

Item No.	10	
REPORT TITLE	Workforce Development & Capability Framework	
AUTHOR	Kristine Smith	
ATTACHMENTS	DESBT Funding Application	

PURPOSE

To inform Council on the development of a Workforce Development & Capability Framework.

REPORT

- In May 2023 Woorabinda Aboriginal Shire Council approved a new organizational structure.
- To progress the change process WASC submitted a Grant Application to Department of Employment, Small Business and Training to establish a learning and development portal provided non-accredited and accredited skill development that is directed related to workforce employment streams.
- It is proposed that it will be an online facility delivering on local experiences and micro accreditation.
- The proposal is a tri-partisan arrangements between a Recruitment Agency – [Everywhen Group](#), Educational Services - [Aniwaya](#) and WASC.

RISK MANAGEMENT IMPLICATIONS

Reduce risks associated with poor staff induction and orientation processes. Ensure staff are getting the necessary training to meet WHS, Workplace Bullying and other Legislative requirements.

POLICY IMPLICATIONS

All policies and procedures

LEGISLATIVE & OTHER REGULATORY REQUIREMENTS

All Legislative requirements

BUDGET, FINANCIAL AND RESOURCE IMPLICATIONS

Grant Application to the value of \$242,900

CONSULTATION

None

RECOMMENDATION

That Council:

Note the intention to develop a Workforce Development and Capability Framework to provide foundations to improve the workforce aligned to Councils and staff goals.

Indigenous Workforce and Skills Development Grant

Application for Funding

Submission details

Program applied for:	Indigenous Workforce and Skills Development Grant
Funding round:	Indigenous Workforce and Skills Development Grant
Submitted on:	22/02/2024
Submission reference:	APP-2024-04445

Organisation details

Australian Business Number:	16133571041
Legal name:	WOORABINDA ABORIGINAL COUNCIL
Trading name:	Woorabinda Aboriginal Shire Council
Registered for GST:	Yes
Charity status:	
Incorporation number:	
Physical address:	112 Munns Drive Woorabinda QLD 4713
Postal address:	112 Munns Drive Woorabinda QLD 4713

Key contacts

Authorised contact

Title:	Ms
First name:	Kristine
Last name:	Smith
Position:	CEO Woorabinda Aboriginal Shire Council
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Project coordinator

Title:	Ms
First name:	Carmen
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Position:	Quality Manager
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Project overview

Project name:	Woorabinda Place-based Indigenous Workforce and Skills Development Project
Region:	Central Queensland
Primary Delivery location:	112 Munns Drive Woorabinda QLD 4713
Has this application been discussed with the Principal Indigenous Project Officer?	Yes

Project delivery dates

Commencement date:	03/06/2024
Completion date:	27/06/2025

Intakes and target assist

Intake number	Proposed start date	Number of participants
1	03/06/2024	10
2	30/09/2024	10
3	03/02/2025	6
Indigenous Employers:	1	
Non Indigenous Employers:	0	

Expected outcomes

Certificate IV – Advanced Diploma	
Certificate III:	
Certificate I and II:	
Foundation skills	26
Statement of attainment:	26
Employment:	26
Employment %:	100.00
Further education and training:	26
Further education and training %:	100.00
Other Outcomes – Target Number	26

Project summary

The Woorabinda Aboriginal Shire Council, acknowledging its pivotal role as the principal employer within the community and facing a significant vacancy rate impacting organisational performance, seeks to innovate local government workforce solutions through the Indigenous Workforce and Skills Development Grant. This initiative aims to bolster training and employment pathways for Aboriginal and Torres Strait Islander peoples, enhancing economic and social participation within Woorabinda and beyond.

Our approach is threefold, focusing on business, operational, and workforce capacities. We will leverage an organisational structure review and partnerships with Everywhen Group, Cartec Training, and Aniwaya Education to address our unique challenges. These include addressing the high unemployment rate, transforming the employability of our local labour pool, and overcoming the socio-economic disadvantages prevalent in our community.

The project is rooted in a place-based methodology, ensuring training and development solutions are locally designed, culturally safe, and directly address the community's needs. By engaging with experienced RTOs, we will offer contextualised, accredited and non-accredited training programs that are responsive to the distinct needs of our workforce and the broader community.

Our response to community needs is underpinned by the recognition of past failures in vocational education and training, moving towards a model that respects and incorporates Indigenous knowledge, culture, and decision-making. The project will introduce a new framework focusing on foundational, employment strength, and innovation-driven learning to meet the evolving '5 Cs' of future skills needs.

To assist participants in achieving success, our strategy includes an interconnected capability framework, promoting workforce mobility, organisational learning, and succession planning. This comprehensive approach ensures a tailored skill development pathway, from job profiling to customised training and skill application, fostering continuous improvement and growth.

By implementing this project, Woorabinda Aboriginal Shire Council aims to create sustainable employment outcomes, enhance workforce skills, and contribute to the closing of the gap in socio-economic participation for Aboriginal and Torres Strait Islander peoples in Queensland. This initiative not only addresses immediate local needs but sets a precedent for Indigenous-led workforce development that can be replicated across different regions and communities.

Target groups and Industries

Other target groups	Aboriginal and Torres Strait Islander Women, Young People, Mature Aged, Disabled and Ex-offenders.
Main industry area:	Government
Additional industry areas:	General Education and Training, Sports and Recreation, Utilities, Communications, Community Services, Construction

RTO selection

Legal name	National Registration Number
Not Applicable	99999

Provide details of any non-accredited training or courses to be delivered on the project.

Non-accredited training within the Woorabinda Aboriginal Shire Council's Indigenous Workforce and Skills Development initiative is designed to directly address the unique needs and challenges of our community. These training programs are developed in close collaboration with local leaders, educators, and industry professionals to ensure relevance and cultural appropriateness. Unlike formal, accredited courses, our non-accredited training focuses on practical, hands-on learning experiences that equip participants with the skills and knowledge necessary for immediate application in the workplace and daily life.

This type of training can range from workshops on effective communication and leadership skills to courses on specific job-related tasks, such as using technology in the workplace or implementing community projects. The primary aim is to enhance employability, improve job performance, and support community development initiatives by providing learning opportunities that are flexible, accessible, and directly aligned with the immediate needs of the Woorabinda community.

By focusing on non-accredited training, we also offer a pathway for individuals who may face barriers to traditional education, enabling them to gain confidence, develop new skills, and participate more fully in the economic and social life of the community. These programs are an essential component of our holistic approach to workforce development, complementing accredited training and creating a comprehensive ecosystem of learning and growth opportunities for Aboriginal and Torres Strait Islander peoples in Woorabinda.

Qualifications to be delivered

Qualification			
Code	N/A	Title	N/A
Priority Skills List	No	RTO	99999
Places	0		
AHC per place	0	Cost per Place	\$0.00
Total AHC's	0.00	Total Cost	\$0.00

Support costs

Staff wages

\$94,865	Personnel Officer – Staff Development Local Government Industry Award 2017 (Stream A) Administrative Officer Level 4.2 15 hours per week
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Administration costs

\$7,500	Resource Material and Printing \$1,500 Travel & Accommodation \$6,000
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Training costs

\$120,000	Training Module Design and Development (9 modules) \$70,000 Training Implementation \$50,000
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Delivery support costs

\$12,000	aXcelerate Subscription and Implementation (LMS/SMS)
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Other government funding?

No

N/A

In-kind contributions

No

N/A

Budget summary**Total number of participants:** 26**Participant training expenses****Total AHCs to be delivered:** 0**Total cost of training delivery:** \$0**Support expenses****Staff wages:** \$94,900**Administration costs:** \$7,500**Training costs:** \$120,000**Delivery Support costs:** \$12,000**Total support expenses:** \$242,900**Management fee****Management fee** \$8,500**Management fee (%)** 3.50**TOTAL FUNDS SOUGHT:** \$242,900**COST PER PARTICIPANT:** \$9,342

Assessment questions

Capacity to manage

Woorabinda Aboriginal Shire Council, as the largest employer in Woorabinda, boasts a dynamic workforce of 72 members across full-time, part-time, and casual roles. Recognising the critical vacancy rate of 37% identified in a 2023 Organisational Structure Review, we are committed to innovative, place-based strategies to enhance local government workforce solutions, addressing the broader community's labour shortages. Our proposal for the Indigenous Workforce and Skill Development Grant underscores our profound understanding of, and dedication to, the unique needs of Aboriginal and Torres Strait Islander Queenslanders.

Our council's management capacity, informed by extensive experience in government-funded initiatives, is structured around a three-tier approach encompassing business, operational, and workforce capacities. This framework ensures the delivery of support services, including training, skills development, and employment services, in a culturally safe environment. We are significantly grant-funded, with a focus on improving compliance through strategic recruitment and organisational restructuring.

Our operational capacity has been enhanced through partnerships with Everywhen Group, Cartec Training, and Aniwaya Education, demonstrating our capability in managing complex, culturally-sensitive projects. These collaborations have led to notable successes in training and employment, particularly in health and hospitality sectors, reflecting our deep commitment to community-led solutions and cultural safety in service delivery.

The workforce capacity initiative is designed to transform local employability and address socio-economic disadvantages through both accredited and non-accredited training programs. These are meticulously developed to be culturally relevant, accessible, and reflective of local needs, guided by the principle that training must be led by locals for it to be truly effective.

Staff qualifications encompass a range of expertise in project management, educational design, and community engagement, ensuring that our programs are delivered with the highest standards of cultural competency. Our marketing strategy will leverage community networks, social media, and local events to recruit participants, ensuring broad and inclusive outreach.

In conclusion, Woorabinda Aboriginal Shire Council's comprehensive experience in managing government funding, along with our innovative partnerships, positions us uniquely to deliver impactful support services. Our project is designed to meet the specific needs of Aboriginal and Torres Strait Islander peoples in Queensland, fostering sustainable employment and skills development in alignment with our community's aspirations and values.

Responding community needs

The Woorabinda Aboriginal Shire Council's Indigenous Workforce and Skills Development project directly addresses the critical gaps within our local vocational education and training (VET) system, as highlighted by the Productivity Commission's 2020 review. Our initiative is a strategic response to the community's distinct needs, aiming to rectify the inadequacies of current VET programs that have failed to align with best practice principles, particularly in integrating Indigenous culture, knowledge, and language into curricula with the active involvement of the Indigenous community.

Recognising the unique challenges faced by the Woorabinda community, including a history of socio-economic disadvantage not adequately addressed by existing services, our project seeks to pioneer a new framework for skills and workforce development. This framework prioritizes the establishment of foundational training, employment strengths training leading to accredited pathways, and fostering an environment of employee-driven learning and innovation. This multi-level approach ensures a comprehensive response to local needs, enhancing economic participation and aligning with the local labour market's evolving demands.

Our focus on the '5 Cs'—Care, Computing, Cognitive abilities, Communication, and Climate—reflects a forward-thinking strategy to equip our community with the skills needed for current and future workforce success. For example, improving cognitive skills through foundational learning will enhance workplace comprehension and reasoning, while computing skills will prepare our community members for a digital workplace, and communication skills will foster better collaboration and engagement.

In the short term, this project will significantly improve the employability of our community members, directly impacting economic participation and addressing the immediate skills gaps. Long-term benefits include sustained economic growth, reduced unemployment, and the establishment of a skilled, adaptable workforce capable of meeting future challenges. Furthermore, by embedding culturally safe practices within local non-Indigenous businesses, we aim to foster an inclusive, respectful work environment that values Indigenous perspectives and contributions.

To ensure the project's success and relevance, we will engage with local community leaders, elders, and the broader community in the planning, design, and implementation phases, ensuring that our initiatives are truly community-led and reflective of Woorabinda's needs and aspirations. This participatory approach, coupled with our commitment to aligning training and development with the local labour market, will ensure that the Woorabinda Aboriginal Shire Council not only meets but exceeds the community's expectations for meaningful and sustainable workforce development.

Assessment questions cont.

Assistance strategies

The Woorabinda Aboriginal Shire Council's Workforce and Skill Development initiative offers comprehensive assistance and support services, specifically tailored to meet the unique needs of Aboriginal and Torres Strait Islander peoples and their communities. Our approach is integrated within a capability framework designed to foster workforce mobility, organisational learning, and succession planning, ensuring that participants not only complete their training but successfully transition into employment.

Capability Framework and Applied Competence: Our strategy is implemented in three stages—co-design of the capability framework, gap analysis and implementation, followed by innovation and growth. This methodology underpins our 'Learn by Doing' philosophy, which emphasizes active learning and real-world application. We conduct job profiling and competence gap analysis to tailor individual training and skill development plans, ensuring alignment with both personal employment goals and local labour market needs.

Workforce and Skill Development Packages: Our place-focused approach is aimed at delivering customised skill development packages through a specifically designed learning portal, making it accessible to participants and local organisations. These packages include a mix of foundational, non-accredited, and accredited modules targeting competencies essential for local government and broader industry sectors. The use of aXcelerate Training Management Software enables us to customise these competency frameworks effectively, incorporating micro-credentials like report writing and conflict management, thereby facilitating impactful, real-time learning.

Partnership and Referral Mechanisms: We collaborate closely with local employers, training providers, and community organisations to ensure a holistic support system. This network not only aids in identifying additional training needs but also facilitates work experience opportunities and seamless transitions into employment. Our partners play a crucial role in providing post-placement support, ensuring sustained employment and career progression.

Support and Transition Services: The initiative includes detailed planning for post-placement support, ensuring that participants receive the necessary assistance to remain engaged in their new roles. This support is tailored to individual needs, ranging from mentoring and coaching to additional training, and is designed to last for a significant period post-employment to maximise retention and career development.

In summary, the Woorabinda Aboriginal Shire Council's assistance strategies are built on a foundation of tailored support, active learning, and strong partnerships. This ensures that Aboriginal and Torres Strait Islander participants are not only equipped with the necessary skills and competencies but are also supported through their training journey and into their employment, contributing to the economic empowerment of the community and the creation of culturally safe workplaces.

Community outcomes

The Woorabinda Aboriginal Shire Council's approach to enhancing employment opportunities for Aboriginal and Torres Strait Islander peoples through tailored training and support measures is grounded in a comprehensive program logic model. This model focuses on building Council and community capabilities for a collective impact, underpinned by the contextualisation of learning tools for real-time, place-based learning. Our strategies are designed to generate sustainable impacts across the community, with a clear focus on quality employment outcomes and the broader objectives of supporting Indigenous communities.

Evaluation Phases and Processes: To demonstrate the effectiveness of our training and support measures, we have established a series of evaluation phases. These phases are designed to assess the inclusivity of learning and development pathways, the elevation of staff confidence through competency development, and the effectiveness of broad community-based advertising of opportunities within the Council. Our targeted development evaluation approach, led by Everywhen, focuses on Aboriginal and Torres Strait Islander voices to ensure the relevance and sustainability of outcomes.

Community-wide Outcomes: Past performance highlights include the promotion of roles within the Council, achieved by elevating staff confidence and task-based competency development. This has not only resulted in greater internal mobility but has also made Council roles more attractive to the community, thanks to the visibility provided during Council open days and through our network-based advertising strategies. The contextual learning tools have made learning relevant and relatable, directly contributing to the employability of our community members.

Economic and Social Impacts: The project's design ensures that economic and social impacts are both significant and measurable. These impacts include improved employment rates within the community, increased capacity for self-determination through data sovereignty, and the empowerment of Aboriginal and Torres Strait Islander peoples through meaningful consultation and knowledge exchange.

Sustainability of Outcomes: Our approach ensures that the outcomes are sustainable, with a community-based participatory approach that builds the capacity of the community. We emphasize the importance of data in context, ensuring that evaluation is iterative and responds to the evolving needs of the community.

In summary, the Woorabinda Aboriginal Shire Council's training and support measures are strategically designed to align with the program's objectives, delivering services that not only support Indigenous communities but also ensure quality employment outcomes. Through our comprehensive evaluation strategy and community-focused initiatives, we are committed to achieving significant economic and social impacts that support the empowerment and sustainable development of Aboriginal and Torres Strait Islander peoples in our community.

Declaration	
Accepted:	Yes
Name:	Erica Choate
Position:	Grants Officer Woorabinda Aboriginal Shire Council

List of attachments

Woorabinda 2021-22 Financial Statements v1.6.xlsx

Woorabinda 2022-23 Financial Statements v0.9.xlsx

Aniwaya Letter of Support for Everywhen Woorabinda Project.pdf

Letter for Everywhen.pdf

Letter for Everywhen.pdf

Code_of_Conduct_Policy___POL_003.pdf

Lauren Hollows Bio 2024[49].pdf

SelenaKing.pdf

Desbt.GanttChart WASC App2024-04445.xlsx

Budget Proposal WASC ISWDG 2024-04445.pdf

Application_APP-2024-04445.pdf