

Eastern Gippsland

Sustainable Workforce Solutions



Feasibility Study



October 2015

Executive Summary

The Eastern Gippsland Sustainable Workforce Solutions – Feasibility Study (EGSWS-FS) has been commissioned by the East Gippsland Food Cluster to assess workforce related practices across the eastern Gippsland region and present viable alternatives to meet changing patterns of demand while optimising cost and reducing exposure to risk.

Agrifood is a fundamental contributor to the eastern Gippsland regional economy accounting for approximately 12.5% of the regions GRP (NIEIR, 2014). Operations cover food growers, producers, manufacturers, fishing, viticulture, dairy and cattle farming. Eastern Gippsland's quality produce is enjoyed in abundance by consumers domestically and globally.

The agrifood sector in eastern Gippsland faces a systemically complex set of workforce challenges relating to an ageing workforce, engagement with younger people, sustainable and compliant workforce solutions, workforce planning capability and increasing scrutiny relating to ethical practice issues. These challenges are exacerbated by an array of external factors.

Despite the challenges, the eastern Gippsland agrifood sector is enriched by a committed and driven cohort of stakeholders who are keen to identify and support changes for the benefit of their businesses, the sector and the region.

The EGSWS-FS includes a current state assessment, benchmarking & analysis and recommendations. A key focus of the methodology employed is the engagement of local representatives from the eastern Gippsland agrifood sector to provide valuable and insightful input into problem definition and solution generation.

Findings indicate no issue with the *supply* of temporary workers to satisfy the significant variation in seasonal demand. Data points to widespread use of temporary foreign workers, often employed via subclass 417 (Working Holiday) visas, supplied in many cases by labour hire contractors. A Victorian Government inquiry scheduled for late 2015 into the labour hire industry and insecure work in Victoria may have a potential impact on regional agrifood businesses should compliance issues be highlighted.

The extensive use of temporary foreign workers is driven by a combination of related issues. Findings highlight a shortage of local labour willing to work and challenges connecting young people to employment opportunities in the sector. Youth engagement issues are compounded by above average levels of socio-economic disadvantage in the East Gippsland and Wellington LGAs relative to state and regional data. (SEIFA, ABS 2011)

Downward cost pressure through the supply chain has a potential impact on business viability which drives a focus on the cost of labour. Giving increased consideration to the benefits of different hiring solutions relative to cost, could reveal fresh options to employers.

Survey data indicates that workforce planning, analysis and forecasting across regional agrifood businesses are significantly underutilised.

The complex set of challenges faced by the region may also represent significant, previously untapped opportunity. To address these challenges systemically and holistically, recommendations and actions are divided into seven key areas termed 'solution streams'; labour hire, training, youth engagement, education, marketing, workforce planning and transport & accommodation.

It is recommended that the EGFCI select a preferred provider via tender to coordinate the solution streams and identify shared service opportunities on behalf of EGFCI member organisations.

A multi-channel approach to temporary labour hire across the region is recommended along with an industry-wide approach to the engagement of temporary foreign workers. Both will diversify regional agrifood businesses exposure to risk. Strong consideration should be given to promoting further uptake of the Seasonal Worker Program across the region, and the heavy endorsement of a licensing system for providers of temporary foreign workers in Victoria is recommended.

Several outstanding 'youth engagement' programs exist across the region including the EGFCIs award winning traineeship program, demonstrating the potential for engaging young people with the agrifood sector under a collaborative and community development approach. Focus is also recommended on connecting young people across all levels of education and outside the education system with the opportunities and career pathways the sector has to offer.

A detailed regional transport & accommodation feasibility study should be conducted leveraging seasonal workforce estimates (appendix 3.2), complimented by a social impact assessment into the key considerations associated with settling immigrants and refugees regionally.

Opportunities to attend basic workforce planning training should be made available to organisations, at minimal cost, to support the sustainability of regional workforce solutions and leverage regional stakeholders' appetite to participate and prosper.

A variety of viable and compliant labour supply solutions have been identified and their success relies on further involvement and buy-in from a stakeholder group already committed to working together to ensure a sustainable future. The sector should continue to build on its strong track record of collaboration in order to realise genuine benefit from recommendations and actions detailed herein.

Introduction

The eastern Gippsland region comprises the local government areas (LGAs) of East Gippsland and Wellington covering nearly 32,000 km² (ABS 2012). The agrifood sector contributes significantly to the eastern Gippsland regional economy through operations including, production, processing manufacturing, fishing, viticulture, dairy and cattle farming. The region generates high quality produce which is enjoyed by consumers domestically and globally.

A complex set of workforce challenges exist across the regional agrifood sector particularly associated with:

- An ageing workforce
- The ability of the sector to attract a suitable workforce – particularly amongst younger people
- The need for sustainable and compliant workforce solutions
- The necessity to support pathways to develop workforce capabilities for now and into the future
- Increased compliance and scrutiny relating to ethical practice issues

These challenges are also compounded by a complex set of political, economic, social, technological, legal and environmental factors.

The focus of the EGSWS-FS is to investigate solutions for sustaining a regional agrifood workforce, with particular emphasis on labour management and housing & accommodation. The ultimate outcome is a scalable workforce catering to changing patterns of demand with reduced exposure to risk associated with cost or procurement type.

The study identifies key issues and provides analysis and recommendations for alternative solutions to the current state to ensure a sustainable future with diversified and mitigated risk.

The project structure includes three main components:

- Current state assessment
- Benchmarking and analysis
- Solution investigation and recommendations

Key Recommendations

- *Identify a shared solutions provider, via a tender process, to coordinate the implementation of recommendations and actions.*

Labour Hire

- *Develop a multi-channel approach to meeting demand for temporary labour.*
- *Adopt an industry-wide approach to the engagement of temporary foreign workers.*
- *Develop a group driven labour hire function for use by the EGFCI members.*

Training

- *Develop a combined classroom and field approach to developing leadership/supervisory capability across the sector.*
- *Develop a group driven training function for use by the EGFCI members.*
- *Establish direct connections between industry needs and training solutions.*
- *Develop a flexible and holistic approach to delivering training including web-based delivery to minimise workplace disruption.*

Youth Engagement

- *Support a collaborative and community development approach to youth engagement.*
- *Facilitate opportunities for youth interested in the sector by providing direction and assistance.*
- *Develop a regional strategy to re-engage disenfranchised and disadvantaged youth with the agrifood sector.*

Education

- *Adopt a regional approach to demonstrating and promoting career pathways and options available to students.*
- *Establish a mechanism for education bodies to continuously capture industry feedback and adjust qualifications and curriculum accordingly.*

Marketing

- *Promote opportunities in the sector to potential talent across all levels.*
- *Highlight the positive stories and narratives associated with the agrifood sector while negating misconceptions.*

Workforce Planning

- *Develop a workforce planning capability and utilisation improvement plan for EGFCI members.*

Transport & Accommodation

- *Develop a multi-channel approach to meeting immediate and urgent demand for temporary worker accommodation.*
- *Develop a multi-channel approach to meeting long term seasonal demand for temporary worker accommodation.*

- *Conduct further research into the feasibility and impacts of various transport and accommodation options.*

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EGSWS-FS – Phase I – Review

Background

Due to a change in consulting services provider mid-project, the EGSWS-FS is divided into two phases. Phase I explores the ‘current state’ while Phase II is focused on the ‘future state’. deliberatepractice assumed project leadership approaching the conclusion of Phase I and was tasked with a project review and completion.

Documents and data completed prior to deliberatepractice commencing are not detailed in this document however a comprehensive review of Phase I was completed and key findings captured.

Methodology Outline

Phase I involved the integration of several key components to develop a clear picture of the current state of the agrifood sector across the eastern Gippsland region. The methodology included the development of:

1. A regional overview and economic snapshot
2. Qualitative and quantitative workforce trends
3. SWOT & PESTLE analyses
4. Risk & issue identification

A regional overview and economic snapshot were developed comprising agrifood trends for population, education, employment & participation, economic output, income and employment type. The overview provided an industry baseline and served as a reference across the project.

Detailed workforce trends were assessed through custom designed qualitative and quantitative surveying. Forty six organisations were identified by the EGFCI as potential participants comprising both cluster members and non-cluster business entities: Twenty six agreed to participate. Confidential interviews were conducted by a locally based human resources consultant. Data collected included workforce size and composition, seasonal workforce variation, workforce planning maturity and capability, succession planning and labour hire.

Participation in the qualitative survey was healthy and the data proved insightful. Some challenges were encountered with the collection of data for the quantitative survey, however, where available, data quality was high. This data was leveraged in conjunction with estimates gathered via the qualitative process to extrapolate a view of the seasonal workforce trends. Seasonal workforce variation is detailed in appendices 3.2 & 3.3.

Following the survey, a problem definition workshop was facilitated involving a diverse mix of regional growers, manufacturers, producers, industry representatives, council representatives and potential solution providers. The intent was to engage those closest to the sector to identify and define the issues resulting in outputs including completed SWOT & PESTLE analyses and a Risk & Issue register. Accordingly, recommendations and actions detailed in this document address issues identified by key stakeholders within the sector.

Key Documents

Key documents addressed in the Phase I review include:

- Survey Data – Qualitative
- Survey Data – Quantitative
- SWOT Analysis
- PESTLE Analysis
- Risk & Issue register

Survey Data – Qualitative

Qualitative data analysis revealed:

1. Low instance of strategic and operational workforce planning
2. Limited understanding of strategic and operational workforce planning in most cases
3. Measuring, recording, tracking, and reporting of workforce data and metrics is limited and when completed is generally undocumented
4. Formal succession planning is rarely conducted
5. Existing pressure from major retailers to reduce cost with limited auditing of compliance to ethical sourcing policies
6. Healthy contingent workforce ‘supply’ via temporary foreign workers
7. Leadership and management capability gaps primarily from supervisor to middle management
8. Willingness to collaborate, reduce cost and address common workforce issues despite competition for resources amongst survey participants

Survey Data – Quantitative

Quantitative data analysis revealed:

1. Estimated temporary labour force – **1526 (peak), 656 (low)** - refer to appendix 3.2
2. Estimated annual payroll range for casual workers across the sample space - **\$74 - \$85 Million** – refer to appendix 3.4
3. Estimated annual gross margin for labour hire across the sample space - **\$7.1 - \$8.2 Million** – refer to appendix 3.4
4. Estimated annual spend of labour hire contractors in the local economy across the sample space - **\$29 Million** – refer to appendix 3.4
5. Estimated accommodation spend of labour hire contractors in the local economy across the sample space - **\$15.3 Million** – refer to appendix 3.4

SWOT Analysis

Summary of key data from the SWOT analysis.

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> ○ Quality and reliability of product ○ Collective experience of the group ○ Prime regional operating environment ○ Resourcefulness ○ Resilience ○ Quality and volume of employment opportunities ○ Lifestyle & liveability ○ Excellent grasp and understanding of key issues ○ Healthy appetite to collaborate 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> ○ Capability to train and develop ○ Workforce planning ○ Willingness to change ○ Negativity/problem focus ○ Leadership and management capability ○ Disenfranchised youth ○ Ageing workforce ○ Basic computer skills ○ Industry perception ○ Broadband internet connectivity ○ Geographical dispersion ○ Alignment between industry and education ○ Reliance on 'labour hire contractors' & concerns around 'compliance' ○ Unwillingness of 'labour hire contractors' to be involved in solutions ○ Perceived lack of career paths ○ Barriers to entry for young people
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> ○ Engage disenfranchised youth ○ Rehabilitated offenders ○ Refugees ○ Change the perception of the industry ○ Share resources and knowledge ○ Change the often negative perceptions of the employment opportunities in the sector ○ Workforce planning ○ Regulate labour hire ○ Promoting the stories behind food ○ Regional talent pooling ○ Cooperative training 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> ○ Local attitudes ○ Resistance to change ○ Exposure from a rapid clamp down on current labour hire practices ○ Large retail chains and downward cost pressure ○ Organisational liability ○ No change to the current situation ○ Over-unionisation ○ OHS risks ○ Lack of apparent 'labour supply issue' ○ Ageing workforce ○ Increasing competition for resources ○ Trial by media ○ Misalignment between education, industry, government & marketplace ○ Other industries utilising the potential workforce ○ Misalignment between education KPIs and industry and employment needs

PESTLE Analysis

Summary of key data from the PESTLE analysis.

Political	Economic
<ul style="list-style-type: none"> ○ Insufficient Visa categories for 'unskilled' migrants ○ 457 visa category requirements and alignment with agrifood sector skill levels ○ 417 Working Holiday Visa extension process ○ Government detention policy ○ Seasonal Worker Program – perceived to be expensive, and is government dependent ○ Indigenous Advancement Strategy ○ Youth Employment Strategy – \$212 Million dedicated to Transition to Work Program ○ Visa Fraud Investigation Task Force, regulation of labour hire contractors in Victoria 	<ul style="list-style-type: none"> ○ Relentless downward supply chain pressure ○ Rising unemployment rate ○ Falling participation rate ○ Removal of tax free threshold on 417 Working Holiday Visa subclass ○ Rising oligopsony in food retailing
Social	Technological
<ul style="list-style-type: none"> ○ Labour hire contractors and accommodation, human rights and minimum wage requirements ○ Labour hire contractors and work rights and worker treatment relating to visa extensions ○ Myth of 'unskilled work' - required skill levels are generally high and increasing ○ Youth drug & alcohol issues ○ Exploitation of youth allowance & disability support pensions 	<ul style="list-style-type: none"> ○ Social media ○ The rise of e-learning ○ Increasing mechanisation of food production
Legal	Environmental
<ul style="list-style-type: none"> ○ Legitimacy/legality of some of the local contingent workforce ○ Increased auditing/governance ○ Increasing ACCC action against large supermarkets and the effects on selling prices ○ Union activity – rights to enter – impact on productivity ○ Complexity of visa regulatory environment 	<ul style="list-style-type: none"> ○ The organic movement ○ Focus on minimising environmental impact

Risk & Issue Identification

Key risks identified from the review of Phase I of the study include:

- Rapid government change to the current labour hire environment could lead to severe seasonal labour hire shortages
- Failure to adequately plan for future workforce demand at an organisational and regional level could result in workforce shortages for years to come
- Heavy reliance on foreign workers
- Failure to adequately ensure industry, education and government alignment may allow youth workforce shortages in the sector to continue
- Failure to connect with young people early in the education journey might allow current industry perceptions to permeate in the future
- Failure to adopt a holistic and multi-tiered approach could see future labour hire solutions fail with time

Key Findings

Labour Hire

There is no inherent labour supply issue in the eastern Gippsland agrifood sector. The sector relies heavily on temporary foreign workers supplied by labour hire contractors to meet seasonal fluctuations in workforce demand, and sourcing next-day contingent labour requires only a phone call. The surplus of available labour appears to mask more complex and systemic issues.

The media has highlighted claims of illegal immigrants operating in the sector, underpayment and accommodation issues and harassment claims. The agrifood sector in eastern Gippsland is exposed to significant risk, image and reputational damage as a result of such cases and the under-regulated labour hire industry.

Opportunities to source workers through registered organisations and/or via programs such as the Seasonal Worker Program (SWP) (refer to appendix 1.1.1) are available, and continue to gain traction in the region despite perceptions they carry higher costs than other hiring solutions. There is a need to more comprehensively consider the costs and benefits of different hiring solutions with potential to improve productivity, regional image and employment brand.

The relentless downward cost pressure from the supply chain on agrifood businesses creates cost sensitivity, potentially impacting hiring decisions.

Seasonal Worker Program (SWP)

In their study entitled, *Measuring the efficiency of horticultural labour - Case study on seasonal workers and working holiday makers*, (2013), Robert Leith and Alistair Davidson discuss how the seasonal worker program has proven to show benefits over traditional working holiday makers (WHMs) and how the SWP has increasing benefits year on year as workers return to common operations.

While upfront worker costs are higher than traditional labour hire, the program produces economies of scale year on year with workers returning to employers work ready, trained and familiar with their operating site. The case study indicated that seasonal workers were more efficient than working holiday makers earning an average of \$4.50 an hour (22%) more than WHMs in the studies 'piece rate test', indicating that they harvested fruit at a faster rate (Leith & Davidson 2013). Furthermore, the results indicated that returning seasonal workers worked more efficiently than new seasonal

workers earning \$2.80 an hour (12%) more on average in the studies 'piece rate test', than new workers (Leith & Davidson 2013).

Appendix 3.1 contains data provided by an approved employer under the Seasonal Worker Program and details the relative cost difference between workers provided under the traditional working holiday visa arrangement versus those provided under the Seasonal Worker Program. The data indicates a difference on average of \$1 per hour stretching to \$1.60 per hour in cases where the \$500 airfare contribution is paid as a component of the hourly charge rate. When the 22% efficiency increase of SWP workers in comparison to WHM workers is considered, the cost difference between the two options appears marginal.

The approximate number of seasonal workers at which margin flexibility can be introduced is twenty (appendix 3.1), indicating scope for further cost reductions through a cluster based arrangement.

Disenfranchised Youth

The region's disenfranchised youth is a key driver behind the heavy reliance on temporary foreign labour to meet seasonal workforce demand. The shortage of young people working in and entering the sector creates the need to seek support from the temporary foreign workforce.

2011 census data indicates 12.5% of eastern Gippsland's young people were considered disengaged with the labour force (cited in GELLEN 2014), participating in neither the workforce nor study. Existing social issues are compounded by findings indicating many young people are unwilling to work in the agrifood sector due to perceptions the work is 'dirty' and careers in the sector are 'dead end'.

Education & Training

Enrolment data (SVTS database, DET, 2014) indicates the supply of young people emerging from the education system and into agrifood is shrinking. SWOT analysis indicates an alignment issue with the education, agrifood and government sectors. Evidence points to opportunities for university degrees, TAFE and training courses to more closely align to, and move with, the constantly evolving needs of the agrifood sector.

Workforce Planning

Failure to conduct strategic workforce planning can result in difficulties understanding, forecasting and analysing future workforce issues and shortages. The lack of strategic workforce planning, identified across organisations surveyed, could further compound an already complex set of issues.

EGSWS-FS – Phase II

The focus of Phase II is developing solutions to problems identified in Phase I, and a resultant set of recommendations and short, medium and long term actions.

Methodology Outline

Following the ‘problem’ definition in Phase I, a categorisation model was developed to provide a streamlined view of the identified issues along with direction for potential solutions moving forward. Issues were categorised under solution streams forming the basis for a recommendation framework.

Comprehensive research into models and case studies globally was conducted and results analysed for relevance to the EGSWS-FS. Case studies and models are categorised according to solution stream alignment (detailed in appendix 1) and form an integral component of the study.

Potential solutions (ultimately recommendations and actions) generated during Phase II of the project came from two sources. Firstly, a solution generation workshop was conducted involving a diverse mix of growers, manufacturers, producers, industry representatives, council representatives and potential solution providers. In line with the Phase I methodology, Phase II leveraged those closest to the sector to help develop relevant, practical and fit for purpose solutions to the key issues identified.

The solution generation workshop included the presentation of a number of key case studies across the solution streams coupled with small group problem solving sessions. Groups were given key problem statements and thought prompting material (case studies, relevant data, news articles) and were given time to develop solutions and present back to the group for feedback and potential expansion.

Solutions generated in the workshop are the direct efforts of industry representatives who will likely be involved in supporting solution implementation. The relevance of these solutions is inherent and numerous stakeholders have endorsed the recommended solutions pre-implementation. deliberatepractice complemented the key outputs of the solution generation workshop with further recommendations and actions based on project findings.

Key Documents

The key documents utilised and referred to during Phase II include:

- Regional workforce data
- Case studies and models
- Solution connectivity matrix
- Action prioritisation quadrant

Solution Streams

What are they?

The 7 solution streams outlined in **Figure 1** serve as an issue categorisation framework developed to focus a large number of problems into key areas. The solution streams are used to categorise recommendations into key areas and may be used in future to define scope with potential solution providers.



Figure 1 - The Solution Streams

Note the central inclusion of the ‘shared solutions’ function. This function is intended to leverage shared service opportunities in collaboration with East Gippsland Food Cluster on behalf of EGFCI members. The preferred shared solutions coordinator (provider) should be a provider across one or more solution streams and as a result, the opportunity presents the ability to select streams for direct delivery (subject to demonstrated capability) and streams to be outsourced. Subsequently, the role of preferred shared solutions provider should not command a direct fee for service.

The preferred shared solutions provider will act as the conduit between the EGFCI and solution stream providers and should assume delivery accountability for recommendations and actions identified in each solution stream. The shared solutions function will have visibility across all solution streams and will ensure effective information flow between streams.

Solution Advocacy

A number of areas detailed in this document fall outside scope of immediate influence of the EGFCI. As a result the direct ability of the cluster to implement all recommendations and actions herein will be limited without the support and advocacy of relevant peak bodies. The role of the shared solutions provider includes working with the EGFCI to identify circumstances in which external advocacy is required and engaging relevant stakeholders to secure adequate support, endorsement and manpower.

Shared Solutions

The shared solutions function will identify and propose opportunities for EGFCI members to reduce operating costs and maximise efficiencies through group driven purchasing arrangements. More specifically, the function should:

- Bind the solution streams in line with the solution stream connectivity matrix (**Figure 2**)
- Work closely with the EGFCI to identify and propose collaboration arrangements (and possible funding opportunities) for recommendations and actions identified within each solution stream
- Support EGFCI members to reduce cost and maximise efficiency through provision of optimised shared service arrangements
- Maintain close ties with government (and other relevant authorities) and understand the policies relating to each solution stream

The Seven Solution Streams

The strategies of each solution stream

Labour Hire

The labour hire stream aims to provide a reliable, legal and cost effective supply of workers to the region through multiple sourcing channels. Specifically, the labour hire stream should:

- Mitigate risk and exposure of the industry due to heavy reliance on a single (or few) temporary worker channel(s)
- Ensure regulatory, compliance and ethics related requirements are met
- Reduce cost and maximise efficiency through a group driven labour hire function

Training

The training stream aims to provide cost effective, needs aligned, capability improvement solutions at all work levels across the sector causing minimal productivity disruption. Specifically, the training stream should:

- Improve leadership/supervisory capability across the sector
- Establish closer ties between industry needs and training solutions
- Minimise productivity disruptions through innovative delivery
- Reduce cost and maximise efficiency through a group driven training function

Youth

The youth (*youth engagement*) stream seeks to engage young people from eastern Gippsland with the agrifood sector. The stream aims to assist young people who are disenfranchised and disadvantaged as well as those actively seeking opportunities in the sector. Specifically, the youth stream should:

- Engage young people under a collaborative and community development approach
- Provide direction and assistance to young people interested in agrifood
- Seek to re-engage previously disenfranchised and/or disadvantaged young people

Education

The education stream seeks to develop close knit links between industry and education and facilitate a consistent and healthy supply of qualified talent to the sector through demonstrating the career opportunities open to students. More specifically, the education stream should:

- Demonstrate the vast array of career pathways available in the agrifood sector
- Seek to ensure education curriculum is closely aligned to diverse and constantly evolving industry requirements

Marketing

The Marketing stream seeks to attract workers to the region, encourage young people to identify and engage with the sector and address common misconceptions held in relation to the agrifood sector. Specifically, the Marketing stream should:

- Encourage young people to engage with the sector via a range of media
- Promote 'tree change' opportunities to the potential workforce outside the region
- Highlight the positive stories and narratives while negating any misconceptions

Workforce Planning (WFP)

The workforce planning stream seeks to improve workforce planning capability and utilisation by providing access to workforce planning training and support for EGFCI members. More specifically the workforce planning stream should:

- Encourage the measurement and capturing of relevant workforce and organisational data
- Deliver fit for purpose training to EGFCI members
- Support individual and regional workforce planning efforts on an ongoing basis

Transport & Accommodation

The transport and accommodation stream aims to provide safe, reliable and cost effective transport and accommodation solutions for temporary workers across the region. More specifically, the transport and accommodation stream should:

- Highlight short term, immediate options to ease the immediate seasonal burden
- Highlight commercial opportunities associated with transport and accommodation provision
- Develop longer term, sustainable options to ease the fluctuating seasonal burden
- Conduct detailed research into the feasibility and impacts of a variety of transport and accommodation options

Solution Stream Connectivity

	LABOUR HIRE	TRAINING	YOUTH ENGAGEMENT	EDUCATION	MARKETING	WORKFORCE PLANNING	TRANSPORT & ACCOMMODATION
LABOUR HIRE		Training workers on the job or after commencement with minimal productivity impact is critical	Employment opportunities aid efforts in youth engagement	Potential to inform the content offered in degrees and other qualifications	Labour hire issues and perceptions help inform marketing campaigns	Critical link as part of feedback loop into the WFP process	Informs transport and accommodation demand
TRAINING	Work-ready, trained workers are required by the labour hire stream across the region		Training opportunities aid efforts in youth engagement	Linked in nature but are succinct fields	Training issues may help inform marketing campaigns	Critical link, feeds back into the WFP process. WFP itself is also an area identified for capability improvement	Directionally unrelated
YOUTH ENGAGEMENT	Shortage of engaged enthusiastic young people creates reliance on foreign labour hire	The need to engage young people could influence the nature of training courses offered		Low youth engagement in the sector impacts number and variety of courses offered by tertiary institutions	Issues inform marketing subject matter	Critical link as part of feedback loop into the WFP process	Issues with disenfranchised youth inform related transport & accommodation requirements
EDUCATION	Relevance & alignment of education offering drives supply of graduates entering the sector	Linked in nature but succinct fields	Education opportunities & career pathway definition aid efforts in youth engagement		Enrolment trends help inform marketing campaign requirements	Critical link as part of feedback loop into the WFP process	Informs transport and accommodation demand
MARKETING	Promotes opportunities in the sector. Assists image issues which helps deliver new talent	Aids the promotion of training opportunities and pathways	Key connection, turning around the perception of the sector is vital	Key connection, changing 'perceptions' boosts the business case for closer ties b/w education and industry		Directionally unrelated	Directionally unrelated
WORKFORCE PLANNING	Informs demand for temporary labour across seasons	Informs demand for training, numbers and content	Informs issues and reasons for shortages	Informs education shortages and demand for curriculum & numbers	Informs need for marketing activities, establishes regional value proposition		Informs transport and accommodation demand
TRANSPORT & ACCOMMODATION	Key enabler, must be in place & effective for labour hire function to operate effectively	Directionally unrelated	Transport is a key consideration in youth being able to get to work	Directionally unrelated	Directionally unrelated	Critical link as part of feedback loop into the WFP process	

Figure 2 - Solution Connectivity Matrix

How to read this matrix

Reading along each row describes how the *solution stream* listed at the start of the row connects to each of the other *solution streams*. Information flow is unidirectional from rows to columns.

Recommendations & Actions

Recommendations and *abridged* actions are detailed below. Refer to appendix 2 for detailed actions including timeframes and suggested champions.

Actions generated by representatives from agrifood sector during the solution generation workshop are denoted by the term ***Sector Generated***.

Shared Solutions – Recommendations & Actions

Strategy - Identify and propose opportunities for EGFCI members to reduce operating costs and maximise efficiencies through group driven purchasing arrangements.

➤ Recommendation 1

Identify a shared solutions provider to coordinate the implementation of recommendations and actions.

Actions

1. Execute a tender process to select a preferred shared solutions provider.
2. Conduct annual reviews with shared solutions provider to ensure adequate delivery of services against identified needs.

Outcomes

Responsibility and accountability for the implementation of recommendations and actions is imparted in a cost effective manner. Visibility across solution streams is achieved and connectivity of information flow is assured. Access to cost effective outsourced services and solutions for EGFCI members is delivered.

Solution Stream 1 – Labour Hire – Recommendations & Actions

Strategy - Provide a reliable, legal and cost effective supply of workers to the region through multiple sourcing channels.

➤ Recommendation 1

Develop a multi-channel approach to meeting demand for temporary labour.

Actions

3. Increase the uptake of the Seasonal Worker Program across the region.
4. Pilot a *prisoners on release* program. **Sector Generated.**
5. Pilot a *minimum security prisoners* program. **Sector Generated.**
6. Utilise the website www.greynomandsjob.com to supplement workforce supply. **Sector Generated.**
7. Utilise the Harvest Trail <https://jobsearch.gov.au/job/search/harvest> to source labour and help smooth seasonal demand.
8. Leverage the alternate peak seasons between manufacturing and other sub-sectors.
9. Target non-working mothers with school age children to work reduced (and suitable) shifts across industries within the sector.
10. Offer foreign university students opportunities to work in the agrifood sector in line with visa allowances.
11. Investigate potential for settlement of Syrian (and other) refugees in the eastern Gippsland region.

Outcomes

The reliance on temporary foreign workers is reduced. Risks are spread as a result of using labour sourced through multiple channels and exposure is minimised.

➤ Recommendation 2

Adopt an industry-wide approach to the engagement of temporary foreign workers.

Actions

12. Provide access and direction to known registered labour hire providers via the EGFCI website.
13. Embrace the Safe Haven Enterprise Visa scheme in Victoria. **Sector Generated.**

14. Form a temporary labour working group, subscribe to a code of conduct and commence a self-auditing process amongst employers and providers against the code.
15. Implement a registration system for approved providers of temporary labour in the region.
Sector Generated.
16. Champion the endorsement and support of a labour hire licensing system in Victoria.

Outcomes

Greater regulatory compliance across employers and suppliers. Access to reliable and compliant labour sourcing for employers. Improved conditions for Temporary Foreign Workers in the sector. Improved buy-in from all stakeholders across the supply chain. Improvements to sector image.

➤ Recommendation 3

Develop a group driven labour hire function for use by the EGFCI members.

Actions

17. Identify and select a preferred labour hire provider(s) to deliver cost effective seasonal labour hire solutions to EGFCI members and associated organisations.
18. Identify and select a preferred provider(s) of workers under the Seasonal Worker Program to EGFCI members if not an inherent result of Action 17.

Outcomes

Reduced cost and improved quality. Improvements to worker efficiency. Improved access to reliable, compliant labour sources.

Solution Stream 2 – Training – Recommendations & Actions

Strategy - Provide cost effective, needs aligned, capability improvement solutions at all work levels across the sector causing minimal productivity disruptions.

➤ Recommendation 1

Develop a combined classroom and field approach to developing leadership/supervisory capability across the sector.

Actions

19. Publish links to the Australian Rural Leadership Foundation website and information regarding associated programs. **Sector Generated.**
20. Pilot an agrifood supervisor training program. **Sector Generated.**

Outcomes

Opportunity and direction towards developing leadership capability provided. Leadership capability across the region is improved.

➤ Recommendation 2

Develop a group driven training function for use by EGFCI members.

Actions

21. Identify and select a preferred training provider(s) to deliver cost effective training solutions to EGFCI members and associated organisations.
22. Develop a skills matrix aligned with the relevant awards which supports a 'skills passport' for easy transferability of workers across businesses.

Outcomes

Reduced cost and improved quality and service for users; efficient distribution channels for suppliers.

➤ Recommendation 3

Establish direct connections between industry needs and training solutions.

Actions

23. Build and implement a collaborative model between training solution providers utilising the collective skill sets to deliver a blended learning solution. **Sector Generated.**

24. Pilot a training program which leverages the Fulham Correctional Centre's capability to provide Horticulture certifications, along with the centre's appetite to seek industry input.

Outcomes

Direct links between industry and training established. Industry provides direct input in to course content.

➤ Recommendation 4

Develop a flexible and holistic approach to delivering training including web-based delivery to minimise workplace disruption.

Actions

25. Develop an industry centric online training delivery portal. **Sector Generated.**
26. Consolidate numerous pre-accredited agrifood training certifications into a single, nationally recognised certification. **Sector Generated.**

Outcomes

Training delivery models minimise disruption to the workplace. Training content is streamlined.

Solution Stream 3 – Youth Engagement – Recommendations & Actions

Strategy - Engage young people from eastern Gippsland with the agrifood sector and assist those who are disenfranchised or disadvantaged along with those actively seeking opportunities in the sector.

➤ Recommendation 1

Adopt a collaborative and community development approach to youth engagement.

Actions

27. Identify and select a youth engagement solution stream partner to oversee youth engagement recommendations and actions.
28. Establish a regional youth council to act as an ambassador for youth engagement with the agrifood sector.
29. Implement a pilot program to engage primary school level children in the agrifood sector.

Outcomes

Engagement of stakeholders at various levels and improved youth engagement. Endemic generational engagement issues are addressed through targeting primary school age children.

➤ Recommendation 2

Facilitate opportunities for youth interested in the sector by providing direction and assistance to young agrifood enthusiasts.

Actions

30. Develop a *young guns* youth mentoring program.
31. Develop a mentoring and handover program for farmers without family succession plans and young people seeking commercial farming opportunities. **Sector Generated.**
32. Develop a website connecting community assets, resources and opportunities with young people. **Sector Generated.**

Outcomes

Mentoring, employment and commercial opportunities are outlined for young people and information on how to engage is clearly provided.

➤ Recommendation 3

Develop a regional strategy to engage disenfranchised and disadvantaged youth with the agrifood sector.

Actions

33. Conduct a pilot program aimed at engaging young people in personal and social change through sustainable agriculture.

34. Implement an Indigenous engagement program for Indigenous youth identified as being 'at risk'.

Outcomes

Improved youth engagement with the regional agrifood sector through personal and social change.

Solution Stream 4 – Education – Recommendations & Actions

Strategy - Develop close knit links between industry and education and facilitate a consistent and healthy supply of qualified talent to the sector through demonstrating the career opportunities open to students.

➤ Recommendation 1

Adopt a regional approach to demonstrating and promoting career pathways and options available to students.

Actions

35. Identify and select an education solution stream partner.
36. Provide a link to www.ruralcareers.net.au on the EGFCI website.
37. Establish a three layered education program aimed at targeting students at primary, secondary and tertiary levels. **Sector Generated.**
38. Develop a program to capture student visa holders and present opportunities to work part time in the sector across various job roles.

Outcomes

Improved understanding of the career options available in agrifood, career pathways clearly outlined to students from an early age resulting in potential enrolment increases.

➤ Recommendation 2

Establish a mechanism for education bodies to continuously capture industry feedback and adjust degrees, courses and curriculum accordingly.

Actions

39. Pilot a *paddock to plate* style project with touch points across the farming product lifecycle aimed at meaningful engagement through alignment of industry experiences with curriculum. **Sector Generated.**
40. Establish an 'Industry Links' program following the Plan, Do, Check, Act, cycle, aimed at strengthening alignment between industry, education & government.

Outcomes

Industry and education sector alignment right across the education spectrum. Opportunities to review and adjust the education offering based on changing needs are established driving improved curriculum relevance and potential enrolment increases.

Solution Stream 5 – Marketing – Recommendations & Actions

Strategy – Attract workers to the region, encourage young people to identify and engage with the sector and address common misconceptions held in relation to the agrifood sector.

➤ Recommendation 1

Promote opportunities in the sector to potential talent at various levels.

Actions

41. Identify and select a marketing provider(s) to deliver cost effective marketing solutions across a various media channels.
42. Run a marketing campaign aimed specifically at encouraging young people to identify and engage with the sector.
43. Run a marketing campaign aimed at delivering key messages relating to the opportunities in the agrifood sector to external talent. **Sector Generated.**

Outcomes

Engagement with the sector at all levels, from youth to experienced professionals tapping into new talent pools. New talent, bringing fresh ideas and approaches, is introduced to the sector.

➤ Recommendation 2

Highlight the positive stories and narratives associated with the agrifood sector while negating misconceptions.

Actions

44. Run a marketing campaign aimed at highlighting the numerous, positive key messages relating to the sector while addressing common misconceptions.

Outcomes

Addressing misconceptions, while highlighting positive stories, encourages those who had previously discounted the sector as an attractive option to re-engage.

Solution Stream 6 – Workforce Planning – Recommendations & Actions

Strategy – Improve workforce planning capability and utilisation by providing access to workforce planning training and support for EGFCI members.

➤ Recommendation 1

Develop a workforce planning capability and utilisation improvement plan for EGFCI members.

Actions

45. Identify and select a workforce planning solution stream partner.
46. Encourage and support growers, manufacturers and producers to start recording relevant workforce and organisational data as the first step in the workforce planning process.
47. Arrange basic workforce planning skills training workshops for EGFCI members.
48. Arrange intermediate workforce planning skills training workshops EGFCI members.
49. Identify ‘value proposition’ and implement strategies to support the sector and businesses being recognised as a sector and employers of choice.

Outcomes

Increased maturity and instance of workforce planning, informed demand planning, improved contingency planning and reduced reliance on short term labour solutions. Improved capacity to attract and retain.

Solution Stream 7 – Transport & Accommodation – Recommendations & Actions

Strategy – Provide safe, reliable and cost effective transport and accommodation solutions for temporary workers across the region.

➤ Recommendation 1

Develop a multi-channel approach to meeting immediate and urgent demand for temporary worker accommodation.

Actions

50. Identify and select a transport and accommodation solution provider(s) to deliver affordable transport and accommodation solutions to temporary workers employed by EGFCI members.
51. Promote opportunities for eastern Gippsland empty nesters to rent out spare rooms to contingent workers. **Sector Generated.**
52. Leverage backpacker accommodation to increase utilisation and ease worker accommodation shortages. **Sector Generated.**

Outcomes

Immediate demand for accommodation is eased. Workers are afforded a variety of options for short term/temporary accommodation.

➤ Recommendation 2

Develop a multi-channel approach to meeting long term seasonal demand for temporary worker accommodation.

Actions

53. Utilise converted shipping containers as a mobile accommodation solution. **Sector Generated.**
54. Develop tiny house accommodation. **Sector Generated.**
55. Increase the utilisation of farm stay accommodation. **Sector Generated.**
56. Consolidate and socialise a concise set of regulations associated with developing on-farm, commercial accommodation. **Sector Generated.**
57. Promote and leverage the opportunity presented by select, approved Seasonal Worker Program employers who source accommodation on workers' behalf.

58. Pre-indicate annual accommodation requirements to providers as part of the Seasonal Worker Program.
59. Work with local government in relation to alignment of local planning requirements with the needs of the sector.

Outcomes

Long term demand for accommodation is addressed in a sustainable manner. Various, cost effective options for temporary accommodation are made available. Improved image enhances capacity to attract a seasonal workforce.

➤ Recommendation 3

Conduct further research into the feasibility and impacts of various transport and accommodation options.

Actions

60. Conduct a regional transport & accommodation feasibility study.
61. Conduct a social impact assessment on the impacts of settling new immigrants and refugees regionally. **Sector Generated.**

Outcomes

Further, vital insight gained to support various future possibilities. Future strategies and actions to address both labour hire and transport & accommodation demand are more clearly informed.

Action Priority Quadrant

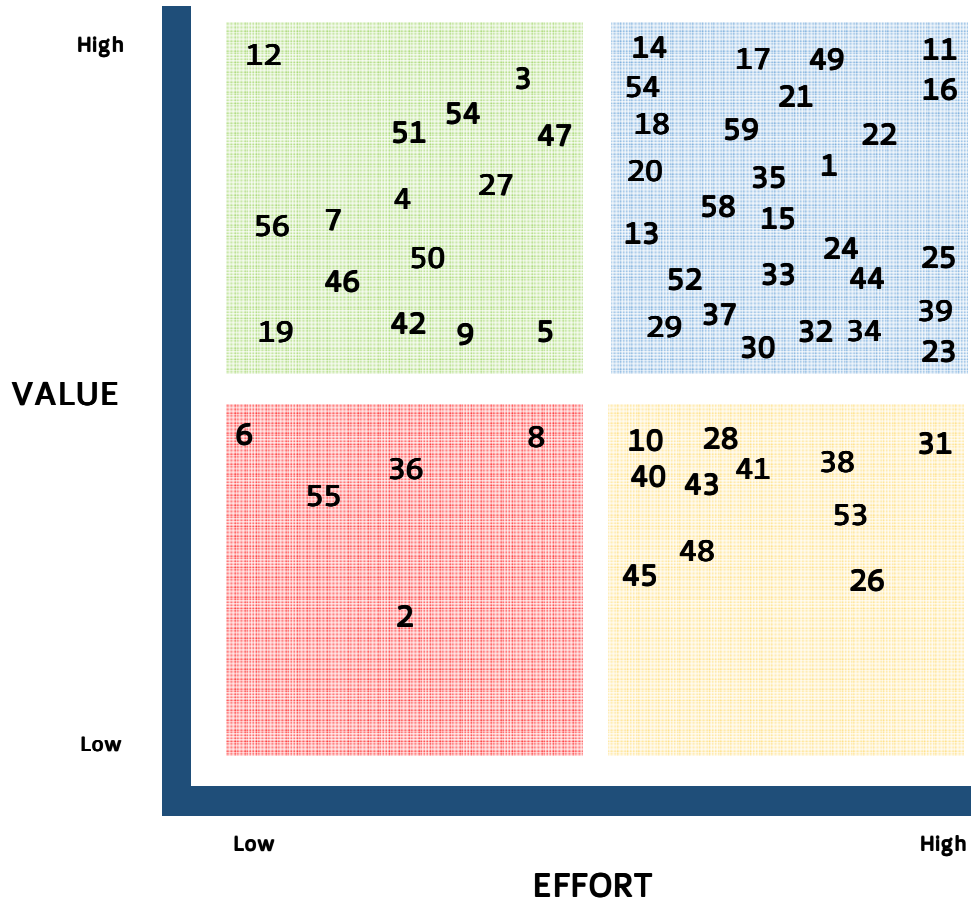


Figure 3 – Action Priority Quadrant

Note: The Action Priority Quadrant is intended to help the EGFCI prioritise actions for implementation.

Recommendations for Further Analysis

A social impact assessment on the key considerations associated with settling immigrants and refugees regionally is an important initiative to support actions detailed in this document. Opportunity to leverage the government's announcement of a 12000 strong Syrian refugee intake (DIBP, 2015) to satisfy workforce demand and boost regional economies exists, yet several considerations should be taken into account to inform clear decisions. These considerations fall outside the scope of the EGSWS-FS.

The EGSWS-FS wholly supports the Victorian Government's investigation into the labour hire industry and insecure work, due to conclude in July 2016 (DEDJTR, 2015). Should it prove appropriate to publish findings as they are made, aligned actions could be implemented ahead of the investigation's conclusion. Recommendations and actions outlined in the EGSWS-FS will gain vital traction if supported by the investigation.

A regional transport & accommodation feasibility study would prove valuable in further exploring opportunities to recycle disused facilities across the region and ease the burden on the current system. The study should investigate the potential of these sites (and any others) to be converted or developed to meet the seasonal workforce accommodation demand based on estimates provided by the EGSWS-FS (refer to appendix 3.2).

Discussion

The EGSWS-FS has directly engaged with representatives from the eastern Gippsland agrifood sector. Observations made as a result give rise to several discussion points.

The East Gippsland Food Cluster is an organisation that conducts meaningful, enriching work however without the support and commitment from the regional businesses potential solutions are at risk of failure. Eastern Gippsland agrifood benefits from a collective of knowledgeable, committed and driven individuals, most whom carry a deep understanding of the issues limiting the sector. Successful implementation of recommendations and actions relies on support of key industry representatives in driving change via a solutions focus.

It is acknowledged that actions in this document include solutions as yet untested in the eastern Gippsland agrifood sector. Accordingly, success will rely on individual and group involvement and action to support new ideas and initiatives. It is critical that influential industry representatives are engaged as key opinion leaders to endorse solutions and share positive outcomes.

Commitment across the supply chain is equally important to successful outcomes. Collaboration and commitment from retail, government, unions, logistics, education and industry is essential to the future prosperity of agrifood in eastern Gippsland.

Conclusions

Numerous problems faced by the eastern Gippsland agrifood sector are addressed by recommendations and actions detailed in this document. The variety of alternatives presented suggests that adopting a multi-channel, collaborative approach to labour hire represents a feasible opportunity for the sector.

By addressing the surrounding and interrelated factors, the compounding labour hire issues can be eased. Extensive collaboration amongst stakeholders within the sector is fundamental to the

successful implementation of recommendations and actions. To drive the long term success of this sector, the importance of organisations and individuals in the region sharing resources, working together, and supporting each other cannot be understated. By adopting a holistic approach this important sector will continue to produce world class produce for many decades to come.

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Appendix

Appendix 1 – Case Studies & Models

Appendix 1.1 – Labour Hire Case Studies & Models

Appendix 1.1.1 – Model – Seasonal Worker Program

Source – www.employment.gov.au/

Overview

The Seasonal Worker Program contributes to the economic development of participating countries by providing access to work opportunities in the Australian agriculture and accommodation industries. The Seasonal Worker Program offers seasonal labour to employers in the agricultural industry, and employers in selected locations in the accommodation industry who can't meet their seasonal labour needs with local jobseekers.

In locations where sufficient local reliable and returning workers are not available, the SWP enables workers from East Timor and Pacific nations to work in Australia for up to 6 months. In most circumstances these workers can return to the same workplace year after year. SWP workers are available to the horticulture industry across Australia. A pilot program is also available to the cotton, sugar, aquaculture and accommodation industries in selected regions.

The Seasonal Worker Program (SWP) enables workers from Fiji, Kiribati, Nauru, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu and Vanuatu to work in Australia for up to 6 months each year.

Advantages to Employers

The Program provides employers with a reliable, returning seasonal workforce year after year. Once workers are trained during the first season, in most circumstances, the valuable skills and experience gained can be utilised at the same location every year. This can provide significant benefits to the employer including:

- Confidence that workers will be available when required
- Certainty of length of time workers will stay
- Reliability and productivity from highly motivated workers
- Reduced retraining and supervision in subsequent seasons

For Australian employers in the agriculture and accommodation industries unable to find enough local labour, the Program offers access to a reliable, returning workforce able to return season after season.

In addition to the on-the-job learning seasonal workers undertake under the Program, they also have the opportunity to participate in valuable basic training opportunities funded by the Australian Government known as add-on skills training.

Appendix 1.1.2 – Model – CANADA – Temporary Foreign Worker Program

Source - www.cic.gc.ca/

Overview

The Temporary Foreign Worker Program (TFWP) allows Canadian employers to hire foreign nationals to fill temporary labour and skill shortages when qualified Canadian citizens or permanent residents are not available.

Advantages to Employers

For employers who have been unable to recruit Canadian citizens or permanent residents for job openings, the TFWP makes it possible to hire workers from abroad. Employers might also find a qualified foreign worker already in Canada, such as a foreign worker who is about to complete a job contract with another employer or a foreign national holding an open work permit that allows the employee to work for any employer in Canada.

While most temporary foreign workers will be hired to address a specific, short-term labour need, some temporary foreign workers who initially came to fill a temporary vacancy can transition to permanent residence if they meet certain requirements. For example, the Canadian Experience Class is open to foreign nationals who have been working full-time in Canada as trades' people or in managerial or professional occupations and meet certain other requirements. Other foreign workers may qualify through the Provincial Nominee Program for permanent residence in Canada. These routes exist to ensure that workers who have shown that their skills are in continuing demand and that they have already adapted well to life in Canada can build a future here.

How It Works

The TFWP is jointly managed by Human Resources and Skills Development Canada (HRSDC) and CIC.

Employers often require a labour market opinion (LMO) from HRSDC to hire a foreign worker. A positive LMO means that the employer has tried but has been unable to find a Canadian or permanent resident for the job, that the job offer is genuine, and that the employer has met job offer commitments to temporary foreign workers they have hired in the past.

Some jobs do not require HRSDC authorization in order to hire a foreign worker. Certain categories of workers may be exempt from the LMO requirement due to an international trade agreement, such as NAFTA, or an agreement between the Federal Government and a Provincial or Territorial Government. Employers who are unsure if they require an LMO should contact a CIC Temporary Foreign Worker Unit.

The TFW Unit will provide advice on whether an LMO is required and offer additional information about the TFWP. TFW units may also advise employers on any active pilot projects in effect in their province that may help attract workers in particular occupations or with particular skills.

After obtaining an LMO, or if an LMO is not required, the worker needs to apply to CIC for a work permit. If an LMO is required, the employer must provide a copy of the positive LMO from HRSDC for

inclusion with the worker's application. Processing times for work permits vary depending on where and how the application is made.

The employer is responsible for arranging the employee's worker's compensation benefits and medical coverage, verifying that the employee has a social insurance number, and ensuring that the conditions and time limits on the work permit are respected.

As the TFWP is designed to help employers fill short-term gaps in Canada's labour market, most temporary foreign workers are limited to working in Canada for four years before having to return to their home country. Most TFWs have the opportunity to apply for permanent residence if that is their desire, and limiting the amount of time they may work in Canada with a temporary status encourages them to do so.

Facts and Figures

- More than 192,000 temporary foreign workers entered Canada in 2011. The overall total includes about 70,000 foreign workers whose employer required an LMO from HRSDC and close to 120,000 who did not require an LMO.
- In 2011, more than 29,000 temporary foreign workers made the transition to permanent status.

Appendix 1.1.3 – Model – CANADA – Seasonal Agricultural Worker Program (SAWP)

Source - <http://www.cafanet.com/>

Access to an appropriate pool of talent to work in Canadian farm, food, and agribusinesses continues to be an ongoing challenge. This has especially been the case in recent years, and in specific regions of the country where competition for people is particularly tight. As the Canadian population and workforce have developed, the sources and expectations of employees have changed. Certain types of positions, notably those involving heavy, repetitive physical work and the need for manual dexterity, in rural locations have been especially difficult to fill. Management talent associated with these positions has similarly been difficult to access. Obtaining domestic people and retaining them in these jobs can be difficult. Relative to the scale of the natural resources the Canadian agrifood sector is based upon, this represents a shortage.

Government Programs

To address this, governments have developed programs that provide access to foreign workers. This has a long history in the Seasonal Agricultural Worker Program (SAWP), and through the Temporary Foreign Worker Program (TFWP) and the TFWP - Agricultural Stream. These are significant programs with almost 40,000 foreign workers employed in agricultural industries in Canada, mostly through SAWP but increasingly through the TFWP, especially under the agricultural stream and higher skilled categories.

The specifics differ, but ultimately these federal programs allow for an enhanced labour supply from outside of the country designed to fill jobs unfilled by Canadians. Each of these programs has a minimum wage (either the legislated provincial minimum wage, or the “going rate” for similar jobs in the local area) estimated by the Federal Government. In the case of the TFWP, employers must be able to demonstrate that they have attempted to fill positions with domestic workers first (by showing advertised job postings that went unfilled, etc.). Each of the programs require employers to recruit the foreign workers, provide for transportation to Canada, and arrange for accommodation. Programs vary in terms of whether and how employers can recover these costs.

Changes to TFWP

In April, 2013, the Federal Government announced that changes were forthcoming to the TFWP; these changes were recently announced. The TFWP will have additional fees, and greater requirements on behalf of employers to demonstrate that the use of foreign workers is not to substitute for Canadian workers, and that through the use of foreign workers there will be negligible impacts on the local labour market. This is expected to add cost and delays in the use of the program.

Although many of these program changes will not apply to the TFWP - Agricultural Stream nor to the SAWP, it would be wrong to suppose that the agrifood sector will be left unaffected. The changes can be expected to make it tougher to fill certain types of positions. It would also be an error to consider these impacts outside of the broader labour market context.

Canadian farming/ agrifood/ food processing firms must compete for employees with other segments of the economy. Compensation is one component of this, but working conditions, hours, seasonality, opportunities for promotion, and technology all impact competition for people. As the

Canadian workforce evolves, there will be a greater number and proportion of post-secondary educated workers. The industries that can shape their technology, workplace design, working conditions, and compensation package to attract this growing portion of the workforce will be better positioned.

The costs associated with search, training, and remaining competitive with other sectors to retain people are also very significant and demand ongoing attention. Restricted access to employees can retard a firm's growth strategy; high turnover rates can drag down its earnings.

Conclusion

The access that the Canadian agrifood sector has to qualified employees is in flux, and continues to evolve. It is no longer the case that the sector can readily depend on locally-bound supplies of low-cost workers, requiring little training and having few employment alternatives. Thus, foreign worker programs ease the gap between the domestic workforce and demand for agrifood sector personnel defined by Canada's agricultural/natural resource endowment and its economic opportunities.

The new constraints placed on access to foreign workers provides a signal that the sector will need to continuously adapt in order to compete for talented people with other economic sectors and across regions to succeed in its operations. This will require continual redesign and re-thinking of workplaces, investment in new technologies that require higher skill levels, and productivity improvements in operations that can sustain increased wage/salary budgets in the future. Agrifood typically views land and water as its key constraints to production; it is not a stretch to think that access to talent- across the sector- may represent just as binding a constraint.

Appendix 1.1.4 – Case Study – Apple Inc – Ensuring supplier responsibility for recruitment practices

Source - <http://hrbdf.org/>

Background

Apple's Supplier Responsibility 2009 Progress Report highlighted that the recruitment of migrant workers by its suppliers posed the most serious challenge to the company. Apple's suppliers use multiple third-party labour agencies to source workers from other countries. The fees that migrant workers paid at six of the 83 suppliers audited amounted to around US\$852,000.

Description

In its 2010 report, Apple noted that as a result of audits and corrective actions, migrant workers have been reimbursed over US\$2.2 million in recruitment fee overcharges since 2008. In addition to demanding reimbursement of the recruitment fees, Apple updated its Supplier Code of Conduct and issued a standard for prevention of involuntary labour. Apple suppliers are required to take responsibility for the entire recruitment process of direct and contract workers, including for payment of all fees. The standard for prevention of involuntary labour limits recruitment fees to the equivalent of one month's net wages and specifies management practices regarding contract requirements, grievance processes, agency management, and the handling of workers' passports, as well as other stipulations for managing foreign contract workers.

Relevance

This case study highlights an example of a large retailer holding suppliers to account over ethical sourcing practices. Furthermore, development of, and adherence to, a code of conduct and standard were used to effect serving as an existing success story from the retail sector.

Appendix 1.1.5 – Case Study – Newmont Mining – Boddington ‘Hot Seaters’

Source: www.minerals.org.au/

Background

Newmont Boddington Gold has developed innovative workforce strategies which respond to the needs of local communities as well as to company objectives and values.

Description

In 2009, Newmont began scheduling shorter shifts for haul truck drivers, in part to prevent downtime during morning tea and lunch breaks. A driving shift between 9am and 2pm provided a perfect opportunity for mothers of school-aged children to work in mining, as well as ensuring uninterrupted hauling at Boddington.

Seven women and one man currently drive Haulpak dump trucks during the 'school shift' Monday through Friday, while several other women drive full-time at the mine. About 30% of Boddington's Haulpak drivers are women.

In March 2012, Newmont Boddington was recognised by the Western Australia Chamber of Minerals and Energy with its 'Outstanding Company Initiative' award at an International Women's Day Women in Mining breakfast in Perth. The Boddington 'Hot Seaters' have also featured in the Minerals Council of Australia's high-profile 'This is our Story' advertisements.

In terms of local employment, Newmont Boddington Gold is also working to lift the number of Gnaala Karla Booja people employed at the mine. Indigenous employment at Boddington is approximately 5% (50 direct employees) with a further 34 Indigenous contractor employees. The company's goal is to double Indigenous employment.

Newmont Boddington Gold's three-month Gnaala Pre-employment (Workready) Program involves training and providing work experience. The company is also placing a greater emphasis on the retention of Indigenous employees and the creation of alternative employment pathways. This will ensure that Newmont Boddington Gold is not only successful in hiring Indigenous employees, but retaining them as well.

Relevance

Opportunities to think laterally around potential labour sources are unbound. Many pools of labour exist however often workers do not participate due to hours of work, shift duration, type of work etc. Removal some of these inhibitors could reveal previously untapped worker pools. There is relevance in the agrifood sector in eastern Gippsland running an initiative involving similar thinking to that employed by Newmont Mining at their Boddington site.

Appendix 1.1.6 – Case Study – Maple Leaf Foods – Labour Shortages and Migration

Source: www.hrbdf.org/

Background

Maple Leaf Foods is a Canadian food processing company with operations in Canada, the US, the UK, Asia and Mexico. Maple Leaf operates more than 100 facilities globally and is publicly traded on the Toronto Stock Exchange. Maple Leaf employs more than 1,100 temporary foreign workers from China, Colombia, El Salvador, Honduras, Mauritius, Mexico, the Philippines, and Ukraine.

A labour shortage in Canada, particularly in the sparsely populated agricultural area of Manitoba, prompted Maple Leaf to venture into foreign recruitment in 2002. Maple Leaf established an international recruitment office in 2007.

Description

Maple Leaf partnered with the International Organisation for Migration (IOM) in 2007 to facilitate the fair, transparent and safe migration of temporary foreign workers to work for Maple Leaf in Canada. For visa purposes “temporary foreign workers” enter on ‘low-skilled’ visas (as required under the Canadian Government’s visa framework), but once settled and trained, they can participate in more skilled jobs.

The IOM assists in the identification of potential workers through advertisements in local media, processing and screening applications, pre-selection interviews and medical assessments. In addition, the IOM:

- Provides temporary foreign workers with logistical support in obtaining and completing necessary travel documentation
- Provides ongoing support in terms of questions regarding the workers’ employment contracts
- Provides the workers with pre-departure orientation in the form of English language and cultural training
- Escorts the workers and helps them settle into their new homes
- Carries out monitoring and evaluation of the workers in Canada

Maple Leaf finds apartments to let in the city and pays the first month’s rent. The company also provides beds and bedding, a welcome package, a one month bus pass and grocery coupons to help the new temporary foreign workers until they receive their first pay check. They also receive complete training on arrival, including life skills, health and safety, language, and job skills. Likewise, Maple Leaf runs cultural sensitivity training for Canadian employees about the norms and cultures of the countries from which the temporary workers come from. The company also has a published policy forbidding discrimination and harassment.

The employees are hired for an initial two-year period under a temporary foreign worker program. Following this, Maple Leaf Foods nominates those employees wishing to stay in Canada to the Provincial Nominee Program. If approved, the temporary foreign worker is awarded permanent residence status and is able to bring their family to Canada.

The program now includes Mauritius, El Salvador, Honduras, Colombia and Guatemala (recruiting through the IMO), as well as China, Mexico the Philippines and Ukraine (recruiting independently). Participants in the program have integrated well into local communities as active participants in local and cultural affairs. Likewise, they have been well received by local communities, with little or no pushback.

Since the TFWP began many years ago it has undergone a number of reviews and refinements the most recent of which is the reduction of visa terms to 12 months. The Canadian Government has cited the preference for Canadians to move into a roles in preference to foreign workers which has created difficulty for those who struggle to satisfy their workforce demand with locally sourced labour. This government behaviour appears contradictory to the nature of the visa which requires a labour market opinion from Human Resources and Skills Development Canada (HRSDC). The key lesson is than the model relies heavily on government policy which 1) needs to be aligned and 2) can always change.

Relevance

The case of Maple Leaf Foods is particularly relevant as provides a successful example of an organisation who have leveraged foreign workers to combat labour shortages in the agrifood sector, particularly in the sparsely populated agricultural area of Manitoba. It references Canada's Temporary Foreign Worker Program – a case study in its own right, which is employer driven and is not governed by quotas. The TFWP is intended to ensure the recruitment of people from outside of Canada for jobs for which there are not sufficient Canadian citizens and permanent residents to perform. The employer is responsible for arranging the employee's worker's compensation benefits and medical coverage, verifying that the employee has a social insurance number, and ensuring that the conditions and time limits on the work permit are respected.

Furthermore, this case study reiterates the importance of a multi-layered approach to labour sourcing. Relying purely on government dependent programs can create exposure should programs be impacted by policy and/or government changes.

Appendix 1.1.7 – Case Study – Temporary Labour Working Group – United Kingdom – Improving Controls on Migrant Workers

Source: www.hrbd.org/

Background

Marks & Spencer, Tesco, Sainsbury's and Waitrose are retail organisations with significant UK presence and expanding international businesses. These retail giants are all members of a temporary labour working group (TLWG), an alliance of companies including trade groups, growers, suppliers, labour providers and unions set up amidst concern over major labour rights violations in UK food production.

The TLWG was a UK industry consortium set up to establish a set of minimum standards for employment agencies working in agriculture and horticulture. It was founded in September 2002 and convened by the Ethical Trading Initiative.

Following a 2004 incident in Morecambe Bay, the TLWG highlighted the exploitation of temporary workers in the UK agricultural and food processing sector by gangmasters (temporary labour providers). 21 Chinese immigrant labourers were left to drown whilst working at night by their employers (who were subsequently convicted of manslaughter, and some deported back to China) off the coast of Lancashire as the tide swept in around them.

Key problems identified by the TLWG include:

- Lack of effective controls on labour providers
- Limited ability of labour users to identify sub-standard employers
- Vulnerability of migrant workers due to a lack of awareness of their labour rights and/or the English language
- The knowing use of unscrupulous labour providers as a means to cut costs

Violations against migrants reported by the TLWG include:

- Coercion and violence by gangmasters
- Health and safety malpractice resulting in fatal accidents
- Excessive working hours and the payment of sub-minimum wages
- Sub-standard living conditions

Description

The TLWG worked with the UK Government, industry and trade unions to develop the UK Code of Practice for labour providers in preparation for the introduction of a government-run gangmaster licensing system. The Code of Practice was a voluntary measure intended to provide best practice guidance to labour providers and labour users prior to the implementation of impending legislation. The Code sets a benchmark for independent assessment of employment practices, forming the basis of a robust auditing mechanism to investigate workers real conditions of employment and demonstrate compliance. This Code of Practice includes recommendations on:

- Basic legal requirements, including payment of taxes and sub-contracting
- Employing workers, including free choice of employment and UK workers' rights
- Conditions of employment, including employment contracts and health and safety issues

- Treatment of workers, including access to trade unions, regularity of employment, minimum wages, working hours and discrimination

Following the cockle-pickers disaster the Temporary Labour Working Group project provided a working model for how a licensing scheme could work. Member companies including major UK supermarkets, also lobbied for new law. As a result, the Gangmasters Licensing Act came to fruition.

The Gangmasters (Licensing) Act 2004 is an Act of the Parliament of the United Kingdom that regulates the agencies that place vulnerable workers in agricultural work, and the shellfish collecting and packing industries. It establishes the Gangmasters Licensing Authority, which requires that all such agencies have a licence before they operate, and adhere to proper labour practice standards. The primary purpose of the authority is to prevent the exploitation of workers in the fresh produce sector. The immediate cause of the legislation was the 2004 Morecambe Bay cockling disaster.

By January 2006, 818 labour providers had registered on the Temporary Labour Working Group website. This was 75% of the total number of labour providers in the UK as estimated by the Gangmaster (Licensing) Authority. A total of 396 of these had booked audits or consultancy and audit packages, and the results of 234 audits had been received and analysed.

Partly as a result of the TLWG's lobbying activities, the Bill which was enacted by the UK parliament in July 2004 as the Gangmasters (Licensing) Act came into force in 2006 and prescribed a licensing system. Across the United Kingdom, all temporary labour providers must now have a licence to operate in the UK. The Gangmasters Licensing Authority - the body set up to safeguard the welfare and interests of workers and ensure that labour providers operate within the law - had licensed over 1,219 labour providers as of mid-2009. Some 85 licenses had been revoked by that time and one person has been prosecuted for operating without a licence.

Current lobbying is ongoing to provide the GLA with a wider span of power across additional industries in the United Kingdom.

Relevance

The behaviour of large retailers and associated stakeholders this case study highlights the possibilities should retailers acknowledge the role they could play in the resolution of labour hire issues. This case study clearly demonstrates the impact that stakeholders (governments, unions, retailers, suppliers and labour hire) can have on labour hire issues in the agrifood sector through collaboration and commitment.

Appendix 1.1.8 – Case Study – Nike - Providing direct remedy for violations in the supply chain – Malaysia

Source: www.hrbd.org/

Background

In August 2008, an investigation by an Australian television channel alleged the exploitation of around 1,200 migrant workers from Bangladesh, Vietnam and Myanmar in a Hytex Group factory in Kuala Lumpur, Malaysia.

Description

The Hytex factory makes t-shirts for Nike, among others. Although the factory met minimum wage requirements, workers were housed in sub-standard accommodation, had their passports withheld and had excessive and unfair monthly wage deductions. The practice of withholding passports was allegedly used by the factory to compel workers to pay their own employment-permit fees, ordinarily paid by the company. Nike immediately investigated and confirmed the claims and implemented an immediate action plan to protect the rights of workers in its Malaysian supply chain. Nike required Hytex to make the following non-negotiable and immediate changes: (1) Reimburse migrant workers for fees associated with employment (e.g. recruitment and work permit fees); (2) Pay all future fees associated with employment as a cost of doing business; (3) Provide a return airfare for workers wishing to return home, irrespective of contract requirements; (4) Move workers into new Nike-inspected and approved housing (5) Provide workers with immediate and unrestricted access to their passports; (6) Provide workers with access to a 24-hour Nike hotline to report violations. Nike also committed to review its entire Malaysian contract factory base and require factories to institute these same policies. In addition, Nike has engaged with a local NGO, Tenaganita, to implement management training programs in Nike supplier factories, targeting improved treatment of migrant workers.

Relevance

This case study highlights an example of a large retailer holding suppliers to account over ethical treatment of foreign workers and implementing rapid and immediate action upon discovery of policy breaches.

Appendix 1.1.9 – Model – East Gippsland Food Cluster Traineeship Programme

Source – Partnerships for the Future: Growing the Next Generation of Agrifood Professionals, EGFCI, www.youtube.com



Overview

The Eastern Gippsland Agrifood Industry Traineeship program commenced in 2012 as a collaborative initiative seeking to connect young people with the diverse career and training pathways available to them in eastern Gippsland’s vibrant agrifood sector, and thereby also supporting industry’s workforce needs into the future. It has been the result of collaboration between:

- East Gippsland Food Cluster Inc (EGFCI)
- Federation Training (formally known as Advance TAFE)
- Gippsland East Local Learning and Employment Network (GELLEN)
- Link Employment and Training

The program was recognised as the winner of the 2014 Victorian Training Awards (Industry Collaboration Category).

How it came about

Whilst eastern Gippsland has very many positive aspects; with its well-known natural assets underpinning a strong economy and making it very attractive from lifestyle and visitation perspectives, it is also recognised as an area that is home to quite a diverse range of demographic groups, and overall is considered to be one of relative low socio-economic status. This assertion is supported by the ABS Socio-Economic Indexes for Areas (SEIFA), which have been derived to measure different aspects of social and economic conditions in areas of Australia. The indicators used include: low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. East Gippsland local government area is scored at 958.2, with Wellington at 961. This compares with a Victorian score of 1009.6, and overall regional Victoria of 977.7. Both local government areas in this region therefore fall below the Victorian average and the regional Victorian average (SEIFA ABS 2011).

In relation to young people this is reflected in:

- Relatively high unemployment levels – whilst overall general unemployment levels in eastern Gippsland have defied state and national trends, the trend in relation to young people has not been as positive with 18% of 18-24 year olds in 2011 (420) unemployed in East Gippsland LGA and 16% in Wellington LGA (460) (GELLEN 2012, 2013, 2014)
- In comparison to Victoria and regional Victoria in general:

- Relatively low Year 12 completion rates
- Relative high deferral rates of placements to university (and not ultimately taken up)
- Relatively low completion of university degrees
- Relatively high percentage of school leavers transitioning into 'casual' employment
- Relatively low aspiration levels to pursue education and career pathways

These indicators suggested opportunities for better connecting the region's young people into the agrifood sector and the pathways it offers. Accordingly the East Gippsland Food Cluster became a signatory to the "Gippsland Youth Commitment" 2011-2015 (An initiative of the Gippsland LLEN's and the Victorian State Government).

How It Works

The purpose of the collaboration has been to deliver mutually beneficial outcomes for industry, young people and the broader eastern Gippsland community through:

- Supporting workforce capability for the future by attracting and retaining young people
- Connecting young people with the career and training opportunities and pathways in the agrifood sector

The objectives of the program have been, over the course of a 1 year program, to provide trainees with:

- A 'taste' of the variety of career opportunities and development pathways that the agrifood sector has to offer
- An enjoyable and meaningful paid work experience
- An opportunity to complete a nationally recognised certificate (Level 2 or 3 Food Processing)
- An understanding of the developmental pathways open to them
- A variety of different industry experiences to inspire interest and aspiration
- Personal development and mentoring
- Opportunities (as they might arise) to transition into permanent employment, and/or tertiary studies

In addition the program has also sought to:

- Develop young 'ambassadors' for the sector
- Support participating host employers in better understanding the needs and expectations of young people and for catering for these as 'employers of choice'
- Further utilise the eLearning modules that have been developed around 'core spines' of competency that have also been developed through collaboration across cluster businesses

Appendix 1.2 – Training Case Studies & Models

Appendix 1.2.1 – Model – The Australian Rural Leadership Foundation

Source: www.rural-leaders.com.au/

The Australian Rural Leadership Foundation is a not for profit that delivers high quality leadership programs to ensure the future of rural Australia. With support of sponsors and partners, the ARLF runs programs designed to create a strong network of leaders in diverse industries, sectors, regions and communities. The ARLF is focused on rural, regional and remote Australia and works towards developing leaders for the future.

The Foundation works with regional, rural, and remote communities to develop leaders who can work effectively at all levels to ensure a resilient future for the communities, organisations, and industries of their region. Its programs enable participants to develop the approaches required to lead in complex situations where there are diverse interests and the need for creative future-focused solutions.

The Australian Rural Leadership Program (ARLP)

The ARLP was designed for:

- Established leaders from, or working for rural, regional and remote Australia who are committed to extending their knowledge, understanding and capabilities in order to be more effective and influential.
- Established leaders who work in the health, education, community, environment, infrastructure, service, government, media, arts and primary production sectors; leaders who are committed to any level of leadership for rural, regional or remote Australia.
- Established leaders who represent industries, social and cultural interests, offer policy support, or who provide economic or environmental leadership for rural, regional or remote Australia.

The ARLP:

- Works with leaders who are committed to extending their knowledge, understanding and abilities, in order to be more effective in their roles
- Develops the ‘contextual intelligence’ leaders require to understand the drivers that are shaping rural Australia and its primary industries
- Builds leadership understanding and application through personal, regional, national and international experiences and exposure to the theories and practice of leadership
- Improves the capacity and influence of rural leaders to contribute to and engage in all kinds of challenges - in communities, teams, organisations, industries, and policy arenas
- Expands and develops Australia’s network of informed, capable and ethical rural leaders
- Encourages collaboration to advance and support rural, regional and remote Australia.

The ARLP develops people in the following key areas essential to leadership:

- Personal effectiveness
- Ethics, values, critical thinking and social responsibility

- Industry, community & regional

ARLP - TRAIL

TRAIL is a leadership program that continues the Australian Rural Leadership Foundation's tradition of starting with challenge based education set in the outdoors. This sets the scene, builds key relationships and cements essential leadership process.

TRAIL - An 8 day residential leadership program set in Canberra the nation's capital. TRAIL is for emerging rural leaders who want to increase their foundational knowledge, gain exposure to key role models and develop partnerships with peers for long-term networking and support.

TRAIL helps participants develop a strong platform of skills, attributes and knowledge for emerging leaders to engage their organisations, communities and industry in proactive solutions to long-term issues.

TRAIL helps participants extend personal and professional networks and expand influence in rural Australia. Graduates are invited to become members of the Australian Rural Leadership Foundation's LEAD Network that provides participants with access to the nation's top leaders across, sectors, regions and industries.

TRAIL focuses on:

- Facilitating strategic thinking
- Successfully managing crucial conversations when the stakes are high
- Advocacy, influence and political process
- Developing effective communication and presentation skills
- Developing Team Leadership through challenge-based learning in the spectacular bushland of Namadgi National Park.
- Developing strategic networks
- Program presenters include some of the nation's most experienced leadership facilitators and thinkers.
- Individual learning plans are created for each participant to cement the transfer of learning and changes in behaviour.

TRAIL BLAZERS

This advanced leadership program is for participants who are:

- Experienced high-level leaders dealing with complex leadership challenges
- Looking for a fresh perspective, leadership and next steps
- Wanting new tools to manage old issues with a focus on gaining traction and results

Participants benefit from:

- A hands-on, challenge-based adventure that will reveal deep personal awareness of leadership strengths and capacity
- Advanced leadership thinking for complex challenges affecting rural Australia
- An exclusive opportunity to develop a network of high-end rural leaders, for ongoing collaboration and support.

TRAILblazers Focuses On

- Fast-tracking team and trust development through challenge-based learning
- Post-conventional leadership concepts: developing individual pathways for growth
- Crucial conversations: skills and strategies for conversations
- Creative thinking for innovative solutions to difficult problems
- Political influence: shaping the national and international agenda in rural Australia
- How to think like a futurist: understanding trends, scenario planning, and insights in to how to stay ahead of the curve
- Masterminding – small collaborative meetings for ongoing support and success

Appendix 1.2.2 – Model – The Bundaberg Fruit & Vegetable Growers – Hortcard

Source: www.bfv.com.au/

HortCard is a pre-employment training program designed specifically for seasonal workers engaged in the preparation, picking and packing of fresh fruit and vegetables.

There are no costs to the grower. All employees that go through this program can do so before starting employment and all training is at their expense. Training is conducted online enabling affordable delivery.

In today's workplace compliance is to be one of the biggest red tape issues, however with HortCard can safely meet workplace safety compliance can be achieved with direct evidence that training has been undertaken.

Employers may also have specific training outcomes they would like to see adopted and HortCard is able to custom courses to meet specific roles & responsibilities.

HortCard: Helping to Create Safer Rural Workplaces



HortCard is an online pre-employment training program designed specifically for seasonal workers engaged in the preparation, picking and packing of fresh fruit and vegetables.

HortCard offers comprehensive pre-employment induction training that provides the basic safety knowledge needed before reporting to work on a farm.





HortCard
Essential training for horticultural field workers

Postal Address
P O Box 189
Toowoomba QLD 4350

Telephone
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Facsimile
07 4659 9322

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Website
www.hortcard.com.au

It's all about
SAFETY




HortCard
Essential training for horticultural field workers

Powered by:



Sales@otrain.com.au
www.otrain.com.au

How HortCard works

- 1** You hire a new employee
 - 2** You send them to the HortCard website to complete their pre-employment safety training
 - 3** They watch the HortCard multimedia training presentation
 - 4** They complete the online assessment
 - 5** Once passed, they print their wallet-sized HortCard and present it to you or send it via email.
- 

They are now HortCard Ready!
- 6** Visit the HortCard Assessment Centre and use the "Check Card" function to confirm employee's training










We can even build you your very own training room to host and manage your other training needs.


HortCard BENEFITS

- Self-Service Training**
Delivered online, anytime, anywhere
- Zero cost to growers**
Employees complete the training in their own time and at their own cost
- Affordable Pricing**
Hort Card is a cost-effective and efficient way to promote basic training to new employees
- Accountability**
Assessments ensure learners' mastery of the content
- Compliance**
Helps to meet legal requirements with online recordkeeping



HortCard TOPICS

-  **Safety Awareness:** Rights and responsibilities of both employers and employees
-  **Sun Safety:** Protecting against the sun and avoiding heat-related illnesses
-  **Personal Protective Equipment (PPE):** Types of PPE used on rural jobsites
-  **Machinery Safety:** Introduction to farm equipment
-  **Safe Lifting:** Correct techniques to avoid injuries
-  **Emergency Response:** Steps to follow if emergency services are needed
-  **Food Safety:** Introduction to the HACCP (Hazard Analysis at Critical Control Points) system
-  **Rural Jobsite Safety:** Hazards that are unique to rural jobsites
-  **Good Manners:** Standards of polite and professional conduct

 To view a preview of HortCard, visit: hortcard.com.au

Appendix 1.2.3 – Case Study –The Riverland Horticulture Council – Targeted Production Horticulture Training

Source: (Interviews, Scott Botten – Former Riverland district farmer & Trevor Noble – Managing Director – Riverland Horticultural Council, 29 September 2015)

Background

The RIVERLAND region in South Australia is a fruit & wine region including 6 towns within 40km of each other.

In the early 2000, as an alternative to TAFE, the growers joined forces to take on trainees directly in order to provide targeted, relevant training in the area of production horticulture.

Historically, growers were getting frustrated with the lack of targeted training in production horticulture emerging from the TAFE system. This dissatisfaction of the growers with the government provided training services culminated in the formation of what is currently known as the Riverland Horticulture Council.

The constitution of the Riverland Horticultural Council is still in place and the council exists under the charter – *to provide a service to the industry.*

The council looked the TAFE system and relevant content of horticultural certificates and assessed what would be required for a ‘train the trainer’ package. The council built an abridged program aimed at providing work-ready skills for students.

When students arrived on site they (the growers within the council) put staff through a production horticulture version of the training. In order to realise national accreditation, relevant sections were identified from the tertiary system and inserted into their package.

While they worked collaboratively to create content, some of the growers involved were in commercial competition to each other. These growers collaborated and agreed on their training package and supported each other in delivery. The RHC production horticulture certification was compliant with National Vocational Education and Training regulator act and the council exercised the Australian Skills Quality Authority.

These days, the Riverland Horticultural Council remains the official name however it trades as Growsmart, a not-for-profit who coordinate and deliver the current day version of this training.

The course content (both pre and post Growsmart) includes very little in class time, and was predominantly based out on site. The training is focused on Production Horticulture and culminates in either a certification 2, 3 or 4 in Horticulture.

Of the original council, the RHC has two commodity groups remaining, the Almond Board of Australia and the South Australian Fresh Fruit Growers Association (SAFFGA).

The production horticulture training is what remains of the original inception of the council. The training has only eight classroom sessions per year, the rest is onsite work with employers - training is focussed on the field not away from the farm. Traineeship brokers assist with the sign up and subsidy applications.

The 3 keys elements to longevity and success of the council are 1) having a respected trainer from the region and industry, 2) having a committed group of key industry people on the board of the council and 3) Funding support.

Ongoing efforts are in place for Growsmart and the TAFE system to work together in a more collaborative manner.

Relevance

This inclusion of this case study seeks to highlight power of collaboration rather than the fact that a group of growers sought an alternative to the TAFE system. There are lessons to be learned from this example particularly in working together to better meet collective needs and improve the industry despite competitive tensions. This case study also highlights the fact that the alignment issues between training and education bodies, and industry are not unique to the eastern Gippsland region. This case study highlights the need to improve alignment between the TAFE system and the agrifood sector as a proactive measure.

Appendix 1.3 – Youth Engagement Case Studies & Models

Appendix 1.3.1 – Case Study – AgLads – BackTrack

Source - www.backtrack.org.au/

Background

BackTrack is an Armidale base not for profit organisation focused on Indigenous youth support. With the mission ‘to help as many people as possible’, the organisation is dedicated to helping youth at risk’.

The AgLads program was developed to address growing trade and agricultural skills shortages in response to the interest shown by producers at agricultural shows where another BackTrack program, Paws Up (a dog handling youth engagement program) went on display at the Guyra sale yards. Producers were impressed by the skill and connection demonstrated between handler and dog and suggested that their skills could be developed further.

AgLads has since developed as an innovative industry led program focused on creating employment opportunities for youth in rural communities.

Description

The program, provides training, work experience and progression to paid work crews. Teams of AgLads are completing on the job training on local properties under the guidance of industry mentors and are attaining certificates in rural operations through a flexible training partnership with the local college at Patterson. Students are transported to the farms and provided protective clothing and footwear as part of the program.

The demand for work ready crews continues to grow as many producers see value in both the productivity and social outcomes being achieved.

In 2013, BackTrack was awarded \$500,000 funding over two years will allow more time to be spent with students following a successful month-long pilot program with 80 students. This funding was used to expand the program and take it to a more preventative level, working in schools to help the young people identified as ‘at risk’. The focus expanded to include picking up problems earlier and trying to keep the students engaged in the education system rather than wait until they’re out of it, however didn’t lose focus on work with youth who required more immediate assistance.

The funding was through the NSW Government's \$8.9 million *Links to Learning* program, which supports not-for-profit community organisations to work with schools to help every student make the most of educational opportunities by completing school. Students from Armidale High School, Duval High School, Uralla Central School, Walcha Central School, Guyra Central School and Drummond Memorial Public School have been involved. Each of the schools has worked closely with BackTrack to develop projects that specifically meet the needs of their students. Students identified as being at risk of not completing school are targeted and BackTrack seeks to reconnect them with education and career opportunities.

The BackTrack AgLads initiative seeks to provide training and work experience in agriculture to the most at-risk youths in the Armidale community. Students between the ages of 13 and 24 are enrolled in a Cert II qualification in rural operations as well as working side by side with local farmers and gaining experience in shearing, lamb marking, fencing and hay making. As well as giving vital help to disadvantaged youth, the program address the local skills shortage of rural workers. Local schools

play a key role by referring students and reporting on attendance and engagement of the young people when they are at school.

BackTrack currently supports 55 young people; of these 70% are Indigenous, 60% are from single parent households, 48% have answered to a charge in court, and 6% have been incarcerated. Most are disenfranchised from mainstream educational programs and have little connection to the community. Work experience is undertaken during school holidays, providing a focus and outlet for young people at a time when they need it most and benefiting the local community.

Many of the local farmers find it difficult to find skilled rural workers. BackTrack offers a win-win in addressing the needs of at-risk youth and farmers.

Relevance

This case study is a positive success story relating to engaging youth at risk and providing a start in the agricultural sector. It also leverages Indigenous support and engagement. Furthermore, it provides a strong example of how significant funding can be drawn through a successful pilot program. The study also addresses the key issue of engaging youth (particularly those 'at risk') early in life as well as assisting those already experiencing difficulties. Finally, the case study shows how a win-win could be achieved across multiple solution streams in the EGSWS-FS.

Appendix 1.3.2 – Case Study – The Trelawney Project

Source - <http://www.gtana.com.au/>

Background

Since 2009, the Trelawney Project has been placing Indigenous candidates completing their Certificate III in Primary Industries into paid employment.

The project is a collaboration between the Indigenous Land Corporation (ILC), the Department of Agriculture, Fisheries & Forests (DAFF), the Department of Education, Employment & Workplace Relations (DEEWR), as well as employment agencies New England North West Group Training and Active Industry Training.

Description

Commencing in August 2009, the Trelawney Project aims to place ten Indigenous candidates completing their certificate III in primary industries into paid employment.

Trelawney is an Indigenous Land Corporation farm based at Somerton, 30kms from Tamworth. It has been used in several guises including an actual working farm and as a training camp for shearers.

The camp facilities include supervisor quarters, five bedrooms (each containing twin single bed configurations), a training room, a lunchroom/games room as well as shower and laundry facilities. There is also a 3-bedroom manager's house.

Trainees in the Trelawney Project complete one-month training at the Trelawney camp (unpaid) and then complete 12 months with an employer host. Here, the Certificate III in Primary Industries is earned through on-the-job learning facilitated by RTO Active Industry Training. While at Trelawney, the trainees receive free accommodation and all meals at the camp. Transportation is also provided at no cost.

Each Monday morning, the trainees travel from Tamworth to various farm worksites located around the Somerton area. Monday afternoon, the trainees are picked up and taken back to camp at Trelawney.

During the working week, the trainees travel from the Trelawney camp to their respective worksites, and then back again. On Friday afternoon, the trainees are taken back to Tamworth for the weekend, and some hard earned relaxation. The trainees also benefit from the presence of a full time mentor/supervisor, and the camp is also staffed with a part-time cook to cater for mealtimes.

A group of rural industry leaders have thrown their support behind the BackTrack program earmarked for the Trelawney property, by discussing valuable training opportunities for Indigenous youth and how to generate a viable income. The farm steering committee includes a livestock advisor, agronomist, water and irrigation specialist, heavy machinery advisor, farm mechanic, natural resource advisor and a local farmer.

The Tamworth Local Aboriginal Land Council and BackTrack have a joint venture to lease “Trelawney” at Somerton, and have developed “The Trelawney Project” which aims to support youth in the Tamworth and Gunnedah areas.

The project is based on the highly successful model set up by former Gunnedah Shire youth worker, Bernie Shakeshaft (BackTrack founder) in Armidale. It works with young people to offer complementary programs that allow disadvantaged and at risk youth to reach their full potential, and will include nationally accredited agricultural courses. In order to build a strong foundation for the success of this program the key was to involve experts in farm management and the day-to-day operation of a viable, profitable working and training operation and seek the best advice from the outset from those involved in the agriculture sector and from local farmers who earn a living on the land.

The project was modelled on similar projects which have proven to be very successful in turning around the fortunes of young people who had strayed away from formal education. The groups will hit the ground running getting a handle on the variety of opportunities existing in farm work – from learning how to fence, plant and irrigate crops, to fixing machinery.

The inaugural project was fencing off the Peel River from stock, planting trees and putting in alternative water points for the stock.

The funding for this came from Namoi CMA. Members of the group agreed that the project is highly valuable and the property is in an ideal location to benefit the Tamworth, Gunnedah and Quirindi communities. The group is also looking forward to assisting with such things as advice on what crops to plant, running cropping trials and sharing their expertise with BackTrack participants.

Relevance

This case study is a positive success story relating to engaging youth at risk and providing a start in the agricultural sector. It also looks at how programs can collaborate to realise a positive outcome given 'BackTrack (refer to appendix 1.3.1) utilises the Trelawney property for its AgLads program. The study also provides ways in which career pathways in agriculture, have been highlighted through displaying the different options available in the industry which helps to abate the common misconceptions often held by young people.

Appendix 1.3.3 – Case Study – Food Project – Boston, Massachusetts, USA

Source - Hoang, 2012

Background

The Food Project is a youth food engagement success story that has been nationally recognised in the United States as best practice. Since 1991, The Food Project has built a national model of engaging young people in personal and social change through sustainable agriculture. The goal of the project is to employ people from diverse backgrounds – particularly youth – on farms during the summer period to grow food and learn about farming and agricultural practices. The Project is also about bridging community and race, and started with youth and adults of diverse backgrounds working side by side.

Description

The youth are offered training and attend regular workshops to discuss community building, urban improvement, sustainable agriculture, and a wide variety of other related topics. Youth participants are grouped into crews of 10 and led by a crew leader who is usually slightly older and had prior experience in the Food Project. Each site has an assistant crew leader and a site supervisor who oversees the function of the farm and manages the crew leaders.

The crops that are planted and harvested are donated to food banks and homeless shelters, and what remains is sold in farmer's markets and community supported agriculture networks. As the project has grown over the years it has attracted media attention and funding, and was placed among former President Clinton's list of a hundred "promising practices" recognised by his Initiative on Race.

The Kellogg Foundation recognised the project's positive community impacts, and in 1998, provided the Food Project with a five-year \$615,000 grant. The Food Project has grown from a small pilot project to a nationally recognised program. Each year, young people and adult partners join The Food Project's quest to create a sustainable metropolitan food system, to bridge communities traditionally divided by race, class and physical distance, and to address critical environmental and social issues.

Programs

Seed Crew (formerly Summer Youth Program)

Seed Crew, formerly known as Summer Youth Program or SYP, is a seven week summer opportunity for youth to grow produce on urban and suburban farms while developing civic engagement and teamwork skills in a diverse setting.

Dirt Crew (formerly Academic Year Program)

Dirt Crew, formerly known as DIRT, DIRT Crew, or Academic Year Program, takes place during the school year with youth who have completed Seed Crew and provides meaningful opportunities to develop leadership in sustainable agriculture practices, local food systems, diversity/anti-oppression work and civic engagement.

Root Crew (formerly Internship Program)

Root Crew, formerly known as Interns or the Internship Program, is a yearlong, capstone experience for youth, in which youth take on increasingly responsible roles in urban and suburban farms and markets, and have opportunities to lead community dialogue around food system change and social justice.

Relevance

The synergies between the youth engagement achievements in the eastern Massachusetts region and the problems faced by the eastern Gippsland agrifood sector are significant. Whilst not every case study represents an exact solution, there are a number of key principles that can be taken from this case study particularly in relation showing young people the direct connection between agriculture and the downstream impacts food growing has on society. The Food Project works to create personal and social change through sustainable agriculture. It farms in a way that grows the best possible food, supports its community, and cultivates the next generation of young leaders.

Appendix 1.3.4 – Case Study – GrowFood.org

Source – Hoang, 2012

Background

In 2001, a 20 year old named Ethan Schaffer founded GrowFood.org, a non-profit organisation with the aim of connecting young people with organic farmers, urban gardeners, green builders, renewable energy experts, policy crafters, and organisations that practice sustainable farming.

Description

The premise behind this idea was simple – opportunities for youth existed and there were employers, farmers and those in agricultural businesses out there who were looking for the assistance and skills of young people. Similarly, there were youth who were itching to become involved and gain knowledge of the agricultural/farming sector.

However, these youth did not necessarily know where to turn to or how to find these opportunities that existed. Thus, there was a missed connection identified, and the demand/interest of youth was not being captured and capitalised on.

To address these missed opportunities, Ethan Schaffer created GrowFood.org which was a website that gathered a list of sustainable projects and organisations from around the world, and displayed these opportunities, job postings, internships, volunteer opportunities and cultural/knowledge sharing experiences for young people. It operated much like a matchmaking site, connecting youth with opportunities to become engaged in sustainable food practices.

The mission of GrowFood.org was simple: “to train a new generation of sustainable farmers and to reconnect people with farms”.

From its inception in 2001, the site grew to become an online hub within the youth food community reaching approximately 25,000 registered members alone from all 50 US states. The site also served the global youth community. 21 Latin American countries used the site to find organic farms and urban gardens to work and learn on, and to build coalitions, pool resources, and launch new sustainable enterprises.

Opportunities in Africa, Asia, Europe and Australia were also identified as part of the expansion strategy at one point however the site was decommissioned (January 2014) before the strategy was implemented. For his efforts in creating this new and innovative way of connecting youth to sustainable farming practices, Schaffer was the recipient of the 2002 Brower Youth Award. This annual award is presented by the Earth Island Institute to youth under the age of 23 who have contributed to the progression of environmental and social justice.

Relevance

Ethan Schaffer’s GrowFood.org provides an example for how to improve the engagement of youth. What this case does exceptionally well is increase the scope of youth engagement in food sustainability (i.e. make it more widespread).

By providing opportunities to youth through the use of the internet, websites and social media platforms, it provided the potential to reach a whole new generation and ‘market’ of youth. By

creating an online, one-stop hub for youth, GrowFood.org managed to capitalise on this online trend, and filled a large gap within the domain of youth food engagement. It was innovative because it was the first example of its kind to exist – that is, there were no other global youth engagement online hubs that listed and made users to sustainable food opportunities.

They (Ethan and his team) made finding opportunities to get engaged and involved with sustainable food easy and convenient for youth. This has created a whole new way of reaching thousands of eager youth, and created an avenue that significantly and directly increased the capacity for change globally.

Growfood.org, for its time, represented a highly innovative model previously unseen in the agriculture sector. Whilst similar in functionality to numerous current day job boards (seek, LinkedIn etc) there is still room for a similar solution to be tailored to the agrifood sector in Gippsland and Australia more broadly. It shows how by increasing the depth and breadth of channels by which young people are targeted, the effectiveness of the efforts to engage them can be increased. Such an idea could be expanded to incorporate mobile device functionality given the developments in smart phone apps since the cessation of growfood.org.

Appendix 1.3.5 – Case Study – Mypolonga Primary School – ‘School Shop’ - Mypolonga – South Australia

Source – www.mypolongaps.sa.edu.au/

Background

The Mypolonga School Shop started in 1994 in the disused post office across the road from the school. Originally selling student made crafts, the school quickly realised, when a bus tour from the then Proud Mary (now Murray Expedition) Paddle Steamer added the shop to its itinerary, that they needed to source high quality, locally made crafts.

Description

The school shop deals exclusively in locally made crafts, taking 20% commission. Each class also makes their own produce. The junior primary class makes book marks, the Lower Middle Primary makes fridge magnets, the middle primary makes recipe books and the upper primary makes chocolate coated apricots and homemade lemon cordial.

The students are responsible for all financial record keeping. With a turnover of \$15,000 per year and over 30 consignors, balancing the books can prove to be hard work. The children learn a lot about providing customer service, balancing the books and continuous improvement.

Relevance

This case study demonstrates an example of capturing the interest of young people and a very young age and teaching them valuable life lessons. Given the youth engagement issues across Gippsland, there is no reason why a similar initiative can't be raised to focus on food. The EGFCI has appropriate initiatives to support this including Feast on East (www.feaston-east.com.au).

Appendix 1.4 – Education Case Studies & Models

Appendix 1.4.1 – Model – Rural Skills Australia

Source - www.ruralcareers.net.au

Rural Skills Australia

Rural Skills Australia (RSA) provides advice and assistance on rural and related skills and training to the National Farmers' Federation (NFF) and its affiliated membership, Australian Apprenticeship Centres, Job Services Australia members, registered training organisations (RTOs) and group training organisations.

Since its inception in 1995, the organisation has worked in conjunction with the NFF and its member bodies to foster improved rural involvement in education and training, with a view to enhancing the skills and capacities of new entrants, existing workers and primary producers alike.

Having contributed significantly to increasing the number of rural and related traineeship and apprenticeship commencements each year, RSA aims to combat the ageing rural workforce and shrinking rural communities, and to equip the next generation of rural workers with transferable, recognised and valued skills.

RSA is a not-for-profit organisation, helping to increase the skills base of rural industries, particularly agriculture, horticulture and veterinary nursing. RSA actively promotes Australian apprenticeships into these industries.

The RSA management committee has representatives from the NFF, the Australian Workers' Union and various farm commodity groups. The group works together in the development of education and training for the industry throughout rural and regional Australia.

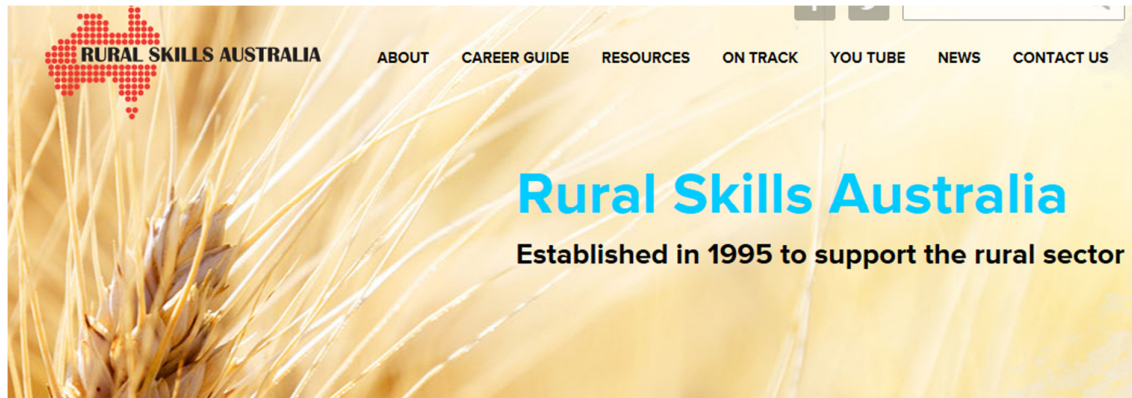
Employing Australian apprentices helps keep rural communities buoyant and sustainable. Farmers, growers, graziers and horticulturists can improve efficiency, productivity – and profits – by employing an Australian Apprentice and expanding the skills base of their industry.

Australian apprenticeships in general agriculture and horticulture are the most popular in rural industries. However, more specialised training may be available for:

Beef cattle, cotton production, goat production, turf management, grain production, milk harvesting, pig production, parks and gardens, rural merchandising, sheep and wool, sugar cane production, arboriculture, poultry production, horse breeding, dairy, nursery, floriculture, landscape, production horticulture, veterinary nursing.

The RSA website displays a comprehensive overview of career paths across a wide variety of rural industries. This functionality can be utilised to help highlight career pathways to young people. Refer to the screen shots detailed in the next two pages.

Career Pathways Example



Rural Career Guide

major rural industries

» agriculture & farming

» horticulture & viticulture

» environment & conserv.

» animal care & managem.

» rural services

related industries

» aquaculture

» forest & wood products

» harness racing

» beekeeping

» greyhound racing

» thoroughbred racing

agriculture

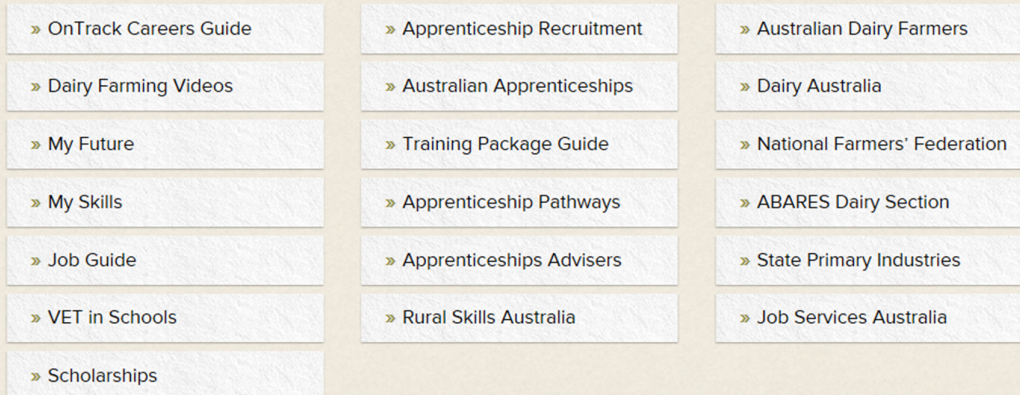


Creates 1.6 million jobs

There are approximately 134,000 farm businesses in Australia, 99 percent of which are family owned and operated.

dairy farming

Stepping stones to a rewarding career



Career pathways in dairy farming

Australian dairy is a \$13 billion farm, manufacturing and export industry. The Australian dairy industry has a farmgate value of \$4 billion and it enriches regional Australian communities.

Appendix 1.4.2 – Case Study – Build & Block Program – Queensland – Creating more apprenticeships to tackle an ageing, shrinking bricklayer workforce - Queensland

Source - NISC 2014

Strategic Partnerships between Industry and the Education and Training Sectors

Background

Queensland Build and Block has targeted the creation of apprenticeship opportunities through establishing strategic partnerships with industry and education sectors.

Concern about the ageing brick- and block-laying workforce led by David Ede, an experienced block manufacturer in north Queensland, to spearhead an innovative industry funded project designed to boost the number of apprentices and promote bricklaying as a genuine career option for enthusiastic students. The Australian Brick and Block Laying Training Foundation (ABBTF) was formed by all of the major brick and block manufactures in Australia to co-ordinate, fund and promote Step Out (Try a Trade) Programs in schools, prevocational courses at TAFE's and source apprenticeships from the outcomes in bricklaying. David Ede was recently recognised by Rotary International for his work with apprentices by being awarded a Paul Harris Fellow Award.

Chronic skills loss

In 2005, the bricklaying trade was confronted with some alarming statistics about its workforce in Australia. Annual losses of 10% of the workforce (due to retirement and career change) were only being offset by a 2.5% gain in new entrants; the average bricklayer was 51 years old; and Queensland alone had a shortfall of 600 brick- and block- laying apprentices. Industrial stakeholders were naturally concerned by the ageing and rapidly diminishing workforce. So David Ede and his ABBTF colleagues set out to develop the 'Build and Block Training' program, funded solely by industry, to encourage apprenticeships in brick- and block-laying.

Description

A strategy based on industry funding and intensive school placements

With the approval of the ACCC established businesses relying heavily on brick- and block- layers were asked to levy a small percentage of their profits to create a fund for training apprentices. These funds were to be spent primarily on training itself (85%), with the remaining 15% to be spent on advertising and marketing to inform students about the benefits of a bricklaying apprenticeship and how to participate in the program.

The program involved three formal stages:

1. School-based 'step-outs';
2. A 15-week intensive skills program run through local TAFE and registered training organisations;
3. Apprenticeship placements with local tradespeople.

Each of these stages is described below.

1. Phase 1 - School-based 'step-outs':

'Step-outs' are practical 5-day school-based programs designed to promote the bricklaying trade, in which a class of 14 students is taught to lay bricks and given the opportunity to apply these skills in a practical setting which involves building a small structure in the school. At the end of the 5 days, the best 3 to 5 students are offered the opportunity to continue into the second phase of the program.

2. Phase 2 - 15-week Intensive Skills program:

The best 4 or 5 students from Phase I undergo 15 weeks of intensive training in brick- and block-laying at TAFE or RTO institutions, funded by the apprenticeships fund. The students are really pushed hard over the 15 weeks to ensure that they can lay 70 blocks or 200 bricks a day by the end of the intensive period, making them ready for the challenge of their apprenticeship.

3. Apprenticeship placements:

Phases 1 and 2 are designed to provide employers with students to ready-made undertake their apprenticeships. Successful students are placed with local tradespeople for a 3-month probationary period, before progressing to years 42 months of their apprenticeship. In other words, phases 1 and 2 of the Build and Block program fast track the students, in lieu of up to the first 9 months of the apprenticeship depending on their skill.

The fund also provides financial incentives (up to \$8000) in some states for participating employers, delivering tried and tested apprentices at a low cost.

Successes and Achievements

Over the 2 years for which the program has been running, the number of new brick- and block-laying apprentices in the area north of Rockhampton has increased from 9 to 40 per annum. The program has just recently processed 72 high school students in the Mackay region, 78 new high school students in Townsville and 105 in Cairns and far north Queensland. Overall, the number of new bricklaying apprentices in Queensland has increased from 237 in 2005 to 469, fast approaching the equilibrium target of 800 by the end of 2009. Furthermore, the program's Queensland model has been expanded into New South Wales, Victoria, Western Australia, Tasmania and South Australia, making it a truly national initiative, and a clear success.

Relevance

The Queensland Build and Block program demonstrates how through engaging students (potential apprentices) in school based 'step out' programs, career paths and options can be canvassed on a trial basis. Furthermore, by clearly demonstrating career pathways and providing opportunities on a trial basis, apprenticeship numbers can be grown in a sustainable manner. Finally, this program was industry funded which highlights how programs like this can be driven by industry without reliance on external funding.

Appendix 1.4.3 – Case Study – Industrial Conveying Australia

Source – NISC 2014

Achieving high apprentice retention rates in critical trades with well-defined career paths

Background

Formed in 1979, Industrial Conveying Australia (ICA) specialises in materials handling, transporting raw materials, processed materials and finished products for a diverse range of manufacturing industries. It employs approximately 200 people nationally, mostly project managers, engineers, tradespeople and designers. For the past 25 years the company has had a strong commitment to apprenticeships, for which completion and retention rates have exceeded 90 per cent. Many of its apprentices have progressed to impressive career paths within the company.

Winning loyalty with clearly-defined career paths is essential

Most potential candidates for apprenticeships are at the start of their careers, and many are weighing the costs and benefits of an apprenticeship against those of a university degree. Clearly defined career paths are essential to finding and retaining good staff. It is important for good candidates to know there is a job for them at the end of their apprenticeship, and more than that, a well-defined career path, that will enable them to pursue goals like supporting a family in the future, awaits them.

Production manager Klaus Frank of ICA notes that three of the company's Senior Project Managers began their apprenticeship with ICA, making the transition to a tradesperson, to a leading hand, senior leading hand and now project managers in their own right, each managing multi-million dollar projects.

Description

Apprentices appreciate variety

Because of the nature of its work, apprentices and tradespeople are able to work on different sites and servicing for different industries. This variety contributes to job satisfaction, encourages leadership, exposes the apprentices to a variety of different skills and encourages them to take pride in their work.

Apprentices are initially assigned to a particular trades team and then every three months for the duration of their apprenticeship they are rotated to a different trades team. This way they see a wide range of techniques and learn in different environments.

Actively promotion of apprenticeship programs

The success of ICAs recruitment programs has come from making themselves a highly visible employer of choice. The key to the strategy is leveraging the widely available resources designed to assist with your training and recruitment challenges. The company consults widely to promote its apprenticeships program, identify potential new partners and gather information. Speaking to local TAFE and secondary schools, careers advisors and networks, Australian apprenticeships centres, job network or local employment agencies, registered training organisations, and others is also critical.

Engaging in focus groups with youth, parents and education representatives have proven to be important in helping target the program towards the available labour supply. Other strategies include creating promotional material, such as posters, highlighting the key features of the apprenticeship program that the target audience will most appreciate. Arrange for site visits from the local secondary schools and any interested parties –advertise them through the school careers department, newsletter and on-line. Remember that if you aren't actively pursuing and wooing your future workforce, your competitors will be”.

Industrial Conveying has been working closely with the Australian Industry Group, the local Catholic college and TAFE for years and is now reaping the rewards. Industrial Conveying co-ordinates site visits with the secondary school and showcases the business at the school's annual 'careers fest'. It also tries to involve itself more directly with the students, by making staff available to participate in student's assignments for subjects such as safety awareness.

Industrial Conveying has developed a particularly good relationship with the TAFE fabrication department, and as a result, Industrial Conveying is even able to have some influence in the course curriculum, helping to tailor the course to the company's requirements. It has also benefited from a constructive working relationship with the Australian Technical College in Bendigo. Its school-based apprenticeships program has been highly successful in attracting young students, allowing them to begin their apprenticeship by working at Industrial Conveying every fourth week while undertaking Year 11 and 12 in the other three weeks. Students love it, because they are earning money and learning practical skills without sacrificing their VCE. At the end of year 12, they can go straight into the second year of their apprenticeship.

Industrial Conveying's apprenticeship program has had so much success that it's almost overflowing with new apprentices, with internal training resources strained to the limit.

Relevance

Though their approach to advertising, promotion and engaging and developing apprentices, ICA demonstrate how by clearly outlining career paths and providing opportunities for young people, talent pools can be significantly expanded. The relationships that the organisation has built with the fabrication department has allowed them to have some influence over the course curriculum. This is precisely the type of close knot connection the agrifood sector in eastern Gippsland needs to develop with local education providers.

Appendix 1.5 – Marketing Case Studies & Models

Appendix 1.5.1 – Bord Iascaigh Mhara - Campaign to Promote Careers in the Seafood Sector

Source - www.careersportal.ie/

Background

The 2015 SeaFest maritime event in Ringaskiddy highlighted the significant potential of the 'Blue Economy' most notably, the rising demand for Irish seafood. In response to rising demand coupled with difficulties attracting young people to the sector, Bord Iascaigh Mhara (BIM), Ireland's seafood development agency was tasked with developing a campaign to help the industry attract resources accordingly.

Rising global demand for new, innovative, added value seafood products has seen the need for the Irish Seafood Sector to change and evolve to meet this consumer demand transitioning from a largely male dominated industry to a sector that also includes expertise on innovation and new product development.

Worth over €850 million to the economy annually with a target of €1.5 billion sales by 2025, the sector is moving from a traditional bulk led commodity industry to an innovative growth industry with an excellent reputation on key international markets, particularly Asia.

Description

Having identified that careers and up skilling were integral to achieving further growth over the next ten years, Fisheries & Training Development supported the initiative taking the position that in order for the seafood sector to realise its full potential, new entrants and skills were vital along with the necessary investment in technology and training.

The new focus on seafood technology, marketing and food science proved useful in attracting more women into the sector and in general a younger skill base capable of driving and protecting the industry in the future.

BIM launched a social media campaign to call on more young people to consider the sector as a viable career option. The campaign included video profiles of those working in the industry. Videos include:

- Oyster farmer
- Seafood technologist
- Skipper
- Research and development manager

Relevance

This case study provides an excellent example of an industry leveraging positive angles and stories to address misguided industry perceptions. The agrifood sector in eastern Gippsland (and more broadly) faces similar challenges and could leverage technological advancements and good news stories in a similar fashion to boost sector perceptions.

Appendix 1.5.2 – Elevate Iowa – Advanced Manufacturing Campaign – Promotion of Careers and Educational Pathways

Source - <http://www.elevateiowa.com/>

Background

The Iowa-Advanced Manufacturing (I-AM) Consortium and Iowa Association of Business and Industry (ABI) identified a looming shortage of skilled workers in the advanced manufacturing sector in the region driven by perceptions that the advanced manufacturing sector is outdated, dirty and unsafe.

Description

The Iowa-Advanced Manufacturing (I-AM) Consortium and Iowa Association of Business and Industry (ABI) jointly announced the launch of a new campaign to promote careers and educational pathways in advanced manufacturing. The “Elevate Advanced Manufacturing” campaign will begin by addressing the current public perception of manufacturing and educating Iowans on the opportunities that exist within this industry by communicating the key message that Iowa has strong, innovative companies that make cutting-edge products, are well regarded as leaders in their industry and offer attractive pay and benefits packages.

The website, www.elevateiowa.com, was launched to support this campaign with the use of video testimonials, self-assessment career guides, job search tools and training information.

In order to make a lasting impact on the state of Iowa’s economy, industry, government and education have combined efforts. Key players include ABI, the I-AM Consortium, a collaboration of all 15 Iowa community colleges, and various programs throughout the state of Iowa including the governor’s STEM initiative, Iowa Workforce Development’s online Job Bank and more. Each party has a common goal: to elevate the perception of advanced manufacturing and to arm Iowans with the skills they need to engage in Iowa’s workforce.

Elevate Advanced Manufacturing’s message and efforts are in action throughout the state, including:

- The Elevate campaign website will feature video testimonials, a self-assessment for potential career pathways, career search tools (powered by Iowa Workforce Development), information on training opportunities (at Iowa’s 15 community colleges), and ways for industry to get involved. Visit: www.elevateiowa.com
- Educational opportunities and curriculum integration with schools involving advanced manufacturing tours, speakers and demonstrations.
- State wide media campaign using testimonials from skilled employees and manufacturers in Iowa.
- State-wide events including exhibits at the Iowa State Fair with the American Welding Society booth, Iowa Speedway, Girls Scouts of Iowa Annual Conference and more.

Relevance

This case study provides an excellent example of an industry leveraging career pathways and technological advancement to address misguided industry perceptions. The Elevate Iowa also utilises a dedicated, purpose built website as a centralised vehicle to deliver its key messages and content which represents an opportunity for the EGFCI.

Appendix 1.5.3 – Yeo Valley Dairy – How Yeo Valley became a national phenomenon

Source - www.getmemedia.com

Background

Yeo Valley was already the UK's leading organic brand, but to achieve growth in the face of the recession, it had to break out of this shrinking niche and appeal to the everyday families of Britain. The role for marketing communications was therefore clear: to take the Yeo Valley brand into the mainstream and make it a part of the lives of that audience.

Description

The campaign kicked off with a 2 minute spot in the first live final of The X Factor to get viewers talking about Yeo Valley & their rapping farmers. This was followed by a 10 week spot campaign delivering circa 14m viewers a week. Using The X Factor license the campaign created a competition to win tickets to be at the live finals, promoting this through clickable VoD & display across The X Factor pages on ITV.com, as well as in-store through on-pack branding. All driving viewers to visit the Yeo Valley farm on-line to enter.

There were clear and immediate campaign impacts, with 1.8 million YouTube views, over 200 send ups & remixes, no.1 trending twitter topic worldwide, 35 million tweet impressions, 35,000 Facebook fans (lobbying for Xmas No.1), 400% increase to the online farm, 30,000 competition entries, 30,000 single downloads, with 7 weeks in the top 100, 71% increase in brand awareness, 15% increase in sales value, half a million new households to the brand.

In essence, the strategy was to take a focused approach to media through The X Factor which in turn delivered increased engagement with our viewers & results for Yeo Valley.

Relevance

While the key purpose of the case study was to help Yeo Valley Dairy generate revenue and acquire market share, what it does particularly well is help young people identify with the dairy industry through its content and media channels. Future marketing campaigns run regionally in the agrifood sector in eastern Gippsland could utilise similar thinking.

Appendix 1.5.4 – Woolmark & The AFL – The Fibre of Football

Source – www.fibreoffootball.com.au/

Background

The Fibre of Football campaign was developed to celebrate the rich heritage connecting the Australian wool industry and Australian football.

Since the game was created in the mid-19th century, Australian football has been played where wool is grown. The local football team is still the centre of many wool-growing communities.

Description

The campaign involves many initiatives including placing the natural fibre into football supporter apparel. Shearers, woolgrowers, agents and studmasters across the country have united to support the campaign.

The Woolmark Company – owned by Australian Wool Innovation (AWI) – launched the campaign in July 2014 at the world’s biggest sheep event, the Australian Sheep and Wool Show in Bendigo, Victoria.

The campaign details YouTube clips of young AFL stars from rural origins promoting the urban upbringings and rural opportunities.

Relevance

Much can be learned by watching the light in which Nathan Fyfe (Fremantle FC) and Tom Hawkins (Geelong FC) portray their rural upbringings. Future marketing campaigns run regionally in the agrifood sector in eastern Gippsland could utilise similar thinking.

Appendix 1.6 – Transport & Accommodation – Case Studies & Models

Appendix 1.6.1 – Case Study – Worker Accommodation for the East Kimberley Expansion Project – Kununurra

Source - <http://www.brighthouse.com.au/>

Background

The potential impact of hundreds of workers for the construction phase of the East Kimberley Expansion Project, filling Kununurra's tourist accommodation for the duration of the project rang alarm bells for local businesses. Most local businesses are dependent on the town's accommodation providers - hotels, motels and caravan parks, to maintain a profitable stream of visitors during the holiday season.

Tourism WA instigated a feasibility study for a new caravan park facility in Kununurra. In April 2009 Brighthouse was selected as the consultant to undertake the study. Brighthouse sought ways to reduce the capital cost of constructing a new caravan park while maintaining a quality outcome.

Description

The final Brighthouse report of June 2009, introduced the strategic concept of combining the short-term need for worker accommodation with a solution to increase the town's future tourism accommodation capacity.

The proposal was for a short-term worker's camp to be built on and connected to below-ground services that were set out and suitable for a future caravan park and tourist accommodation facility. Instead of sewer, water and electricity connections being removed and destroyed at the end of the construction phase, they could be utilised in the construction of a new caravan park facility.

Landcorp engaged Brighthouse in late November 2009 to prepare the design for the workers camp and a concept for its future redundant use as a caravan park. Working with Benchmark Projects, project managers for the OEKEP project, Brighthouse produced the technical designs for civil, hydraulic and electrical works for underground services, site plans and architectural drawings for camp buildings and prepared documentation for a the public tender of the camp construction.

On the 17 February 2010, Lands Minister Brendon Grylls confirmed that the State Government had awarded a \$3.1 million contract to Ertech Pty Ltd to perform site works on the 250 person workers accommodation village at Kununurra.

On 5 March 2010 Minister Grylls announced that WA potable accommodation builder, Fleetwood Pty Ltd, had been selected to build, operate and maintain the key piece of infrastructure for the duration of the Liberal-National Government's Royalties for Regions project. "They were selected on value for money and the opportunities they will offer local businesses, as well as Indigenous employment prospects."

The Minister said the village had been designed with a capacity of up to 300 beds and would also contain kitchens, laundries, a wet mess, recreation room and gym. The contractor would also

refurbish 25 accommodation units in Kununurra which had been inspected by Brighthouse at the Pillara mine site and subsequently purchased by Landcorp.

The civil works were completed and services were installed by Ertech to Brighthouse's design during February and early March 2010. The camp was operational in May 2010 and reached full occupancy in June 2010.

The second stage of the Ord Irrigation Expansion Project required an increase 80 rooms at the camp to accommodate the larger workforce. With mobilisation of the project in late April 2012, Landcorp engaged Brighthouse to draft plans and specifications and tender documentation for the camp expansion.

Ecoefficient Homes, a Kununurra builder of relocatable homes was the winning tenderer and Brighthouse acted as superintendent representative on the construction project.

The construction of the new accommodation rooms was completed ahead of program and on budget, resulting in considerable savings in accommodation costs for the Ord Project.

Relevance

Worker accommodation for the East Kimberley Expansion Project is a particularly relevant example of how the principles associated with worker accommodation, be it in mining or construction can be leveraged to generate accommodation solutions for temporary workers in the agrifood sector both in eastern Gippsland and more broadly. If a workers camp can be built to be turned, cost effectively, into a caravan park by ensuring all the underlying infrastructure is in place then a disused caravan park can be turned in to a workers camp given the underlying infrastructure already exists. Furthermore, the case study details cost effective ways in which the project was run through not only building common use infrastructure but also by purchasing second hand portable accommodation from mining companies and refurbishing it.

Appendix 1.6.2 – Model – fifohousemate.com.au

Source – www.life.miningpeople.com.au

Article

New website to link FIFO workers with rooms for rent

Clever Perth brothers Chris and Daniel Del Borrello have just launched a website linking FIFO workers with rental accommodation. Not surprisingly, it's a hit.

When 26-year-old FIFO worker Chris Del Borrello started searching for a FIFO housemate online, the experience was so frustrating that he decided to create his own website. He and his brother Daniel (a high school teacher) have now launched www.fifohousemate.com.au – an online platform that's "super simple and easy to use", connecting homeowners with rooms to rent and FIFO workers looking for accommodation.

"The homeowner creates a profile, logs onto the site and posts their listing, which is then displayed under 'Latest Listings'," says Daniel. "The FIFO worker can browse the site without having to log in, and contacts the advertiser by clicking on their advert. It's that simple." Better still, FIFO Housemate is currently free to use for both homeowners and prospective tenants.

"The response has been amazing," says Daniel. "We've received nothing but positive feedback and we had nearly 20 houses posted in the first five days alone."

Homeowners without a spare room can also offer storage to FIFO workers via the site and the guys are looking for advertisers keen to target FIFO workers and help fund the service.

As Chris told Perth Now: "Finding a room is a lot less stress ... than worrying about lease inspections or maintaining a rental property when they're not there most of the time. FIFO workers also know the people posting rooms on the site are going to welcome them and their lifestyle."

Appendix 1.7 – Shared Solutions – Case Studies & Models

Appendix 1.7.1 – Case Study – Cluster for Innovation in Agribusiness – University of Warsaw - Poland

Source - <http://www.wne.sggw.pl/>

Background

Supported by European Union the Cluster of Innovation in Agribusiness was established by the Warsaw University of Life Sciences – SGGW as a part of the Regional Operational Program of Mazovia Province 2007-2013

The main focus of the cluster is to transfer the knowledge into business (science to business-S2B), increase the efficiency of technology and knowledge transfer between participants in the cluster, and consequently increase the innovative potential of the Mazovia region.

Description

The subject of this project was to create corporate relations for regional functioning within the broader field of agribusiness. The cluster aims to create an effective tool for policy development, raising levels of innovation and competitiveness of enterprises in Mazovia. Analysing the project will unite universities as the research facility of the project, business institutions and companies.

As a result of the project, the internet platform for innovation in agribusiness will be created, in order to provide information, establish cooperation linkages and implement joint innovative initiatives. Creation of the integrated online platform will allow the offering of five innovative tools in two modules including:

1. Food Safety:

- Supply chain management tool (traceability, workflow management) – online platform for supply chain management tool
- Online consulting in quality management (food safety, hygiene, food law, international transportation law / logistics / packaging / labelling law).

2. Food Professional:

- E-learning platform - defined online training
- Platform to connect the investors and innovators (ideas exchange) - a service that enables the exchange of information and attracts investors to carry out projects
- Platform for creating the work groups within the cluster undertaking specific actions - a service that enables collaboration among members of the cluster

Relevance

The Cluster for Innovation in Agribusiness is an example of how many services can be combined and delivered through an online portal to enable access via a wide stakeholder community. Solutions implemented as part of the EGSWS-FS could incorporate similar thinking to aid usability and scalability.

Appendix 1.7.2 – Case Study – Viva Farms

Source www.vivafarms.org/

Background

The Viva Farms Incubator started in 2009 by Ethan Schaffer (of GrowFood.org fame) with the mission of launching a new generation of farmers. The port of Skagit leases 33 acres to Viva Farms that are subleased to new farmers to launch and grow their businesses.

Description

Viva minimizes prohibitive start-up costs by providing access to shared resources: education, training, equipment, technical assistance, capital, land, and markets. Ongoing agricultural and entrepreneurial support from Viva Farms' staff, local agricultural support groups and peers increases the likelihood of early-stage success.

Core areas of support include organic production practices, marketing, sales, distribution, record keeping and liability management. Farmers also complete courses in WSU's cultivating success. Each 12 week course is offered annually, sustainable small farming and ranching in the fall, and agricultural entrepreneurship and farm business planning in the spring.

The farm incubator is not an end point for farmers. It is a starting point to transition them to farm ownership and secure long-term tenure. Once farmers establish stable agricultural enterprises at the incubator, Viva Farms will help them relocate to new land and continue growing their operations.

The Viva Farms business incubator helps new farmers learn how to farm and experienced farm workers establish their own business while minimising prohibitive start-up costs.

Viva Farm's incubator provides access to the 5 essentials:

- Land 0.25 to 5 acre parcels
- Equipment and infrastructure - tractors, tools, greenhouses, cold storage
- Training - education and technical assistance (bilingual- Eng/Esp)
- Marketing - wholesale distribution and retail farm stand
- Capital - low-interest loans and access to grant funding

Relevance

Viva farms is an excellent example of a way in which barriers to entry into farming experienced by for young people (people of all ages for that matter) can be eased through incubator related thinking. Similar thinking could be employed to combat issues raised during the EGSWS-FS regarding the difficulties faced by young people wanting a commercial start in the sector.

Appendix 1.7 –Case Study & Model Register

Name	Solution Steam	Type	Appendix
Seasonal Worker Program	Labour Hire	Model	1.1.1
Canada - Temporary Foreign Worker Program	Labour Hire	Model	1.1.2
Canada - Seasonal Agricultural Worker Program	Labour Hire	Model	1.1.3
Apple	Labour Hire	Case Study	1.1.4
Boddington Hot Seaters	Labour Hire	Case Study	1.1.5
Maple Leaf Foods	Labour Hire	Case Study	1.1.6
TLWG (M&S)	Labour Hire	Case Study	1.1.7
NIKE	Labour Hire	Case Study	1.1.8
Partnerships for the Future: EGFCI	Labour Hire	Model	1.1.9
ARLF	Training	Model	1.2.1
Hortcard - Employees	Training	Model	1.2.2
The Riverland Horticultural Council	Training	Model	1.2.3
Back Track - AgLads	Youth Engagement	Case Study	1.3.1
Trelawney	Youth Engagement	Case Study	1.3.2
Boston Food Project	Youth Engagement	Case Study	1.3.3
GrowFood.org	Youth Engagement	Case Study	1.3.4
Mypolonga School Shop	Youth Engagement	Case Study	1.3.5
Rural Skills Australia (career paths)	Education	Case Study	1.4.1
Build and block program	Education	Case Study	1.4.2
Industrial Conveying Australia	Education	Case Study	1.4.3
Campaign to Promote Careers in the Seafood Sector	Marketing	Case Study	1.5.1
Elevate Iowa	Marketing	Case Study	1.5.2
Yeo Valley Dairy	Marketing	Case Study	1.5.3
Woolmark & The AFL – The Fibre of Football	Marketing	Case Study	1.5.4
FIFO Housemate	Accommodation	Model	1.6.1
East Kimberley Expansion Project - Case Study	Accommodation	Case Study	1.6.2
Cluster for Innovation in Agribusiness	Shared Solution	Case Study	1.7.1
Viva Farms	Shared Solution	Case Study	1.7.2

Appendix 2 – Detailed Actions Table

Stream	Ref	Action	Champion	Timing
Shared Solutions	1	<p><i>Execute a tender process to select a preferred shared solutions provider to coordinate implementation of recommendations and actions aligned to the solution streams.</i></p> <ol style="list-style-type: none"> The process should seek to award the opportunity to the provider who best understands and presents their capabilities and capacity realistically. It is unrealistic to also assume delivery of all solution streams, certain streams will need to be outsourced or subcontracted to other providers. Whilst the shared solutions coordination will not command a direct fee for service it will allow the solution provider to nominate the streams to deliver directly. These should be identified by potential providers during the tender process. The successful provider should report directly to the EGFCI and act as a single point of contact for all solution stream deliverables. 	EGFCI or outsourced tender facilitator	>4 Months
Shared Solutions	2	<p><i>Conduct annual reviews with shared solutions provider to ensure adequate delivery of services against identified needs in line with agreed service levels.</i></p>	EGFCI or independent consultant	>12 Months
Labour Hire	3	<p><i>Increase the uptake of the Seasonal Worker Program across the region.</i></p> <ol style="list-style-type: none"> Work with SWP providers to display relevant economies of scale to employers and provide access to relevant SWP provider contacts. Promote and display relevant information (or links to) to cluster members via the EGFCI website. 	EGFCI	>4 Months
Labour Hire	4	<p><i>Pilot a 'prisoners on release' program as a supplement to other means of meeting seasonal workforce demand. Sector Generated.</i></p> <p>All recommendations involving Fulham Correctional Centre have the endorsement of Ian Riley – Fulham Correctional Centre (FCC).</p> <ol style="list-style-type: none"> Fulham Correctional Centre will engage eastern Gippsland agrifood representatives and illicit a basic set of skill requirements necessary for work in the sector. The FCC will then train prisoners nearing release accordingly. As the release date approaches, the Centre will reverse market them to the EGFCI or employers directly. Conversely, businesses who have requirements can engage Fulham Correctional Centre directly and request resources. Given the seasonal nature of the sector, regionally settled, reformed prisoners could also form part of a shared pool of resources to be utilised by cluster members. <p>NOTE: Approximately 1000 prisoners are released per year many of whom would be well suited regional settlement. (Ian Riley, FCC)</p>	EGFCI & Fulham Correctional Centre	>4 Months
Labour Hire	5	<p><i>Pilot a 'minimum security prisoners' program to meet ad-hoc workforce demand. Sector Generated</i></p> <ol style="list-style-type: none"> The FCC has two community assistance crews known as 'Bush Gang Crews'. Crews include 8 prisoners and a supervisor. Currently a third crew is in the process of being put together. The FCC have indicated this crew could be focused on the eastern Gippsland agrifood sector. Crew supervisors are responsible for transporting crews to the worksite, supervising work and returning them to the Centre. Transport and supervision is offered to the community as a free service and no margin is charged on labour however award rates may apply. Given the FCC already run some internal horticulture training in the Centre, these workers generally present with a relevant skillset. The FCC also has a very small number of 'C2' class minimum security prisoners who are free to work in the community unsupervised. Prisoners of this type could be utilised to help supplement labour supply on an ad-hoc basis. 	EGFCI & Fulham Correctional Centre	>4 Months
Labour Hire	6	<p><i>Utilise the website www.greynomandsjob.com to supplement workforce supply. Sector Generated.</i></p>	EGFCI & Regional businesses	>4 Months

		a. EFGCI to make cluster members aware of the website through knowledge sharing.		
Labour Hire	7	<p><i>Utilise the Harvest Trail - https://jobsearch.gov.au/job/search/harvest, to source labour and help smooth seasonal demand.</i></p> <p>a. Harvest trail represents an excellent vehicle to connect temporary foreign workers, local workers and young people with opportunities in the agrifood sector.</p>	EGFCI & Regional businesses	>4 Months
Labour Hire	8	<p><i>Leverage the alternate peak seasons between Manufacturing and other sub-sectors.</i></p> <p>a. Data in appendices 3.3.2 and 3.3.3 indicated the manufacturing sector has peak times while other sectors are less busy and vice versa. b. There is scope to leverage a portion of temporary workers from the manufacturing sector as year round workers and rotate them around the broader agrifood sector according to seasonal demand.</p>	EGFCI	>4 Months
Labour Hire	9	<p><i>Target non-working mothers with school age children to work reduced (and suitable) shifts (eg 10am-2pm) across industries within the sector.</i></p> <p>a. Refer to appendix 1.1.5 for a case study detailing a similar example. b. Some adjustment would be required. The solution detailed in 1.1.5 is not suitable for all job roles across the region however the idea provides potential access to a previously untapped labour support pool.</p>	Regional businesses & EGFCI	>4 Months
Labour Hire	10	<p><i>Offer foreign university students opportunities to work in the agrifood sector in line with visa allowances.</i></p> <p>a. Student Visas (Higher Education Sector sub-class 573) allow students to work 40 hours per fortnight during the study period. Hours are uncapped between study periods b. A straight forward recommendation however further analysis is required relating to potential volume and transportation and accommodation. c. Closer ties between education and Industry are required to ensure the feasibility and ultimate success of such a program.</p>	EGFCI, Federation University	>4 Months
Labour Hire	11	<p><i>Investigate potential settlement of Syrian (and other) refugees in the eastern Gippsland region.</i></p> <p>a. Following the outcomes of appropriate assessments, an opportunity exists to boost regional economies, ease labour hire issues and provide employment opportunities for newly settled refugees in the agrifood sector regionally. b. Considerations include transport and accommodation support, adequate training and a robust cultural support framework.</p>	State & federal Government	4-12 Months
Labour Hire	12	<p><i>Provide access and direction to known registered labour hire providers via the EGFCI website.</i></p> <p>a. The Victorian Government's investigation into labour hire practices has commenced however is not due for completion until July 31, 2016. In the interim, a list of registered providers could be published to assist regional businesses.</p>	EGFCI	4-12 Months
Labour Hire	13	<p><i>Embrace the Safe Haven Enterprise Visa scheme in Victoria. Sector Generated</i></p> <p>a. This has been delayed in Victoria amidst calls for federal support however has already been adopted in NSW.</p>	Victorian State Government	4-12 Months
Labour Hire	14	<p><i>Form a temporary labour working group, subscribe to a code of conduct and commence a self-auditing process amongst employers and providers against the code.</i></p> <p>a. Leverage the example provided in appendix 1.1.7 to commence a temporary labour working group in the eastern Gippsland region. b. The government inquiry into the labour hire industry and insecure work in Victoria could represent positive outcomes for the sector however behavioural</p>	Large retailers, agrifood sector, supply chain, unions, EGFCI	4-12 Months

		and cultural change could commence ahead of any formal reform which may occur in future.		
Labour Hire	15	<p><i>Implement a 'registration' system for approved providers of temporary labour in the region. Sector Generated.</i></p> <ol style="list-style-type: none"> This would serve as a list of approved suppliers for end users to choose from as well as aiding any audit mechanism (self or authority based). Regular audits and transparency, compliance, increased penalties holding both labour providers and end users accountable Discussed the TLWG case study (refer to case studies) as a good example of how this would actually get off the ground. Raised the fact that an 'act' would need to be put in place and would require government support. Generate a list of compliant labour hire companies and make this available to the rest of the group. 	Large retailers, agrifood sector, supply chain, unions, EGFCI	>12 Months
Labour Hire	16	<i>Champion the endorsement and support of a labour hire licensing system in Victoria.</i>	Shared solutions provider, Victorian State Government, EGFCI	>12 Months
Labour Hire	17	<p><i>Identify and select a labour hire provider(s) to provide cost effective seasonal labour hire to EGFCI members and associated organisations.</i></p> <ol style="list-style-type: none"> Given seasonal demand (refer to appendix 3.3.2) this could include the formation of a panel arrangement. Labour hire provision should include but not be limited to: <ol style="list-style-type: none"> Pay-rolling Work rights validation and facilitation Validation, recording & storage of qualifications & skills Background and reference checking Quality assurance against resource provision A mix of locally sourced and foreign workers Indigenous workers Trainees and apprentices Agreed rates and margins based on volume and exclusivity A strategy to leverage seasonal variation and ensure efficient deployment 	Shared solutions provider or independent consultant	4-12 Months
Labour Hire	18	<p><i>Secure a preferred provider of workers under the seasonal worker program a cluster driven labour hire function for EGFCI members if <u>not</u> an inherent result of Action 17.</i></p> <ol style="list-style-type: none"> Should the labour hire panel include existing capability then this action becomes redundant. A similar consolidated deal is currently being arranged with WA based growers consortium. 	EGFCI	4-12 Months
Training	19	<p><i>Publish links to the Australian Rural Leadership Foundation website and information regarding the programs. Sector Generated.</i></p> <ol style="list-style-type: none"> Several examples of successful local leaders who graduated the ARLP program were identified in the solution generation workshop. This simple yet cost effective solution will assist with the leadership gaps identified in Phase I of the study. Utilise the EGFCI website to publish links. 	EGFCI	>4 Months
Training	20	<p><i>Pilot an agrifood supervisor training program. Sector Generated.</i></p> <ol style="list-style-type: none"> One option under this program could include a pilot leveraging the Fulham Correctional Centre land and inmates. The FFC has a significant amount of land available for use. This land is readily usable as farm land and is already partially used for vegetable growing. Farm workers requiring supervisor training and experience could be bought in to supervise crews of inmates 'in the field' on site at the Centre. These inmates could include the afore-mentioned Bush Crews (perhaps in the winter months) or any of the 62 inmates currently available to work on the land. 	Training stream solution provider	4-12 Months

		<p>d. Inmates would receive supervision from experienced farm workers and farm workers would gain valuable supervisory experience.</p> <p>e. Food grown could be sold via feastoneastdirect, donated to victims of crime or donated to homeless shelters locally.</p>		
Training	21	<p><i>Identify and select training provider(s) to provide cost effective training solutions to EGFCI members. Given seasonal demand (refer to appendix 3.3.2) this would most likely be a panel arrangement.</i></p> <p>a. Successful training provision should include but not be limited to:</p> <ol style="list-style-type: none"> i. Close alignment between employers needs and training design ii. Allowance for a collaborative/economies of scale approach iii. Unobtrusive training delivery (outside core hours) iv. Scalable, flexible solutions to cater for multiple industries within the sector v. Trainees and apprenticeships vi. Extend to management and leadership capability development vii. Incorporate basic I.T. and computer skills training viii. Employ the use of an online delivery portal 	Shared solutions provider or independent consultant	4-12 Months
Training	22	<p><i>Develop a skills matrix aligned with the relevant awards which supports a 'skills passport' for easy transferability of workers across businesses.</i></p>	Training stream solution provider	4-12 Months
Training	23	<p><i>Build and implement a collaborative model between potential solution providers utilising the collective skillsets to deliver a blended learning (on the job and classroom) solution. Sector Generated.</i></p> <p>a. The solution should include:</p> <ol style="list-style-type: none"> i. An online training vehicle for pre-work ii. A free introductory service to a seasonal Labour Hire provider iii. Traineeships – Full time or School iv. On the job training with tailored short courses v. Access to grants/funding vi. Involvement from local suppliers vii. Access to free (or low cost) child care 	Shared solutions provider & EGFCI	4-12 Months
Training	24	<p><i>Pilot a training program which leverages the Fulham Correctional Centre's existing capability to provide certifications 2 3 and 4 in horticulture, along with their appetite to seek industry input, to realise closer ties between industry and training sectors.</i></p> <p>a. The FFC has indicated a willingness to adjust training based on the needs of the regional employers.</p> <p>b. This, coupled with the fact that their existing Horticulture certifications for inmates (via a third party RTO) could be used as a pilot to develop a tailored solution to the Horticulture sector.</p> <p>c. The solution would need to be commercialised beyond the Correctional Centre.</p>	Training stream solution provider, Fulham Correctional Centre & EGFCI	4-12 Months
Training	25	<p><i>Develop an industry centric online training delivery portal. Sector Generated.</i></p> <p>a. A training solution providing access to a variety of training subject matter which allows off site training outside core business hours, spanning the multiple industries within the sector should be a future aim of the EGFCI.</p>	Training stream solution provider	>12 Months
Training	26	<p><i>Consolidate the numerous pre-accredited training certifications across agrifood into a single, nationally recognised certification (similar to a white card in the construction sector). Sector Generated.</i></p>	Federal Government	4-12 Months
Youth	27	<p><i>Identify and select a youth engagement solution stream partner to oversee youth engagement recommendations and actions.</i></p> <p>a. It is likely that the youth engagement stream leader is a not-for-profit or industry body given the largely non-commercial nature of the stream.</p> <p>b. The youth engagement stream should:</p> <ol style="list-style-type: none"> i. Design and run programs that encourage and facilitate youth engagement and utilise their talents to advance the sector ii. Seek engagement and support from the corporate and government sectors iii. Investigate and initiate local, sector focused youth councils 	Shared solutions provider or independent consultant	4-12 Months

		<ul style="list-style-type: none"> iv. Capture all potential sources of youth, students, engaged, disenfranchised, Indigenous etc v. Understand, employ and promote a 'youth engagement model' (refer to appendix 4) 		
Youth	28	<p><i>Establish a regional youth council to act as an ambassador for youth engagement with the agrifood sector.</i></p> <ul style="list-style-type: none"> a. Aligns with 'Pillar 1' of the East Gippsland Education Vision. The vision covers the East Gippsland LGA only. It is important that any youth council established covers Wellington and East Gippsland LGAs. 	Youth solution stream partner, EGFCI	4-12 Months
Youth	29	<p><i>Implement a pilot program to engage primary school level children in the agrifood sector.</i></p> <ul style="list-style-type: none"> a. Refer to appendix 1.3.5 for the Mypolonga Primary School example b. Identify a school willing to participate in a pilot c. Review any relevant approval/licensing processes required d. Leverage Feast On East Direct as a vehicle to support the idea 	Youth solution stream partner, EGFCI	4-12 Months
Youth	30	<p><i>Develop a young guns youth mentoring program.</i></p> <ul style="list-style-type: none"> a. Engage a cohort from the many impressive young leaders who are members of the EGFCI to act as informal mentors to young people looking to get in to the sector or starting out in the sector. b. This could be as simple as a profile and contact details of a select group of young, successful farmers who young people are able to connect with in order to: <ul style="list-style-type: none"> i. Seek advice ii. Try different farming opportunities iii. Bounce ideas off c. Utilise the EGFCI website to pilot the program. 	Youth solution stream partner, EGFCI	>4 Months
Youth	31	<p><i>Develop a mentoring and farm handover program for farmers without a family succession plan and young people seeking commercial farming opportunities. Sector Generated.</i></p> <ul style="list-style-type: none"> a. Identify opportunities where farmers with no succession plan are looking to transition into retirement. b. Identify young people who are interested in long term farm ownership however may be struggling with barriers to entry. c. Over an appropriate period of time, the property and business would be 'handed over' (sold) based on a suitable payment plan allowing the young farmer to learn, grow and seek finance over that period. d. Risks of failure are mitigated, exposure is minimised and barriers to entry are overcome. e. A variation of this could be farmers retaining the land and renting to the farmer-to-be while transferring the business over a period of time. 	Youth solution stream partner, EGFCI	>12 Months
Youth	32	<p><i>Develop a website connecting community assets, resources and opportunities with young people. Sector Generated.</i></p> <ul style="list-style-type: none"> a. This should include: <ul style="list-style-type: none"> i. Links to work experience and seasonal opportunities ii. Examples of successful young industry people and education and the diverse career pathways they traverse iii. Links to employability and skill development programs iv. Links to agriculture curriculum or related school curriculum v. Education and information sharing regarding scholarships, apprenticeships and traineeships vi. Information on transportation options for young people vii. Community fleet/asset register for available transport viii. Links to any urban farming/rural farming projects ix. Links to social enterprise (selling produce) b. Refer to appendix 1.3.4 – GrowFood.org for a case study detailing a similar idea. c. The importance of this recommendation is the focus on youth who want to work as opposed to the disenfranchised youth who don't. Those who do want to work should be equally catered for in the youth stream. 	Youth solution stream partner	>12 Months

Youth	33	<p><i>Conduct a pilot program aimed at engaging in personal and social change through sustainable agriculture.</i></p> <p>a. This should include:</p> <ul style="list-style-type: none"> i. Identification of a land plot to utilise ii. Identification of industry leaders to champion/lead the pilot iii. Identification of youth at risk (potential participants) via relevant support bodies and offer opportunities to engage in the program iv. Leveraging Feast On East Direct as a vehicle to support the idea v. Consideration to donating unsold food to shelters <p>b. Refer to appendix 1.3.3 for the Boston Food Project example.</p> <p>c. Alternative consideration/combination:</p> <ul style="list-style-type: none"> i. Leverage the land available at Fulham Correction Centre ii. Cross pollenate programs between youth and minimum security inmates iii. Minimum security prisoners, trained in Agriculture, could support this iv. The minimum security section of FCC was originally set up as a youth at risk centre 	Youth solution stream partner, regional youth support organisations, EGFCI.	4-12 Months
Youth	34	<p><i>Implement an Indigenous engagement program for Indigenous youth identified as being 'at risk'.</i></p> <p>a. Commence with a pilot program and identify opportunities for funding based on the results.</p> <p>b. Refer to appendices 1.3.1 & 1.3.2 – for relevant case studies detailing a similar ideas.</p>	Youth solution stream partner, regional Indigenous support bodies, State Government	>12 Months
Education	35	<p><i>Identify and select an education solution stream partner</i></p> <p>a. The education solution stream should:</p> <ul style="list-style-type: none"> i. Develop and foster two way communication channels with the agrifood sector ii. Ensure close alignment between industry, education & government iii. Focus on highlighting career pathways to students/potential students iv. Engage meaningfully with young people early and regularly in a variety of ways to demonstrate career pathways early in the education journey v. Seek industry feedback continuously and adjust curriculum accordingly to ensure maximised course uptake vi. Leverage data gathered around roles of the future and shape education programs and pathways accordingly 	Shared solutions provider or independent consultant	4-12 Months
Education	36	<p><i>Provide a link to www.ruralcareers.net.au on the EGFCI website to help demonstrate career pathways available across the sector (refer to appendix 1.4.1)</i></p>	Education solution stream partner, EGFCI	>4 Months
Education	37	<p><i>Establish a three-layered education program aimed at targeting students at Primary, Secondary and Tertiary levels. Sector Generated.</i></p> <p>a. More specifically, this program includes:</p> <ul style="list-style-type: none"> i. Flexible and diverse experiences and exposure ii. Broad industry based exposure to multiple streams within the agrifood sector across the education journey iii. Utilising variety to illustrate the breadth of available career paths <u>not</u> hierarchy iv. Primary - school gardens & projects, secondary - work experience & tertiary - industry placements v. Dispel the notion that career path means a single industry for life 	Education solution stream partner, industry, education	>12 Months
Education	38	<p><i>Develop a program to capture student visa holders and present opportunities to work part time in the sector across various job roles.</i></p> <p>a. Considerations should include:</p> <ul style="list-style-type: none"> i. Transport & accommodation ii. Student welfare iii. Alignment with relevant students degree/qualification 	Education solution stream partner	4-12 Months
Education	39	<p><i>Develop a pilot for a 'paddock to plate' style project with touch points across the farming product lifecycle aimed at meaningful engagement through alignment of industry experiences with curriculum. Sector Generated.</i></p>	Education solution stream	>12 Months

		<ul style="list-style-type: none"> a. More specifically, this solution includes: <ul style="list-style-type: none"> i. Research, growing, harvesting, market, selling/entrepreneurship, ethical Sustainability b. And touches: <ul style="list-style-type: none"> i. TAFEs, prison system, disenfranchised youth, school curriculums 	partner, industry, EGFCI	
Education	40	<i>Establish an 'industry links' program following the Plan, Do, Check, Act, cycle, aimed at strengthening alignment between industry, education & government.</i>	Education solution stream partner, industry, State Government	>12 Months
Marketing	41	<i>Identify and select a marketing provider(s) to deliver cost effective marketing solutions across various media channels.</i>	Shared solutions provider or independent consultant	4-12 Months
Marketing	42	<p><i>Run a marketing campaign aimed specifically at encouraging young people to identify and engage with the sector.</i></p> <ul style="list-style-type: none"> a. Key case studies to leverage as benchmarks include: <ul style="list-style-type: none"> i. AFL/Woolmark Fibre of football campaign (Refer to appendix 1.5.4) ii. Yeo Valley Dairy campaign (Refer to appendix 1.5.3) 	EGFCI	>12 Months
Marketing	43	<p><i>Run a marketing campaign aimed at delivering number of key messages relating to opportunities the agrifood sector to talent outside the sector. Sector Generated.</i></p> <ul style="list-style-type: none"> a. Key messages to include: <ul style="list-style-type: none"> i. A focus on the stories of the growers/producers and their people ii. Opportunities & experiences iii. Employer of choice (organisations, industry, region) iv. Innovation v. Big machines vi. Business development vii. Entrepreneurship viii. Sustainability b. The campaign should also: <ul style="list-style-type: none"> i. Aim to attract people/workers to the region ii. Integrate with education stream to demonstrate the career possibilities/pathways on offer in the sector/region iii. Share stories that encourage different ways of doing things (particularly amongst agrifood businesses) to support broader change iv. Demonstrate the lifestyle/tree change on offer in the region v. Articulate 'food origins' – the narratives & stories of food across the region vi. Develop a social media strategy for the sector/region/cluster vii. Target disenfranchised youth (internal and external to the region) c. The campaign should include (but not be limited by) the following communication channels: <ul style="list-style-type: none"> i. YouTube ii. Social media iii. Print media d. Refer to appendix 1.5 for the relevant case studies. 	Shared solutions provider, marketing provider(s)	4-12 Months
Marketing	44	<p><i>Run a marketing campaign aimed at highlighting numerous, positive key messages relating to the sector while addressing common misconceptions.</i></p> <ul style="list-style-type: none"> a. Common misconceptions to be addressed include: <ul style="list-style-type: none"> i. The perception that certain industries within the sector only involve so called 'dirty work' ii. The perception that jobs in the sector are 'dead end jobs' iii. The perception that work and workers in the sector is (are) 'unskilled' b. Refer to appendices 1.5 for relevant case studies. 	Shared solutions provider, marketing provider(s)	>12 Months
Workforce Planning	45	<i>Identify and select a workforce planning solution stream partner.</i>	Shared solutions provider	4-12 Months

Workforce Planning	46	<i>Encourage and support growers, manufacturers and producers to start recording relevant workforce and organisational data as the first step in the workforce planning process.</i>	Industry, EGFCI	>4 Months
Workforce Planning	47	<i>Arrange basic workforce planning skills training workshops for EGFCI members.</i> a. Engage a trainer on a one to many basis. b. Secure a single day of a trainer's time. c. Run 2 x half day training sessions back to back and allow up to 20 attendees per session. d. Assuming full attendance, a typical session could be run for approximately \$85 per attendee at the cost of the attendees.	Shared solutions provider	>4 Months
Workforce Planning	48	<i>Arrange intermediate workforce planning skills training workshops for EGFCI members.</i> a. Follow-on recommendation from 47 providing more detailed training to EGFCI members.	Shared solutions provider	>12 Months
Workforce Planning	49	<i>Identify 'value proposition' and implement strategies to support the sector and businesses being recognised as a sector and employers of choice.</i>	Shared solutions provider	4-12 Months
Transport & Accommm	50	<i>Identify and select a transport and accommodation solution provider(s) to deliver affordable transport and accommodation solutions to temporary workers employed by EGFCI members.</i> a. Transport & accommodation solution stream providers should: i. Operate/outsouce a regionally based business aimed at providing accommodation that is, safe, reliable, regulation compliant, ethically run and cost-effective b. For use by contingent workers employed in the agrifood sector including: ii. Foreign workers iii. Reformed criminals iv. All other contingent workers	Shared solutions provider or independent contractor	4-12 Months
Transport & Accommm	51	<i>Promote opportunities for eastern Gippsland 'empty nesters' to rent out spare rooms to contingent workers. Sector Generated.</i> a. Phase I regional population data reviewed points to a significant number of empty nesters across the eastern Gippsland region. b. Corresponding socioeconomic data points to a possible opportunity for income supplementation for households across regional areas. (ABS 2009-10) c. Employ the use of websites such as fifohousemate.com.au (currently free) or airbnb.com to advertise available rooms rentable by contingent agrifood workers directly or the accommodation solution stream provider on the workers behalf.	Transport & accommodation stream solution providers, EGFCI, eastern Gippsland residents	>4 Months
Transport & Accommm	52	<i>Leverage backpacker accommodation to increase utilisation and ease worker accommodation shortages. Sector Generated.</i>	Transport & accommodation stream solution providers	>4 Months
Transport & Accommm	53	<i>Utilise converted shipping containers as a mobile accommodation solution. Sector Generated.</i>	Transport & accommodation stream solution providers	4-12 Months
Transport & Accommm	54	<i>Develop tiny house accommodation. Sector Generated.</i> a. The tiny house movement is a social movement where people are choosing to downsize the space they live in. (The Tiny Life, 2015) b. Tiny houses come in all shapes, sizes, and forms, but they enable simpler living in a smaller, more efficient space. (The Tiny Life, 2015) c. People are joining this movement for many reasons, but the most popular reasons include environmental concerns, financial concerns, and the desire for more time and freedom. (The Tiny Life, 2015)	Transport & accommodation stream solution providers	4-12 Months

Transport & Accommm	55	<i>Increase the utilisation of farm stay accommodation. Sector Generated.</i>	Transport & accommodation stream solution providers	>4 Months
Transport & Accommm	56	<i>Consolidate and socialise a concise set of regulations associated with developing on-farm, commercial accommodation. Sector Generated.</i>	Local council/building authority, transport & accommodation stream solution provider, EGFCI	>4 Months
Transport & Accommm	57	<i>Promote and leverage the opportunity presented by select, approved, Seasonal Worker Program Employers who source accommodation on the workers behalf.</i> a. Utilise EGFCI website.	Transport & accommodation stream solution provider, EGFCI	>4 Months
Transport & Accommm	58	<i>Pre-indicate annual accommodation requirements to providers as part of the Seasonal Worker Program.</i> a. Solution Stream provider to work with accommodation businesses to pre-secure accommodation based on regional uptake of the program. b. Accommodation is easier to secure with certainty of an annual return booking.	Transport & accommodation stream solution provider	>4 Months
Transport & Accommm	59	<i>Work with local government in relation to alignment of local planning requirements with the needs of the sector.</i>	Transport & accommodation stream solution provider, EGFCI	4-12 Months
Transport & Accommm	60	<i>Conduct a regional transport & accommodation feasibility study.</i> a. The EGSWS-FS has identified opportunities to develop worker accommodation opportunities on disused sites and sites 'for sale' including; i. Disused caravan parks – Hollands Landing & Buchan ii. Disused railway facilities with power & water connection – Stratford iii. Hostel for sale – Maffra iv. Hotel for sale – Bairnsdale v. Refer to appendix 5 for approximate locations b. The recommended accommodation feasibility study should investigate the potential of these sites and others to be utilised to meet the seasonal workforce demand estimated in appendix 3.2. c. Refer to appendix 1.6.1 for a case study involving common underground facilities between a caravan park and worker accommodation camp.	Transport & accommodation stream solution provider or independent contractor	4-12 Months
Transport & Accommm	61	<i>Conduct a social impact assessment on the impacts of regional settling of new immigrants and refugees. (Refer to Action 11). Sector Generated.</i> a. Key considerations of the study should include: i. Flexible, place based satellite accommodation ii. Consideration of the feasibility of setting up a body to oversee the processes of settlement including accommodation, transport and service delivery iii. Community consultations to promote new settlements iv. Possible support around access to training services v. Visa considerations/service access vi. Possible community support for transport	Independent contractor or relevant government authority	4-12 Months

Appendix 3 – Regional Workforce Data

Appendix 3.1 - Casual Worker Costing Information Sheet

Source – Rob Hayes - MADEC

Rob Hayes was interviewed regarding cost and related information pertaining to the seasonal worker program. MADEC have provided their approval for this data to be incorporated into the study.

Seasonal Worker Program – Supplied Worker Costing Breakdown

	Amount (\$AUD)	Unit	%
Casual Award Rate	21.61	Per hour	N/A
Superannuation	2.05	Per hour	9.5%
Payroll Tax	1.15	Per hour	4.85%
Workers Comp Ins	0.75	Per hour	3.17%
Margin	NA	Per hour	5-15%
Air Fare Payment*	0.50-0.60	Per hour	N/A

*Applies only if employer opts to repay airfare costs as a component of total charge rate

** Example does not include Air Fare Payment

Working Holiday Visa – Supplied Worker Costing Breakdown

	Amount (\$AUD)	Unit	%
Casual Award Rate	21.61	Per hour	N/A
Superannuation	2.05	Per hour	9.5%
Payroll Tax	1.15	Per hour	4.85%
Workers Comp Ins	0.75	Per hour	3.17%
Margin	NA	Per hour	5-15%

Average difference between SWP Workers and Working Holiday Visa Workers - \$1 per hour (approx.)

Notes

1. Figures detailed do not include GST
2. Whilst logistically, a Seasonal Worker is more costly and time consuming to source, the turnover of Working Holiday Visa Workers is higher meaning more sourcing work for suppliers hence the relatively small gap between the relative costings
3. Workers typically work 6 days per week and average 30 hours per week in the winter months and 45 hours per week in the summer months
4. 20 workers per grower (or individual body) is the approximate point at which economies of scale can generally be realised and margin flexibility can be shown
5. Margin range is based on labour hire volume

Appendix 3.2 – Workforce Data Tables

Source – Group Survey – Quantitative Analysis

Job Role	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg
Farm Worker	309	315	342	432	460	744	770	844	781	599	608	319	544
Packer/Processor	177	152	229	239	272	243	351	480	422	379	345	294	299
G&A	0	0	10	10	13	13	13	19	17	17	10	0	10
Production Worker	184	183	177	179	176	175	170	178	161	161	163	156	172
Leading Hand	5	6	6	8	8	8	5	5	5	5	5	4	6

Location	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg
East Gippsland	503	485	535	631	668	792	922	1140	985	767	723	575	727
Wellington	171	171	229	237	260	391	387	386	401	394	408	199	303

Sub Sector	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg
Growing	351	357	421	526	596	867	893	973	921	734	698	382	644
Manufacturing	125	126	120	122	71	69	60	68	72	73	75	67	87
Processing	191	167	190	179	219	205	319	448	354	311	312	300	266
Other	7	6	33	41	41	41	37	36	39	43	46	24	33

Total	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg
	675	656	765	868	928	1183	1309	1526	1386	1161	1131	774	1030

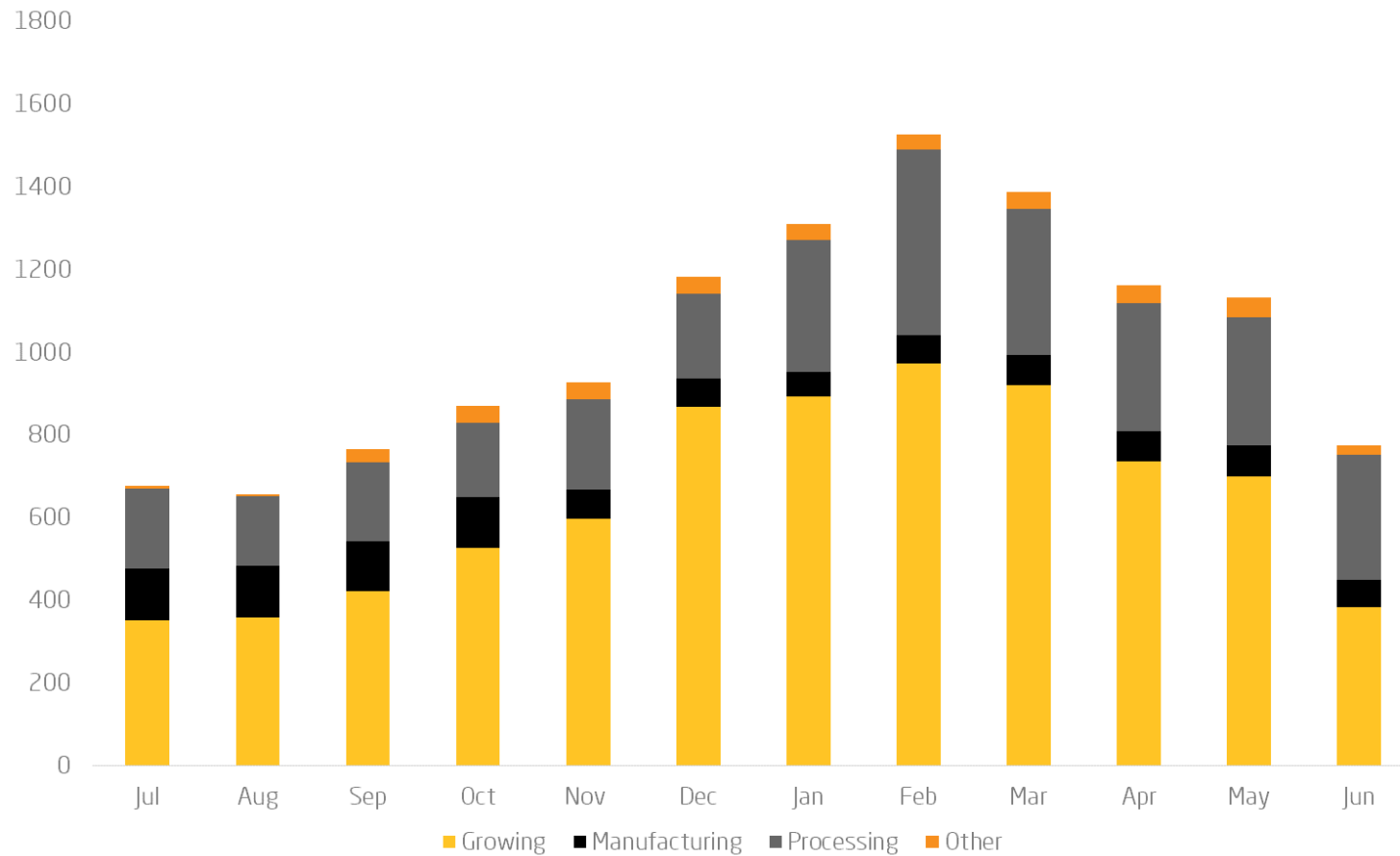
Notes:

1. All data provided is headcount
2. The above dataset has been extrapolated based on limited data available from survey respondents along with workforce estimates provided in qualitative
3. Job Role Chart
 - a. Farm Worker – Includes farm related labour – primarily ‘picking’ and ‘harvesting’
 - b. Packer/Processor – Primarily ‘packing’ – generally farm related in relation to physically sorting produce into vessels for transport
 - c. Production Worker – Primarily factory based, involved in the physical production of goods
 - d. G&A – General and administrative – non-operational
 - e. Leading Hand – Unique to the Manufacturing sub sector (within the gathered data) – leads a team of ‘Production Workers’
4. Sub-Sector Chart
 - a. Growing – Primarily ‘Farming’
 - b. Processing – Treatment of raw goods (often involving a change of form) prior to sale
 - c. Manufacturing – Making of products from multiple raw materials
 - d. Other – Includes industries such as Dairy and Fishing

Appendix 3.3 – Workforce Data Chats

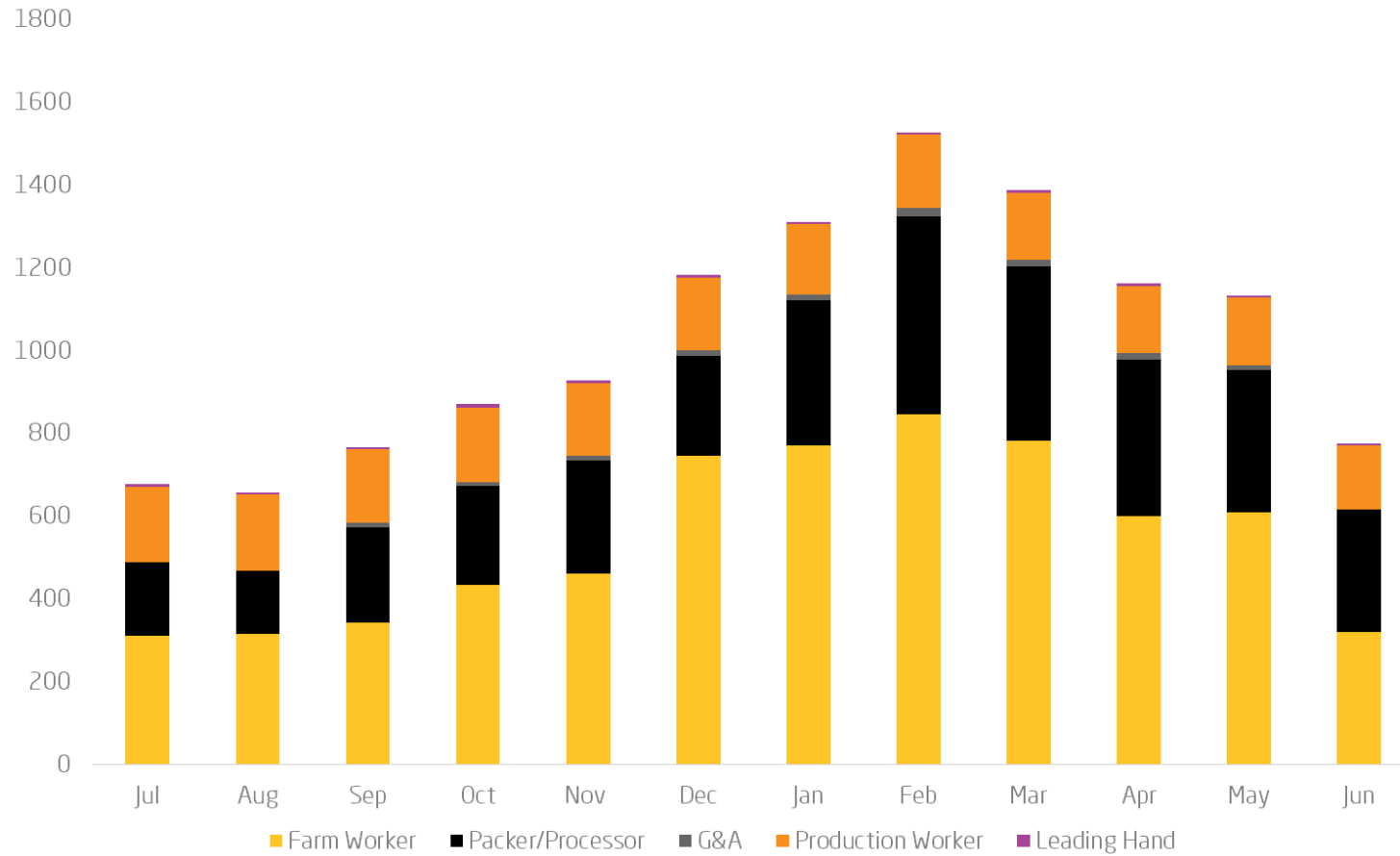
Appendix 3.3.1 – Monthly Labour Hire – by Sub-Sector

Labour Hire Trends (Headcount) - by Sub-Sector



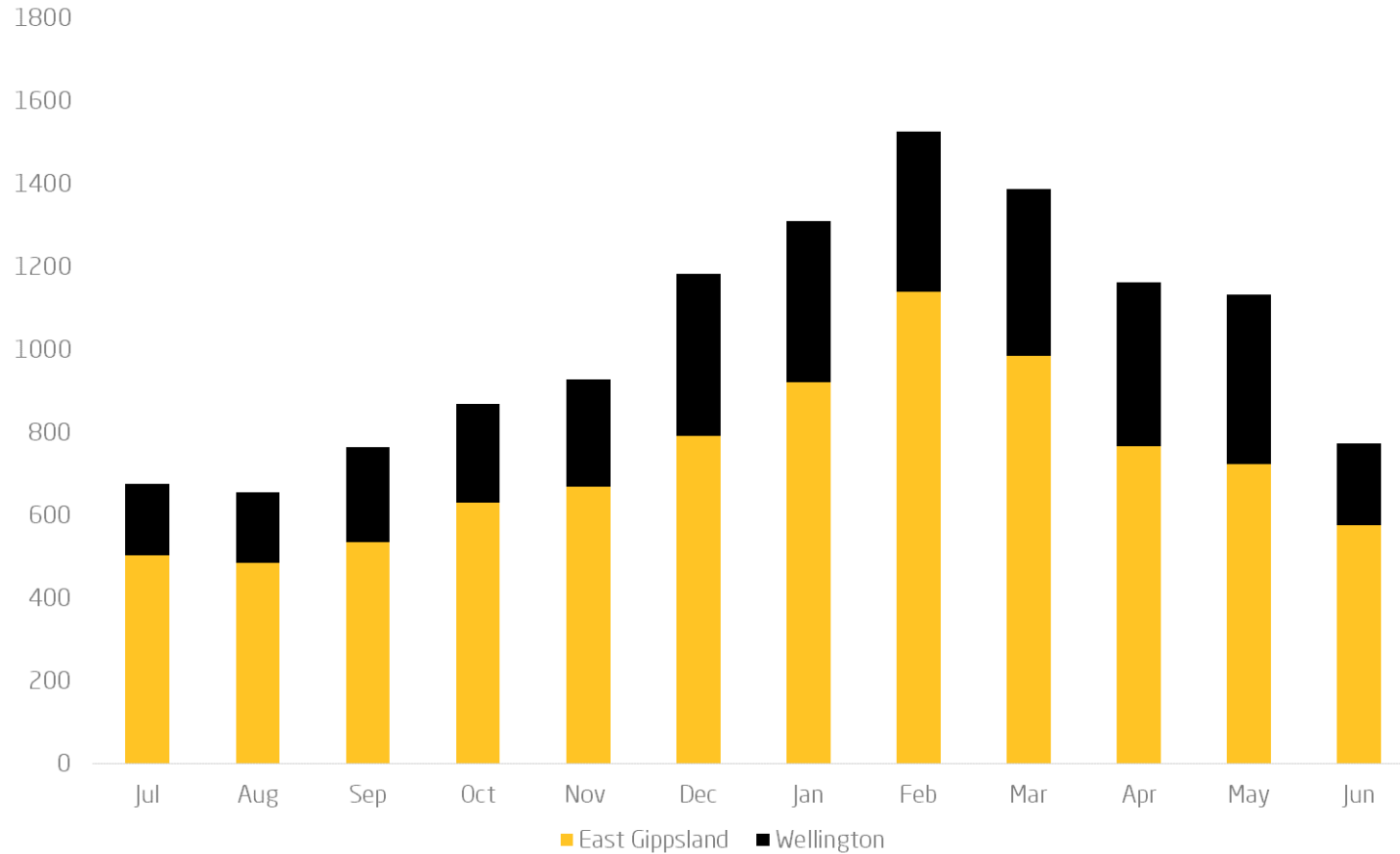
Appendix 3.3.2 – Monthly Labour Hire – by Job Role

Labour Hire Trends (Headcount) - by Job Role



Appendix 3.3.3 – Workforce Data - Monthly Labour Hire – by LGA

Labour Hire Trends (Headcount) - by Location (LGA)



Appendix 3.4 – Workforce Costing and Expenditure

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Total Payroll	\$ 3,666,052	\$ 3,450,821	\$ 4,020,443	\$ 4,717,101	\$ 6,102,234	\$ 8,035,390	\$ 8,890,440	\$ 9,361,536	\$ 9,413,661	\$ 6,102,948	\$ 6,147,956	\$ 4,067,990	\$ 73,976,571
Total Payroll - Piece Rate	\$ 4,215,960	\$ 3,968,444	\$ 4,623,509	\$ 5,424,666	\$ 7,017,569	\$ 9,240,698	\$ 10,224,006	\$ 10,765,766	\$ 10,825,710	\$ 7,018,391	\$ 7,070,150	\$ 4,678,188	\$ 85,073,057
Gross Margin	\$ 366,605	\$ 345,082	\$ 402,044	\$ 456,536	\$ 589,936	\$ 751,806	\$ 831,794	\$ 936,154	\$ 850,429	\$ 589,994	\$ 614,796	\$ 393,281	\$ 7,128,457
Gross Margin - Piece Rate	\$ 421,596	\$ 396,844	\$ 462,351	\$ 525,016	\$ 678,427	\$ 864,577	\$ 956,564	\$ 1,076,577	\$ 977,993	\$ 678,493	\$ 707,015	\$ 452,273	\$ 8,197,725
Expenditure - East Gippsland	\$ 1,176,169	\$ 1,134,046	\$ 1,251,375	\$ 1,474,793	\$ 1,561,873	\$ 1,851,163	\$ 2,154,185	\$ 2,664,401	\$ 2,300,980	\$ 1,791,888	\$ 1,690,539	\$ 1,342,853	\$ 20,394,266
Expenditure - Wellington	\$ 400,706	\$ 399,729	\$ 535,578	\$ 554,147	\$ 607,900	\$ 913,805	\$ 905,009	\$ 902,077	\$ 938,238	\$ 920,646	\$ 953,875	\$ 465,210	\$ 8,496,919
Expenditure - Region	\$ 1,576,875	\$ 1,533,775	\$ 1,786,953	\$ 2,028,940	\$ 2,169,773	\$ 2,764,968	\$ 3,059,194	\$ 3,566,478	\$ 3,239,218	\$ 2,712,534	\$ 2,644,414	\$ 1,808,063	\$ 28,891,185
Accom Spend - East Gippsland	\$ 624,044	\$ 601,694	\$ 663,946	\$ 782,485	\$ 828,687	\$ 982,177	\$ 1,142,952	\$ 1,413,659	\$ 1,220,837	\$ 950,727	\$ 896,954	\$ 712,481	\$ 10,820,644
Accom Spend - Wellington	\$ 212,604	\$ 212,085	\$ 284,163	\$ 294,015	\$ 322,535	\$ 484,840	\$ 480,173	\$ 478,617	\$ 497,804	\$ 488,470	\$ 506,100	\$ 246,828	\$ 4,508,234
Accom Spend - Region	\$ 836,647	\$ 813,779	\$ 948,109	\$ 1,076,500	\$ 1,151,223	\$ 1,467,017	\$ 1,623,125	\$ 1,892,276	\$ 1,718,641	\$ 1,439,197	\$ 1,403,054	\$ 959,309	\$ 15,328,878

Notes:

1. All data provided are estimates
2. Estimated gross margin based on the mid-point of the margin data range provided in appendix 3.1
3. Piece rate sections assume the whole data set was paid a piece rate. A factor of 15% has been applied to hourly rate data to estimate piece rate data. Comparing hourly data to piece rate data gives an indication of the likely range of the dataset
4. Expenditure utilises the lowest income quartile for Victorian average weekly expenditure ABS 2009-10
5. Accommodation assumes a \$40 per night backpacker rate
6. All data is in \$AUD

Appendix 5 – Traditional Youth-Service Model vs. Youth Engagement Model

Source - Checkoway & Gutierrez 2006

Traditional Youth-Service Model	Youth Engagement Model
Preventing and responding to problems	Nurturing youth assets and positive development
Young people as passive citizens, in need of outside intervention	Young people as active community members with the wisdom, skills and expertise to contribute to solutions
Short-term one-off projects, programs, and services	An ongoing process of empowerment, capacity building and action
Professionals as experts who ‘work for’ young people, their families and communities	Professionals as facilitators and professionals who ‘work with’ youth

Appendix 6 – Regional Map

