers to provide job placements for graduates.  |
| <b>OUTCOME/S</b> | <p>More young people are skilled and employed in the construction industry.</p> <p>The region will benefit from a lasting legacy of a highly skilled workforce.</p> <p>Young people have a better understanding of the trade options and career opportunities available in the construction industry.</p> |
| <b>LEAD/S</b>    | Illawarra Business Chamber with support from TAFE, Productivity Bootcamp and Lend Lease   |

|   | STEPS  | WHO?  | WHEN?         | SUCCESS FACTORS  |
|---|--|---|---------------|--|
| 1 | Illawarra Business Chamber to seek agreement from Productivity Bootcamp operators, TAFE and other partners to establish Productivity Bootcamp in the Illawarra region.   | Illawarra Business Chamber<br>Construction industry partners (e.g. Lend Lease).   | Next 6 months | <p>NSW Business Chamber enters into a flexible agreement that enables Productivity Bootcamp training course to be replicated in NSW.</p> <p>Illawarra Business Chamber partners with Productivity Bootcamp, TAFE and employers to run program in the region.</p> |
| 2 | Illawarra Business Chamber to facilitate meetings with construction industry partners, Productivity Bootcamp operators and training providers to broker partnership to deliver skills to meet the needs of the IllawarraShoalhaven region. | <p>The Illawarra Business Chamber</p> <p>Construction industry</p> <p>Training providers (e.g. RTOs, TAFE)Productivity Bootcamp operators</p> | Next 6 months | A Productivity Bootcamp program specific to the IllawarraShoalhaven is established in partnership with the construction industry.  |

|   | STEPS   | WHO?  | WHEN?            | SUCCESS FACTORS   |
|---|---|---|------------------|---|
| 3 | Develop a one-page summary of the Productivity Bootcamp program that includes an eligibility checklist as well as skills and personal attributes for potential applicants | Training Services NSW<br>Industry representatives<br>Illawarra Business Chamber<br>JobActive providers                | Next 6 months    | Young people are well informed of the program requirements and have a skill set and attitude that aligns with employer's needs. |
| 4 | Construction industry partners to employ graduates from Productivity Bootcamp.  | The Illawarra Business Chamber<br>Lend Lease<br>Construction industry   | Next 6-12 months | Agreement from construction industry partners to employ graduates of the Productivity Bootcamp program.                         |
| 5 | The Illawarra Business Chamber will support Productivity Bootcamp to select a location in the region for the training program to be delivered.                            | Illawarra Business Chamber<br>Lend Lease/other partner<br>Construction industry<br>Other relevant local stakeholders. | Next 6 months    | A site is identified and resources available to develop the site.   |
| 6 | Productivity Bootcamp undertake training program.   | Productivity Bootcamp   | 6 months +       | Training program is delivered.  |
| 7 | Illawarra Business Chamber provides communication and information on success factors of program.  | Illawarra Business Chamber  | 12 months        | The Illawarra Business Chamber provides communication and information on success factors of the program                         |

## 2.2 Action 2: Retail

|                  |  |
|------------------|--|
| <b>ACTION</b>    | Deliver the <i>Retail Ready</i> job program for young people across the IllawarraShoalhaven region   |
| <b>OBJECTIVE</b> | Young people receive job readiness and soft skills that meet retail employer needs.  |
| <b>OUTCOME/S</b> | More young people are trained and employed in the retail sector.<br>Young people are employed in retail jobs with the job readiness and skills required to meet retail employer's needs. |
| <b>LEAD/S</b>    | Stockland and Australian Retailers Association   |

|   | STEPS   | WHO?  | WHEN?         | SUCCESS FACTORS   |
|---|---|---|---------------|---|
| 1 | The #IllawarraYES Job program team to hold an initial meeting with Stockland, GPT and Australian Retailers Association to discuss requirements of running the Retail Ready program                            | Stockland<br>GPT<br>Australian Retailers Association<br>TAFE<br>Training Services NSW<br>JobActive Provider(s)<br>Australian Community Support Organisation (ACSO)<br>Mission Australia | Next 3 months | Committee is established and a Terms of Reference (ToR) is agreed to by retail employers and other stakeholders, including an outline of program and its requirements |
| 2 | Job Program team work with Stockland, GPT and Australian Retailers Association ensure program reflects the needs of the local industry and provides support, retail training and job placement opportunities. | Stockland<br>GPT<br>TAFE<br>Training Services NSW<br>JobActive Provider(s)<br>Australian Community Support Organisation (ACSO)  | Next 3 months | A retail training and job program is proposed and agreed to by key stakeholders.  |
| 3 | Stakeholders obtain agreement from retail employers to place young people as part of the  | Stockland<br>GPT  | Next 3 months | Agreement from key retailers to employ graduates of the   |

|   | STEPS  | WHO?  | WHEN?  | SUCCESS FACTORS   |
|---|--|---|--|---|
|   | program. Stakeholders agree a Program location and key dates.  | Australian Retailers Association<br>Retail Employers<br>#IllawarraYES Job Program team        |  | program.<br>A retail training and job program is committed to be trialed by stakeholders and employers.                         |
| 4 | Develop a one-page summary of the Retail Ready job program that includes an eligibility checklist as well as skills and personal attributes for potential applicants.  | Training Services NSW<br>Stockland<br>Australian Retailers Association<br>JobActive providers | Next 3 months                                | Young people are well informed of the program requirements and have a skill set and attitude that aligns with employer's needs. |
| 5 | The program is promoted throughout the regional community via processes agreed to within the youth employment branding and campaign action, resulting in young people being engaged in the program.                                    | Retailers<br>School Career Counsellors<br>JobActive Providers<br>Business Chamber<br>ACSO     | Before the agreed date for the first program | Promotion of program and young people register an interest and sign up to the program.  |
| 6 | Australian Retailers Association<br>Stockland, GPT and the committee work to develop a reporting and monitoring system to track number of young people undertaking the program and successfully maintaining employment (success rate). | Stockland<br>GPT<br>other stakeholders  | 6-10 months                                  | A reporting mechanism is established and program updates are reported.  |



## 2.3 Action 3: Aged and Disability Services

|                  |  |
|------------------|--|
| <b>ACTION</b>    | Develop and run an aged and disability services training, work experience and job program across the IllawarraShoalhaven region  |
| <b>OBJECTIVE</b> | Young people receive job readiness, work experience and training to meet aged and disability service employer needs now and for the future.  |
| <b>OUTCOME/S</b> | <p>More young people are employed in aged and disability service jobs.</p> <p>Young people are targeted and then developed as the aged and disability sector workforce of the future.</p> <p>Young people are employed in aged and disability service jobs with the job readiness and skills that meet employer's needs.</p> <p>Young people have a better understanding of the career opportunities that exist in the aged and disability service industry.</p> |
| <b>LEAD/S</b>    | Training Services NSW, Aged Care Illawarra Workforce Action Group (ACIWAG), Illawarra Retirement Trust (IRT) and Illawarra Disability Alliance   |

|   | STEPS  | WHO?   | WHEN?         | SUCCESS FACTORS  |
|---|--|--|---------------|--|
| 1 | ACIWAG, IRT and Illawarra Disability Alliance undertake an initial meeting with key training providers to develop and agree on appropriate governance arrangements to develop a shared training, work experience and job program that reflects the needs of the industry (modelled on previous Young@Heart and Care Stars programs). This meeting to also discuss roles and responsibilities as well as funding commitments. | <p>ACIWAG</p> <p>Illawarra Disability Alliance</p> <p>TAFE</p> <p>Training Services NSW</p> <p>RDA Illawarra</p> | Next 3 months | <p>A commitment by ACIWAG, Illawarra Disability Alliance and TAFE to establish, promote and support a shared program.</p> <p>An aged and disability service training, work experience and job program is proposed and agreed to by key stakeholders.</p> |

|   | STEPS   | WHO?   | WHEN?   | SUCCESS FACTORS  |
|---|---|--|---|--|
| 2 | ACIWAG, IRT and Illawarra Disability Alliance seek commitment from the program stakeholders, including employers to trial the program for an agreed period of time e.g. 3 months.                   | ACIWAG<br>IRT<br>Illawarra Disability Alliance<br>Education and training providers<br>Training Services NSW                                  | Next 6 months                                 | A program is established and supported by ACIWAG, Illawarra Disability Alliance and education and training provider with endorsement and commitment to employ graduates from key employer/s across the region. |
| 3 | Develop a one-page summary of the combined aged and disability services job program that includes an eligibility checklist as well as skills and personal attributes for potential applicants       | Training Services NSW<br>ACIWAG<br>IRT<br>Illawarra Disability Alliance<br>Education and training providers                                  | Next 3 months                                 | Young people are well informed of the program requirements and have a skill set and attitude that aligns with employer's needs.  |
| 4 | Agreement from aged and disability service providers and services to employ graduates from program.   | ACIWAG<br>IRT<br>Illawarra Disability Alliance<br>Aged and disability service employers<br>Training Services NSW                             | Next 6 months                                 | Agreement from key aged and disability service providers to employ graduates of the program.   |
| 5 | The program is promoted throughout the regional community via processes agreed to within the Youth Employment Branding and Campaign Action, resulting in young people being engaged in the program. | ACIWAG<br>IRT<br>Illawarra Disability Alliance<br>School Career Advisors<br>JobActive Providers<br>Business Chamber<br>Training Services NSW | Before the agreed date for the first program. | Program is promoted and young people register an interest and sign up to the program.  |

6

| STEPS   | WHO?  | WHEN?      | SUCCESS FACTORS   |
|---|---|------------|---|
| ACIWAG, IRT and Illawarra Disability Alliance to develop a reporting and monitoring system to track number of young people undertaking the program and successfully maintaining employment within the aged and disability sector. | ACIWAG<br>IRT<br>Illawarra Disability Alliance<br>Training Services NSW | 6 months + | A reporting mechanism is established and program updates are reported |

## 2.4 Action 4: Clubs and Hospitality

|                  |   |
|------------------|---|
| <b>ACTION</b>    | Establish and run a hospitality-based training and work experience program across the IllawarraShoalhaven region  |
| <b>OBJECTIVE</b> | Young people receive job readiness, work experience and soft skills to meet hospitality employer needs.   |
| <b>OUTCOME/S</b> | <p>More young people are trained and employed within Clubs and the broader hospitality industry across the region.</p> <p>Young people are job ready and have skills that meet employer's needs e.g. soft skills.</p> <p>Young people have a better understanding of the career opportunities that exist in the hospitality industry.</p> |
| <b>LEAD/S</b>    | ClubsNSW  |

|   | STEPS  | WHO?   | WHEN?         | SUCCESS FACTORS  |
|---|--|--|---------------|--|
| 1 | ClubsNSW to hold an initial meeting with other key club representatives and training providers to seek commitment to develop a trial work experience program for young people that reflects the needs of the hospitality industry. This meeting to include discussion on program governance arrangements, the skills needed and funding options. | <p>ClubsNSW</p> <p>Other local hospitality providers</p> <p>TAFE</p> <p>Training Services NSW</p> <p>JobActive Providers</p> <p>Australian Community Support Organisation (ACSO)</p> | Next 3 months | Training, work experience and job placement program is discussed and committed to by ClubsNSW and other key stakeholders/employers across the region.  |
| 2 | ClubsNSW (and member clubs) to work with training providers to establish a trial work experience program that reflects the required skills e.g. problem solving, communication, financial and digital literacy, critical thinking and teamwork etc. needed of young people that meet the needs of ClubsNSW and other hospitality                 | <p>ClubsNSW</p> <p>Other local hospitality providers</p> <p>TAFE</p>   | Next 3 months | ClubsNSW in partnership with other member clubs and TAFE establish and run a work experience program that provides young people with the skills needed within the club and hospitality industry. |

|   | STEPS  | WHO?   | WHEN?   | SUCCESS FACTORS   |
|---|--|--|---|---|
|   | employers. The program to include a pre-engagement component that outlines criteria for program participation and screening e.g. commitment to work weekends, previous experience etc.                         |  |   |   |
| 3 | Develop a one-page summary of the Hospitality work experience and job program that includes an eligibility checklist as well as skills and personal attributes for potential applicants                        | Training Services NSW<br>ClubsNSW<br>Other local hospitality providers<br>TAFE | Next 3 months                                 | Young people are well informed of the program requirements and have a skill set and attitude that aligns with employer's needs.   |
| 4 | ClubsNSW seeks commitment from clubs in the IllawarraShoalhaven to trial the work experience program on an agreed date for a period of 3 months.   | ClubsNSW<br>Other local hospitality providers                                  | Next 6 months                                 | A trial work experience program is established and supported by ClubsNSW and other hospitality providers across the region, including the commitment to employ graduates of the program for a 3 month period. |
| 5 | Agreement from registered Clubs and potentially other hospitality employers to employ graduates from program based on individual performance and club needs.   | ClubsNSW<br>Other local hospitality providers                                  | 6 months +                                    | Agreement from ClubsNSW and other employers to employ graduates of the program.   |
| 6 | The program is promoted throughout the regional community via processes agreed to within the Youth Employment Branding and media campaign action resulting in young people being aware and engaged in program. | ClubsNSW<br>School Career Advisors<br>JobActive Providers                      | Before the agreed date for the first program. | Program is promoted and young people register an interest and sign up to program.   |
| 7 | ClubsNSW to develop a reporting and monitoring system to track number of young people  | ClubsNSW<br>Training services and organisations                                | 6months +                                     | A reporting mechanism is established and program  |

| STEPS  | WHO? | WHEN? | SUCCESS FACTORS       |
|--|------|-------|-----------------------|
| undertaking the work experience program and successfully attaining and maintaining employment. |      |       | updates are reported. |

## 2.5 Action 5: Contact Centres

|                  |   |
|------------------|---|
| <b>ACTION</b>    | Establish a training and job-placement program across the IllawarraShoalhaven region for entry level employment in contact centres  |
| <b>OBJECTIVE</b> | Young people receive the skills and training required to meet entry level requirements for employment within contact centres.   |
| <b>OUTCOME/S</b> | <p>A training course that provides young people with the set of skills (universal) needed to perform in a range of contact centre environments.</p> <p>Young people are employed in contact centres with the right set of skills and job readiness needed to meet that employer's needs.</p> <p>Certified contact centre qualification is developed and trialed in the IllawarraShoalhaven region.</p> <p>Young people have a better understanding of the career opportunities that exist within the Contact Centre industry.</p> |
| <b>LEAD/S</b>    | AusContact Association and TAFE Illawarra   |

|   | STEPS   | WHO?   | WHEN?         | SUCCESS FACTORS   |
|---|---|--|---------------|---|
| 1 | Auscontact to lead engagement with sector representatives in the coordination of an initial meeting between key contact centre employers and TAFE to seek commitment to develop and support a contact centre specific training course. Auscontact and other sector representatives to provide an advisory role in the development of the course moving forward. | <p>Auscontact</p> <p>TAFE Illawarra</p> <p>Key contact centre representatives e.g. SES, Stellar, NEC, state and federal government</p> | Next 6 months | A commitment from key contact centres to assist in the development and support the program. |
| 2 | Contact centre representatives work with TAFE to provide advice on the tailored contact centre training   | <p>Auscontact</p> <p>Key contact centre representatives</p>  | Next 6 months | Auscontact, contact centre representatives form a partnership with TAFE to advise           |

|   | STEPS   | WHO?   | WHEN?  | SUCCESS FACTORS   |
|---|---|--|--|---|
|   | program reflecting the needs of the industry. TAFE to develop training package.   | TAFE Illawarra   |  | and establish program.  |
| 3 | Broker agreement from contact centres across the region to employ graduates from program.   | Auscontact and other key contact centre representatives  | Next 6 months                                | Agreement from contact centres to employ graduates of the program.  |
| 4 | Develop a one-page summary of the Contact Centres training and job program that includes an eligibility checklist as well as skills and personal attributes for potential applicants                                | Training Services NSW<br>Auscontact<br>TAFE Illawarra<br>Key contact centre representatives e.g. SES, Stellar, NEC, state and federal government | Next 3 months                                | Young people are well informed of the program requirements and have a skill set and attitude that aligns with employer's needs.                 |
| 5 | The program to be promoted throughout the region and align with processes included in the Youth Employment Branding and Campaign Action, resulting in young people being engaged and undertaking the program.       | Auscontact<br>Key contact centre representatives<br>Schools<br>JobActive Providers<br>Business Chamber   | Before the agreed date for the first program | Program is promoted and young people register interest with key training providers.   |
| 6 | Key stakeholders to monitor participation in the program, and the transition of graduates to full-time employment within contact centres across the region. This to be agreed within the early steps of the action. | Key contact centre representatives<br>TAFE Illawarra   | 6 months +                                   | A framework to monitor progress is setup to track participation rates within training course and success rate of graduates securing employment. |



## 2.6 Action 6: Government Procurement and Youth Employment

|                  |   |
|------------------|---|
| <b>ACTION</b>    | Strengthen youth employment opportunities in Local and State Government, especially through procurement processes.  |
| <b>OBJECTIVE</b> | <p>Explore opportunities to embed youth employment outcomes in local government procurement and in large NSW Government infrastructure projects.</p> <p>Develop a region-wide strategy that delivers a stronger and more consistent approach to work experience, training, and employment of young people in local Council workforces.</p>  |
| <b>OUTCOME/S</b> | <p>Young people in the IllawarraShoalhaven are provided more opportunities to be part of government contracts and project delivery.</p> <p>Government support youth employment targets through procurement processes.</p> <p>An increase in young people undertaking direct work for local government across the region.</p> <p>A regional approach to ensure young people are employed, trained and developed as the future workforce of councils.</p> |
| <b>LEAD/S</b>    | Illawarra Pilot Joint Organisation (IPJO) and NSW Department of Premier and Cabinet (DPC).  |

|   | STEPS  | WHO?   | WHEN?         | SUCCESS FACTORS  |
|---|--|--|---------------|--|
| 1 | IPJOand DPC to hold an initial meeting with representatives from Wollongong, Kiama, Shellharbour and Shoalhaven Local Governments to set parameters of introducing opportunities to include youth focused procurement processes. | IPJO<br>DPC<br>Wollongong Council<br>Kiama Council<br>Shellharbour Council<br>Shoalhaven Council | Next 6 months | A commitment by the four councils to establish a local government youth workforce strategy |
| 2 | IPJO member councils investigate and assess opportunities for including youth specific   | IPJO<br>DPC  | Next 6months  | A detailed picture is developed of what Councils are currently doing in relation to youth  |

|   | STEPS   | WHO?   | WHEN?         | SUCCESS FACTORS  |
|---|---|--|---------------|--|
|   | procurement standards/benchmarks as part of procurement and tender processes.   | Wollongong Council<br>Kiama Council<br>Shellharbour Council<br>Shoalhaven Council                |               | employment and procurement, what are the opportunities and what can be strengthened.   |
| 3 | IPJO lead development of a regional commitment to youth employment initiatives within local government procurement processes and strategy.          | IPJO<br>Wollongong Council<br>Kiama Council<br>Shellharbour Council<br>Shoalhaven Council        | Next 6 months | A regional agreement to improve and increase employment of young people in Council workforces and the delivery of government projects. |
| 4 | IPJO and DPC seek member council endorsement and commitment to strategy.  | IPJO<br>DPC<br>Wollongong Council<br>Kiama Council<br>Shellharbour Council<br>Shoalhaven Council | Next 6 months | Support, endorsement and commitment of the strategy from the 4 councils  |
| 5 | IPJO to lead a working committee to drive the delivery of strategy.   | IPJO<br>DPC<br>Wollongong Council<br>Kiama Council<br>Shellharbour Council<br>Shoalhaven Council | 6 months +    | A functional committee is driving and delivering the actions in the strategy   |
| 6 | IPJO, DPC and member councils promote youth employment procurement strategy through the overarching youth employment action plan branding and media | IPJO<br>DPC<br>Wollongong Council  | 6 months +    | Promotion of strategy and job opportunities for young people with local government.  |

7

| STEPS  | WHO?  | WHEN?      | SUCCESS FACTORS  |
|--|---|------------|--|
| strategy.  | Kiama Council<br>Shellharbour Council<br>Shoalhaven Council |            |  |
| IPJO to monitor and report on the implementation of the strategy | IPJO  | 6 months + | A framework to monitor successful uptake of strategy within local government procurement documentation as well as successful tender applications promoting youth employment. |

## 2.7 Action 7: Branding and Promotion

|                  |   |
|------------------|---|
| <b>ACTION</b>    | Engage the community and promote the activity of the #IllawarraYES  |
| <b>OBJECTIVE</b> | Holistic approach to the promotion, acknowledgement and celebration the employment of young people across the region.   |
| <b>OUTCOME/S</b> | <p>Businesses are acknowledged and promoted for committing to the employment of young people.</p> <p>Employers are able to engage young people, who are job ready, in jobs.</p> <p>Increase positive media stories of young people and employment across the region.</p> <p>Young people are aware of employment programs and work opportunities across the region.</p> <p>Increase in employers who have a positive view of young people as potential employees.</p> |
| <b>LEAD/S</b>    | Illawarra Business Chamber with support from the Illawarra Pilot Joint Organisation (IPJO)  |

|   | STEPS   | WHO?   | WHEN?           | SUCCESS FACTORS  |
|---|---|--|-----------------|--|
| 1 | Illawarra Business Chamber and IPJO to convene a small group to discuss the development, implementation and funding of a youth employment brand and media strategy. | IllawarraBusiness Chamber<br>DPC<br>IPJO<br>Other relevant stakeholders that may support design for the brand and distribution of media content e.g. University of Wollongong, government etc. | Next 3-6 months | IllawarraBusiness Chamber to support branding and media strategy associated with the Youth Employment Action plan. |
| 2 | Illawarra Business Chamber and IPJO to develop branding and media strategy, including potential funding, resources and stakeholders.                                | IllawarraBusiness Chamber<br>DPC<br>IPJO   | 3-6 months      | Brand and media strategy developed.  |

|   | STEPS   | WHO?   | WHEN?           | SUCCESS FACTORS   |
|---|---|--|-----------------|---|
| 3 | Illawarra Business Chamber and IPJO to lead local media engagement in partnership with Office of the Parliamentary Secretary for the Illawarra and South Coast to promote the activities in the Youth Employment Action Plan, especially with regard to employer commitments to employing young people. | Illawarra Business Chamber<br>DPC<br>IPJO<br>Office of the Parliamentary Secretary for the Illawarra and South Coast | Next 3-6 months | The Youth Employment Action Plan and associated deliverables are positively promoted through local and regional media.                    |
| 4 | Develop a brand/slogan that connects employers and other stakeholders to the broader youth employment work.   | Illawarra Business Chamber<br>DPC<br>IPJO  | 6 months +      | Branding and slogan resonates with stakeholders and the broader public.   |
| 5 | Youth Employment branding/slogan is integrated into broader youth employment work and distributed for use by stakeholders and leads of each action.   | Illawarra Business Chamber<br>DPC<br>IPJO  | 6 months +      | Increasing awareness of the Youth employment action plan activity and association with the branding for employers and other stakeholders. |

## 2.8 Action 8: Illawarra Shoalhaven Youth Employment Fund

|                  |   |
|------------------|---|
| <b>ACTION</b>    | Establish an IllawarraShoalhaven Youth Employment Action Fund   |
| <b>OBJECTIVE</b> | Increase the longevity and sustainability of youth employment programs and associated activity across the region.   |
| <b>OUTCOME/S</b> | <p>A regional youth employment fund is established.</p> <p>Enable flexible funding for youth job programs across the region.</p> <p>Regional stakeholders support youth employment programs and initiatives through donations and financial support.</p> <p>Flexible and consistent funding is available to support the delivery of youth job programs in the IllawarraShoalhaven region.</p> |
| <b>LEAD/S</b>    | <p>Illawarra Pilot Joint Organisation (IPJO)</p> <p>This action is dependent on potential Council amalgamations.</p> <p>This action has an overarching approach and should not be considered in isolation.</p>  |

|   | STEPS   | WHO?  | WHEN?         | SUCCESS FACTORS  |
|---|---|---|---------------|--|
| 1 | Depending upon impact of amalgamations, IPJO to hold an initial meeting with key local and state government representatives to discuss fund set up, resourcing and governance arrangements.                                 | <p>IPJO</p> <p>Local and state government representatives</p> | Next 6 months | IPJO, local and state government representatives (steering committee) agree to establish youth employment action fund and appropriate governance structures for the IllawarraShoalhaven region |
| 2 | IPJO to work with steering committee members to develop a 1 page 'value proposition' for contributing to the Fund that outlines why, what and how in a compelling and strategic way. This value proposition to be presented | <p>IPJO</p> <p>Steering Committee</p>                         | Next 6 months | A clear, concise value proposition is developed and can be used to compel government, industry and other stakeholders to contribute to the fund.   |

|   | STEPS  | WHO?   | WHEN?         | SUCCESS FACTORS   |
|---|--|--|---------------|---|
|   | to and agreed by delegate representatives and Chairman.  |  |               |   |
| 3 | The fund is promoted through the overarching branding and campaign strategy for the youth employment action plan. IPJO meets with regional employers, peak industry bodies, and education and training providers, philanthropic organisations and other potential contributors to promote and gain support for the fund. | IPJO   | Next 6 months | The fund is promoted regionally and range of regional stakeholders commit to supporting the fund.   |
| 4 | IPJO leads the process to decide and then manage the acquittal of funds for activity that supports and fills 'gaps' in the delivery of actions in the Youth Employment Action Plan. This is done with input and approval from the Action Plan Steering Committee   | IPJO<br>Action Plan Steering Committee             | 6 months +    | Funding is distributed in a transparent and ethical way that supports the delivery of youth job programs across the region.   |
| 5 | IPJO reports annually to the Steering committee on the details of the Fund and this report is made available to the Public.  | IPJO<br>Committee members                          | 6 months +    | Youth employment specific programs and initiatives are funded and supported through the established IPJO youth employment fund.   |
| 6 | Depending upon impact of amalgamations, IPJO to hold an initial meeting with key local and state government representatives to discuss fund set up, resourcing and governance arrangements.  | IPJO<br>Local and state government representatives | Next 6 months | IPJO, local and state government representatives (steering committee) agree to establish youth employment action fund and appropriate governance structures for the Illawarra Shoalhaven region |

## 2.9 Action 9: Employment Advice

|                  |   |
|------------------|---|
| <b>ACTION</b>    | Strengthen employment and career advice for young people seeking entry level employment   |
| <b>OBJECTIVE</b> | Advice and information to young people, parents, and schools is better aligned with the needs of employers in the targeted industries of the #IllawarraYES  |
| <b>OUTCOME/S</b> | <p>School Advisors and VET teachers are provided professional development on labour market opportunities for young people – particularly transition options not directly linked with university.</p> <p>School-to-work transitions for young people are strengthened.</p> <p>Young people are better informed about potential career paths in the targeted industries of the Youth Employment Action Plan.</p> <p>A ‘whole-of-school approach’ program that better aligns advice and information for allkey stakeholders, with a focus on career development principles of young people and the needs of entry-level employers.</p> |
| <b>LEAD/S</b>    | University of Wollongong and Illawarra Workplace Learning   |

|   | STEPS   | WHO?  | WHEN?               | SUCCESS FACTORS  |
|---|---|---|---------------------|--|
| 1 | <p>The University of Wollongong and Illawarra Workplace Learning works with education and training stakeholders to develop a regionally-focused program for career advisors.</p> <p>To provide career advisors and schools with knowledge to ensure careers advice is strongly linked to the needs of entry-level employers in the construction, retail, aged and disability care services, hospitality, contact centre and Local Government sectors.</p> | <p>University of Wollongong</p> <p>Illawarra Workplace Learning</p> <p>TAFE</p> <p>School Careers Advisor Networks</p> <p>NSW Business Chamber</p> <p>Industry (peak bodies)</p> <p>JobActive Providers</p> <p>Australian Community Support Organisation (ACSO)</p> | Over next 18 months | <p>A regionally-based program is established that ensures careers advice and information is provided to and accessed for young people at schools is linked to the targeted industries of the Youth Employment Action Plan.</p> |



|   | STEPS  | WHO?  | WHEN?               | SUCCESS FACTORS  |
|---|--|---|---------------------|--|
| 2 | As part of the program, design a professional development session for industry representatives and careers advisors that specifies what employers look for in young people – particularly the soft skills or employability skills. | University of Wollongong<br>Illawarra Workplace Learning<br>TAFE<br>School Careers Advisor Networks<br>NSW Business Chamber<br>Industry (peak bodies)<br>JobActive Providers          | Over next 18 months | Career advisors undertake the program as part of professional development requirements within school system. |
| 3 | Consider options to trial school career benchmarking (see Career Industry Council of Australia) training to schools within the IllawarraShoalhaven region.   | University of Wollongong<br>Illawarra Workplace Learning<br>School Careers Advisor Networks<br>VET teachers<br>Senior executives within key industries<br>Schools Principals Networks | Over next 18 months | Career benchmarking training is trialed.   |
| 4 | Consider options to leverage the federally funded online career education self-assessment tool which will support the implementation of the Preparing Secondary Students for Work framework.                                       | Apprenticeship Support NSW<br>School Careers Advisor Networks<br>Schools Principals Networks<br>NSW Business Chamber  | Over next 18 months | TBC  |
| 5 | Deliver a program of activities in the IllawarraShoalhaven region that results in better career advice and information to key stakeholders and for young people looking to obtain entry level employment                           | University of Wollongong and Illawarra Workplace Learning<br>plus program partners  | First half of 2017  | TBC  |

### 3 Progress monitoring and evaluation

The IllawarraYES will be reported and evaluated on in December 2016. The UTS:IPPG will collate and analyse agreed data from lead and contributing stakeholders to undertake high level progress monitoring and evaluation.

The evaluation process will consider the implementation of key actions and steps to date and any issues that may have arisen over the initial six month period.

The data will be summarised in a short report with key recommendations. The report will highlight how actions are tracking with a focus on appropriateness, effectiveness and efficiency of the initiatives and partnerships being implemented for each action.

The following figure provides an overview of potential themes and questions for consideration as part of the monitoring and evaluation phase of the project.

FIGURE 6: MONITORING AND EVALUATION QUESTIONS

#### Appropriateness

- are young people interested in participating in the program?
- are the action target the correct industries?
- are employment industries interested in taking on young people from programs?
- are identified partners able to lead action?

#### Effectiveness

- are young people able to get the skills needed?
- are young people able to get the experience needed?
- is there an increase in the number of young people in jobs within identified industries?
- are there increased levels of awareness of the IllawarraYES and associated outcomes?

#### Efficiency

- are proposed timeframes being met?
- is training and education provided in a competent manner?
- are the roles and responsibilities identified for leads and partners being met?

# Appendix A. IllawarraYES Evidence Review

## **Appendix B. Themes from regional industry workshop**



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