Goondiwindi Growth

Project Business Case

Clean Growth Choices

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1 Executive Summary

Regional towns are important to the Queensland community in that they provide the infrastructure and support for families that provide important functions for both domestic and export markets. Queensland needs these towns and their people to thrive, thus ensuring the state's prosperity. These communities work hard to provide important resources and products, and at the same time, managing the landscapes that are both productive and iconic.

These regions face unprecedented change with increased climate variability and less predictable weather patterns meaning agriculture income may be more variable over time. Other Clean Growth Choices businesses cases assess projects that seek to add resilience and economic growth.

Communities and workforces in regional Queensland need to be supported so that they can continue to provide these essential contributions. This involves a full spectrum of responses from allowing workforces to adapt to events such as natural disasters, to long-term workforce and skills development to retain high value regional industries

Since an initial workshop in November 2018, the working groups have generated and considered a number of ideas to continue to grow Goondiwindi through sustainable employment and skills development programs. This business case proposes a number of options including:

- **Option 1:** Regular engagement between young people in education and employers to build early knowledge of regional opportunities and capability to encourage people to aspire to stay in, or move to, Goondiwindi for employment through a regular skills expo and mentoring program
- **Option 2:** Provision of a new mechanism that supports couples and families to gain employment in Goondiwindi
- **Option 3:** The Drought Work Program: A pioneering model for temporary adaptation of regional workforces to natural disaster events.

The working group has decided to prioritise Option 3 and recognises the merit of the other options, which in turn will become priorities for the region once the season turns and the local economic environment stabilises.

Our Future State: This business case advances projects that address a number of key government objectives including:

- Creating jobs in a strong economy by creating and maintaining jobs for regional employees in drought-affected communities
- Keeping Queenslanders healthy by reducing financial pressures on regional families and reducing suicides.

Communities in Transition: Clean Growth Choices

The Communities in Transition (CiT) Pilot Program delivers on the *Queensland Climate Transition Strategy*'s action to build leadership capacity within communities to develop place-based climate transition roadmaps.

These roadmaps, and this business case, identify opportunities for economic and social development and climate resilience in regional Queensland. These opportunities range across a number of sectors including agriculture, waste, water supply, tourism, energy, manufacturing, transport and human services. The multidisciplinary nature of this business case means that other Queensland Government priorities are indirectly being addressed, thus offering an opportunity to leverage efforts across Government.

The CiT Pilot Program contributes to reducing emissions by identifying economic opportunities that support the transition to a low carbon economy, under the *Queensland Climate Transition Strategy.* Importantly this business case identifies not only low emissions opportunities, but offers economic diversification to build resilience in regional economies.

The *Goondiwindi Living Roadmap* outlines how a group of Goondiwindi residents came together to develop this business case.

2 Introduction/Background

This project has been prioritised by the Goondiwindi working groups under a Human Capital Development pathway. The pathway projects seek to strengthen economic resilience by building regional human capacity through the skilling, attraction and retention of a broader range of skilled technical and professional services people, and well as projects supporting regionally based entrepreneurs. The working group discussed a number of options to build resilience and long-term attraction into the local workforce with targeted programs.

3 Overview

3.1 Vision

Providing an adaptive and long-term workforce for Goondiwindi, building resilience in challenging times, and strategies to develop workforces for the future.

3.2 Objective

To add diversity to Goondiwindi's economy through the development of programs to:

- Secure the work of regional employees during employment shocks
- Provide inspiration to local students about the quality and standard of employers and employment opportunities in the Goondiwindi Region
- Develop long-term employment relationships leading to local employment and skills for school students and employees.

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4 The Business Case

4.1 Purpose of the Business Case

The purpose of the business case is to identify opportunities to:
1. Outline the potential for growth in Goondiwindi through a number of employment programs
2. Analyse a number of options as proposed by the Clean Growth Choices Working Group
3. Identify costs, benefits and risks
4. Develop a proposal to proceed with the project, or submit to a funding source for approval for funding
5. To ensure that during drought, the workforce is not lost to this community and instead it remains resilient and intact. When other/regular work opportunities are not available, the Council has opportunity to provide part time work for members of the community.

The business case proposes three project options to achieve the above outcome.

This is a preliminary business case that will provide the working group with:

1. A sound basis for a decision to proceed to a business case
2. The next steps and estimated costs to develop the business case.

Preliminary business case (pre-feasibility) → Business case (feasibility) → Investment decision and implementation
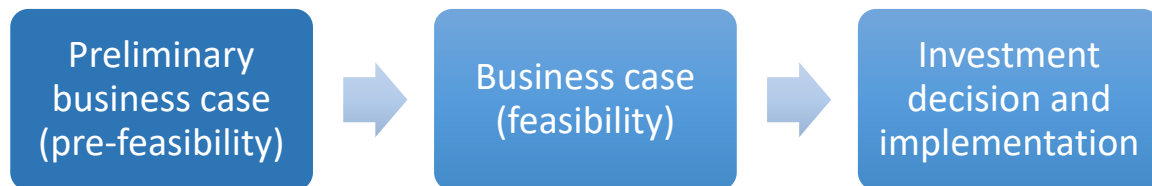
Sustainable Development Goals

The project aims to achieve sustainable economic development in Goondiwindi and in particular, work towards achieving the following of the United Nations Sustainable Development Goals (SDGs):

Number	Goal	Explanation
SDG 8	Decent Work and Economic Growth	Roughly half the world's population still lives on the equivalent of about US$2 a day with global unemployment rates of 5.7% and having a job doesn't guarantee the ability to escape from poverty in many places. This slow and uneven progress requires us to rethink and retool our economic and social policies aimed at eradicating poverty.
SDG 9	Industries, Innovation and Infrastructure	Investments in infrastructure – transport, irrigation, energy and information and communication technology – are crucial to achieving sustainable development and empowering communities in many countries. It has long been recognized that growth in productivity and incomes, and improvements in health and education outcomes require investment in infrastructure.
SDG 13	Climate Action	Climate change is now affecting every country on every continent. It is disrupting national economies and affecting lives, costing people, communities and countries dearly today and even more tomorrow. Weather patterns are changing, sea levels are rising, weather events are becoming more extreme and greenhouse gas emissions are now at their highest levels in history. Without action, the world's average surface temperature is likely to surpass 3 degrees centigrade this century. The poorest and most vulnerable people are being affected the most.
SDG 17	Partnerships for the Goals	A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships built upon principles and values, a shared vision, and shared goals that place people and the planet at the centre, are needed at the global, regional, national and local level.

4.2 Business Case Sponsor

The sponsor of the business case is the Queensland Department of Environment and Science (DES).

5 Situational Assessment and Problem Statement

This section outlines the benefit to the region for proceeding with the one or more of the proposed options and contains:
- A description of the current situation, challenges and opportunities
- An assessment of how the opportunities are currently being met or not met
- An analysis of the gap between the current situation and the stated objective(s).

The Working Group considered opportunities for the long term development, attraction and retention of skills in the area to ensure that people do not leave the area if their work hours are reduced during periods of extended drought.

At present, Goondiwindi is facing challenges with the drought, leading to greater pressure as farm businesses can no longer provide as much employment as they could before the drought. As farms feel the pressure of the drought, and have to reduce workers' hours, or the size of their workforce, the effect is felt throughout the community, for example, businesses that directly service the farms such as agronomists, wholesalers, trades and engineers. In turn, other businesses are indirectly affected, for example farm suppliers, local car companies, retailers and hospitality businesses.

When there is lower farm turnover, and resulting supply chain turnover, people simply stop non-essential spending; priorities shift, and this results in businesses putting off staff and workers quickly. The group considered that this should be a focus area: How do we, in hard times, ensure that our region can remain a thriving, regional sector?

There is a concern that as people lose their jobs, they may move away from the area and not return. The wife, a teacher and local performing arts volunteer, leaves as well. Their children are taken out of the school and so on.

There is also the potential for automation and precision agriculture while innovative and exciting, to replace some jobs in the area. Do you mean, "While they are innovative and exciting, there is also the potential for automation and precision agriculture to replace some jobs in the area."?

This project, therefore, considers options to build long-term skills as well as the resilience to continue to enjoy employment in Goondiwindi. This business case links to the other Clean Growth Goondiwindi business cases in that it seeks to establish a broad economic base for the region through diversification.

In relation to building long-term skills, there are a number of programs run by the Gateway to Training Centre in Goondiwindi to provide this. There are sectors of the business community with extensive skills and experience recognised nationally:

- Agriculture with a strong sector and a showcasing mechanism in place through discover farming
- Health, and in particular midwifery, where the health sector is providing advice to other regions on the regional delivery of Case Load Midwifery
- Agricultural technology and the adoption of technology to a range of industries.

A recent survey conducted by the Goondiwindi Regional Council has produced a number of results that give early indications of the ongoing effects of the drought on the local economy. These include:

- On average, the respondents' working hours have decreased by 15 hours in the last twelve months
- 47.22% of respondents are considering leaving the region in the next twelve months if the region does not receive reasonable rainfall
- 65.38% of respondents who are employers indicated they have had to reduce staff working hours due to the drought, on an average of 132.17 hours per employer (3.45 full-time equivalents)

- 76.92% respondents who are employers also indicated that they are likely to reduce staff hours within the next twelve months if the drought continues.

The Goondiwindi Region's employers estimate that they have reduced their workforce by 13% over the last 12 months and are expecting to further reduce their workforce by 24% over the coming 12 months should the drought continue. This means that by October 2020 it could potentially have lost more than 30% of the Region's skilled workers from the 2018 workforce.

A number of other examples include:

- An agricultural business near Talwood who has recently retrenched 11 qualified staff
- A Cotton Gin at Goondiwindi, generally employing 54 casuals for the season, is currently employing no casuals and has made some staff redundant
- A major employer based at Inglewood has already reduced staff numbers by 6.6 full-time equivalents within the last twelve months, and has indicated that it is likely to reduce staff numbers by a further 10.5 full-time equivalents within the next twelve months if the drought continues
- A number of people connected to the working group have work that has been reduced by one day per week or more. It hard to find someone within the region who has not been impacted by the drought in some way.

It is important to achieve a sustainable growth rate where the increase in infrastructure and available services are able to keep pace with the growing population. This avoids the potential for housing affordability pressures and longer waiting times for essential services that occur when the population grows too fast for serivices. As a result, houses become too expensive and services increase in price or are under stress, reducing the quality of life and appeal of Goondiwindi.

A number of issues that have been raised during the discussions include:

- 45% of people have no qualification so how does that relate to current workforce requirements of "match skills with people"?
- Filling skilled roles in the community is difficult in this climate. Skilled employees may be reluctant to move to Goondiwindi with their partners/families because they will be unable to find work
- Considering what jobs may be available and what might be available in the future so that future roles can be advertised
- A perception in some parts of the community that school children need to leave Goondiwindi to gain a good secondary education
- The need to provide business development expertise at the level required by businesses as they grow; as a number of businesses are at the stage where the expertise is needed, but a full-time position may not be justified at this stage
- How does Goondiwindi showcase local success stories, businesses and people to inspire young people to want to work in local businesses?
- Need to attract more creatives such as business-focussed photographers
- If more tourists pass through town then we can attract more people to stay
- Target the rural groups within each of the industry sectors at university (ie pharmacology for 2nd and 3rd year university) – or even high school
- What growth rate is needed to be sustainable?
- Where are the gaps in skills/people (e.g. police? services? boiler makers?).

- Health: Data on the services that people are travelling to other towns for and what the cost of this is. Is service provision related to population size and what is a viable size population to attract services and specialists?
- Are there travelling specialists? How do you attract specialists to GR?
- Could health be linked to tourism for the areas (e.g. 'Resting Place of the Birds' retreat), including specialist retreats (e.g. 'healing' experiences linked to indigenous experiences and native foods
- What do different numbers or percentage growth look like?
- Opportunity Map

What are the things we need:

- Register of interested people and students
- Any issues such as child safety – use the existing safety regime for the school work experience programs
- Insurance and liability
- School support – informal to start with
- The expo becomes a mentor match-up – do one each year

A number of potential projects were discussed in the development of the business case including:

1. Development of an opportunities map
2. Developing opportunities for local businesses to build skills through participation in major projects such as the Boggabilla Road Project and Inland Rail
3. Develop a register to advertise a range of positions on a local website, to encourage skilled couples of families to consider roles in Goondiwindi and assist in providing work for 'significant others' such as the need for an engineer and a nurse by different businesses
4. *Real Jobs for the Regions*: Where suitably qualified Goondiwindi people can apply for positions based in other centres and work from the Hub or a similar venue. For example, the Queensland Government could recruit a Goondiwindi resident to fill a policy officer position and allow them to work from a desk in Goondiwindi and attend meetings via Zoom. This is done by a number of businesses such as Lowes Petroleum and the Murray Darling Basin Authority and could easily be applied to Government positions.
5. Providing a business development expert, that can be utilised by a number of businesses as needed. For example, an expert could be engaged on a part-time basis by numerous businesses, so that they can work for numerous business
6. Expos and presentations to showcase local employers to school children to highlight the range of career opportunities available in town. The expo would present local skills and workplaces to local students and encourage the students to work towards them. One of the underlying messages will be that there are great career options in Goondiwindi and you don't need to leave town to have a great career. The expo could have a mentor-match-up component to introduce school children to suitable mentors
7. Developing a mentor program or similar where school or university students can be mentored by a local business person over the long-term rather than a standard work experience program. Under this program, school students may establish a relationship with a suitable mentor over time who may invite them to participate in certain workplace activities or work experience, potentially leading to paid vacation work and more long-term opportunities.

The GTTC [Border Rivers Education, Training (BRET)](#) and Community Group could be consulted to champion this initiative as well as build knowledge in their other programs for school leavers. This may still be considered Work Experience by the [Department of Education definition](#) and policy, but provide more significant engagement than the current "work sampling" method

8. A platform to for new members of the community to share their skills and availability so that businesses and not-for-profits can see they are available and engage them for certain tasks
9. Promote roles and opportunities available in Goondiwindi to universities
10. Potential to offer meaningful work or activities for boarding school students during trips home.

Following extensive consideration and discussion, three of these concepts were adopted for further consideration as options.

6 Assumptions and Constraints

The business case provides a pre-feasibility level assessment of the project. It has been prepared by the Clean Growth Choices team under the direction of the Clean Growth Choices working group. The working group largely consists of volunteers who are providing guidance and input.

7 Identification and Analysis of Options

This is a high level analysis of the possible alternatives that could be employed to bridge the gap between the current situation and what is proposed, as outlined in Section 4.

7.1 Identification of Options

There are various options available to the working group:

- Option 1: Growth Opportunity Expo
- Option 2: Goondiwindi "Skills Shed"
- Option 3: Drought Workforce Program
- Option 4 – Do nothing.

7.1.1 Option 1: Growth Opportunity Expo

The Growth Opportunity Expo is for high school and university students, local business owners, employees and higher education professionals to come together for an interactive, informative and inspiring day that showcases all that it means to live, work and learn in Goondiwindi. It will turn the concept of a careers expo on its head, ensuring that a vibrant day of learnings, true interaction and value is gained by all who participate. The opportunity expo is designed to become a regular event to match students with employers and training/education opportunities rather than a one-off event:

What?   A career expo with a difference…

Why?   A need has been identified that in order to truly 'grow' Goondiwindi, we need to establish the town and region as a thriving and vibrant place to **learn** (high

school and further education), **work** (career progression, exciting industries, flexible rosters, etc) and **live** (social experiences and country lifestyle).

How? CGC Working Group to form main committee.. Potential for Chamber of Commerce, GTTC, Council or Engage & Create Consulting to be the lead organisation based on funding options and requirements

When? April or August 2020. There is also the potential to coincide with Discover Farming which might allow for special week-day student tours of the farms to be incorporated.

Where? Cultural Centre

Who? High school students (local), university and TAFE students (surrounding area/other regions/cities), local employers, local employees.

A key outcome will be that students are matched with potential employers for mentoring opportunities, which may occur over the senior years of a student's schooling, During this time, the mentor may invite the student to participate in work experience, part-time school holiday employment, attend meetings, seminars or conferences, or meet regularly for mentoring sessions. Consultation with the BRET will be important to gain the support of local schools. Further information about the option is in Appendix A.

7.1.2 Option 2: "Skills Shed"

The Skills Shed is a platform for residents and businesses to network, job share and advertise positions and skills. Similar to an 'in real life' version of Pointer Remote Roles where people with relevant skills and trades are connected to businesses or individuals who need them.

The Skills Shed model would provide an opportunity for workers to advertise freelance services seeking part-time or full-time employment:

1. A worker lists on the Skills Shed website or app with their rates and availability
2. The Terms and Conditions of listing include:
   a. Listing at nominal cost
   b. Placement of jobs at a nominal cost
3. The workers would be paid an agreed rate for the work conducted
4. The workers must be available to conduct a certain amount of pro-bono work in the area to cover their operating costs and insurances.

It is proposed that the Skills Shed could pay for things like trade and contractor insurances in exchange for one day per month of community work; e.g. a boilermaker fixes the football posts for the local NFP football club or a freelance journalist helps Care Goondiwindi with a press release for an event or new service. The goal is that it would both attract and retain skilled people in the workforce, even if full-time jobs were not available.

A Skills Shed is a similar concept to Brisbane's Share Shed or Tool Library for sharing peoples' skills and abilities.

The Skills Shed would be provided as an opportunity for new Goondiwindi residents to become familiar with the local community and particularly the demand for their goods and services in a low-risk contracting venture.

7.1.3 Option 3: Future Workforce Resilience Model and Demonstration

This option demonstrates a new model for retaining staff in rural towns during downturns. The project provides a safety net for workers, where they transition temporarily into other work, with their wages paid pro-rata by the program.

1. If an employer is unable to retain workers in full employment during a downturn, they may negotiate with the program to offer work to the employee for a proportion of their time
2. The worker can stay in the program on a part-time or full-time basis until their employer is able to provide more long-term employment
3. The program would then employ the worker on a full-time or part-time temporary basis to undertake a range of projects throughout the community
4. Workers would gain experience from working on meaningful projects through the community
5. Workers engaged in the program receive training with a view to longer-term skills development such as working towards the machinery tickets required for the Inland Rail project
6. Shorter term participants may receive shorter training courses such as first aid certificates etc.

Employees may have a range of skills and trades and, where possible, be matched to work that utilises their skills. All employees will have some training during their engagement with the program to prepare them for future roles and to make them more versatile on their return to their employers.

Principles:

• The project will not compete with existing commercial services
• All participants will leave the service with improved skills and certifications
• Flexibility to allow participants to enter or leave the program to suit their current arrangements, i.e. some might be unemployed or underemployed and may be asked to return to work as required.

The program will be conducted in partnership with the Department of Education, TAFE Qld/NSW, USQ, bigger businesses, and the Queensland Department of State Development. Two options are provided below for the structure of the program with a local Labour Hire company to manage hiring and induction with site supervisors

7.1.4 Option 4: Do Nothing

This option involves taking no steps to secure existing and future employment.

7.2 Comparison of Options

This table compares the options by summarising the benefits, disbenefits and costs:

Criteria	Option 1: Careers Expo	Option 2: Skills Shed	Option 3: FWRMD	Option 4: Do Nothing
Benefits: • Workers • Families • Students	• Local employers can meet students who may be prospective staff • Students gain from a longer-term mentoring relationship than a standard work experience program	• New workers to the region get to advertise their skills • Employers may get to try new skills on a casual basis before more long-term work is offered	• Workers retain jobs and also gain the opportunity to improve skills • Demonstrate a new model which will directly benefit who will benefit? • Funds spent locally and tax paid	• **Funds Saved**
Disbenefits: • Workers • Families • Students	• Time taken to organise	• Time and cost to organise without testing market	• Cost, opportunity cost • Potential to take work from private contractors	• **Employment continues to decline, perhaps to the point below critical mass for some services**
Costs: • **Direct** • **Indirect** • **Recurrent**	• **Low cost and potentially revenue neutral (needs seed funding)**	• **Low cost and potentially revenue neutral (needs seed funding)**	• **Higher cost** • **Employment on-costs – superannuation, taxes, etc**	• **No cost**

7.3 Recommended Option

The working group has recommended that Option 3 be progressed with a high priority and that Options 1 and 2 progressed as they have a long-term benefit to employment and growth for the region.

8 Risks and Benefits

8.1 Matters to be considered

Uptake: Local businesses need to be prepared to communicate and collaborate to achieve shared outcomes and goals.

8.2 Risks

Option 1: Growth Opportunity Expo

Challenge	Monitored / Averted by
Limited businesses wanting to be involved as stallholders	New idea of 'career speed dating' – only needing to be available for 1-2 hours rather than a full day of sitting at a stall, greater value proposition, ensure that value of the expo is pitched to them. Interactive stalls not mandatory. They can choose between, or do both.
Who will organise?	Dependant on funding sources and outcomes but, as above, could be an overarching organisation (GRC/Chamber/E&CC) that 'acts' on behalf of a committee.
Getting universities and TAFE on board	Need to ensure we have a sound value proposition.
Budget and funding	Ensure budget is extremely detailed from the outset and project is 100% funded/sponsored including organisational costs, etc. Ensure that one person is responsible for all costs, payments, invoices and reporting to make sure no confusion or double handling and that budget is met.
Need to do it in a way that builds local networks without "institutionalizing it"	One of the strengths of the model is the new approach to developing relationships between students and prospective employers.

Option 2: Skills Shed

Challenge	Monitored / Averted by
Getting businesses to commit	Need to ensure that project is a sound value proposition.
Commitment of schools	Challenging as rather than a standard week of work experience, it may mean that students occasionally miss school to participate in certain aspects of the program.
Need to do it in a way that builds local networks without "institutionalizing it"	
Student safety	Develop procedures to ensure that students are safe.

Option 3: Future Workforce Resilience Model and Demonstration

Challenge	Monitored / Averted by
Getting businesses to commit	Open communication and one appointed point of contact (which could be outsourced to labour hire) for businesses who wish to discuss and nominate employees for the program.
Cost	It is probable that, given the amount of funding that is needed for this program, it will come from a number of investors. A concise business case will need to be built defining the program's expectations and the benefits that it will bring to the community and investors alike.
Timing	As the GRC survey indicates, there have already been substantial job losses and economic downtown in the region. If there is much delay in getting this program running, it may mean that its potential effectiveness is reduced.
Program participants' safety	Develop procedures to ensure participants are safe. Procedures should be easily adapted from GRC procedures already in place. All participants will receive GRC staff safety induction training, receive all required PPE and be working with a qualified supervisor. Ongoing training will be available for those who require it.

8.3 Potential Benefits

Below is a list of benefits that may result from the project. They have been classified into direct and indirect.

Option 1: Growth Opportunity Expo should the column headers have blue fill?

No	Benefit	Direct/ Indirect	Details
1	Knowledge of job opportunities shared locally to attract new people to town	Direct	A shared network of employment opportunities developed and accessed by local employers. As such, when a position is offered, employers may be able to ask "What does your partner do and can we help them find work?"
2	Skills for future jobs	Direct	People engaged in the program develop additional skills for a range of future employment opportunities.
3	Ability to recruit from major projects to local businesses (ie. increase the skills base of the town with targeted recruitment)	Direct	Attracting exceptional people that are moved temporarily to Goondiwindi for major projects, to stay and work in local businesses.

Option 3: Future Workforce Resilience Model and Demonstration should column headers have blue fill?

No	Benefit	Direct/ Indirect	Details
1	Keep people employed	Direct	The project provides support for businesses that are unable to retain staff at pre-drought levels.
2	Localised economic benefit	Direct	Local spending is maintained as people are earning salaries.
3	Upskilled people for new economy projects	Direct	Participants are trained to gain additional skills while participating, targeted at long-term projects and economic growth.
5	Spending cycle	Direct	Funds spent locally – funds spent in local communities are cycled at least three times through the community.
6	Community mental health	Direct	The work and training programs will act as facilitation of, and catalyst for, social interaction between the participants – a known benefit to personal mental health and wellbeing.

9 Implementation Strategy

9.1 Project Title

Goondiwindi Growth

9.2 Target Outcomes

The potential outcomes for the projects are summarised in the table below:

Outcome	How to measure	Target
1. Community and stakeholder engagement: Local identities, business, schools, training providers, etc committed to participating in the forum	Total number and variety of organisations willing to be involved	100
2. Local population attraction: The number of people from within the Goondiwindi Region attending the Expo	Door poll/survey Facebook and social media interest	200
3. Visitor attraction: The number of people from outside the Goondiwindi Region attending the Expo	Door poll/survey Facebook and social media interest	150
4. Positive change in interest and take up of opportunities offered at the Expo	Post-event survey with involved organisations	Positive/Increase
5. Positive feedback from conference attendees that will define: a) The relevance of the concept of the	Post-event survey Facebook and social	Positive

Expo to the local and visiting community b) The possibility of the event reoccurring on a regular basis (annually, biennial etc)	media interest	
6. The number of "mentor" partnerships facilitated as a result of the Expo	Post-event meeting of interested participants	Positive

Option 3: Future Workforce Resilience Model and Demonstration.

Outcome	How to measure	Target
1. Number of people placed in supplementary employment	Number of people commenced work under the program	50+ people
2. Number of qualifications or certificates gained by employees	Number of additional certificates or qualifications awarded	50+ people
3. Number of people that return to their position full time, or to a higher position	Exit interview	50+ people
4. Cost-effectiveness – low overheads	Percentage of funds paid out in wages, training and superannuation	to be decided.

9.3 Outputs

The outputs for the project:

Option 1:

- Number of students attending a careers expo
- Number of students placed into mentoring relationships

Option 2:

- People placed in part-time employment leading to full-time employment
- Tasks undertaken free for local clubs and not-for-profits

Option 3:

- Fifty people with continuing employment and additional training.

9.4 Work Plan

Option 1: Growth Opportunity Expo

A detailed work plan is attached in Appendix A.

Option 2: Skills Shed

A general outline of the establishment phase is shown below with more detail in Section 10: Project Management.

No	Work Package	Discipline
1	Consultation, market research	Determine the need and demand for the project
2	Research similar ventures	Ensure that there is not already a similar system in place that can be adopted, including an arrangement with a labour hire company
3	Develop procedures	Develop a brief for a programmer
4	Develop training	Assemble training courses list and schedule, timings, recognition
5	First placements	Place the first staff in roles
6	Operation	General operation phase
7	Review after 8 – 10 months	Review process and identify efficiencies – determine if program to be extended

The process above is based on finding a suitable application or arrangement with a labour hire company. The project will need to be reassessed if no suitable software or process is available and needs to be developed through an alternative avenue.

Option 3: Future Workforce Resilience Model and Demonstration

A general outline of the establishment phase is shown below with more detail in Section 10: Project Management.

Step	Task	Details
1	Establish project team	Gain support for the concept
2	Tender process for labour hire company	Design and manage the tender process noting that a streamlined process may be possible, with a select tender process to target local labour hire
3	Induction, process	Establish systems and processes, contracts, insurances and remuneration Assemble job sheets
4	Transition	Begin moving people into roles
5	Develop training	Assemble training courses list and schedule, timings, recognition
6	First placements	Place the first staff in roles
7	Operation	General operation phase.
8	Review after 8 – 10 months	Review process and identify efficiencies – determine if program to be extended
9	Re-establishing original workplace	Ensure a smooth transition to the original place of employment

The above is a high level work plan for a complex project. More detail should be developed once a project has been established.

9.5 Budget

A number of the major areas of work identified above will need to be carried out:

Option 1 Budget: Growth Opportunity Expo

Item	Provider	Quoted
Venue hire	Goondiwindi Regional Council	Sponsored
PA systems, furniture	Part of venue hire	*As above*
Insurance	Additional event onto E&C public liability insurance	$200.00
Additional cold rooms (potential)	Qld Hotel has three available at once	$100 each for 1 day hire ($70 per day after that)
Busses for tours (Cotton tour quoted on, Art/Town tour maybe we can include this??	Goondiwindi Cotton	11 seater: $40 pp 40 seater bus: $500 total
People to run the tours	Goondiwindi Cotton	Inclusive in above
Speaker fees	Speakers x 8	$1,600.00
Workshop facilitation fees	E&C	$1,800.00
Couches for speed dating round	Hire and delivery and pick up	Can be $200 to hire from Toowoomba for one lounge – maybe just use chairs at venue and create a cool atmosphere
Advertising (print posters and digital advertisements)	My Design and E&C	$800.00
Project management costs: • Coordination • Booking, organising speakers, etc • Graphic design (branding, promotions, registration forms, feedback forms, agenda, event website, Eventbrite)	Chamber to apply for funding and auspice PM to Engage & Create Consulting (there will also be a volunteer committee)	$13,440
Organising a bus/accommodation for university students could be a great way to attract stallholders and mentors to be involved		Universities can organise own busses (one from USQ, one from UQ and one from Armidale UNE). Project potentially funds 50% accommodation costs – 150 people @ $120 per night = $18,000
Catering	Morning and afternoon teas	$20 / head for both x 300 =

	provided: Larder/Urban	$6,000.00

Option 2: Budget is the numbering in this table correct?

Item	Provider	Quoted
App/IT	TBD Purchase access to existing software or app	$10,000
Insurance	Assumed approximately $300 per worker per year. 20 workers in one year.	$6,000
Coordinator	TBD – Social enterprise part-time worker (additional hours for an existing worker)	$25,000
TOTAL		$41,000

Option 3: Budget: Future Workforce Resilience Model and Demonstration

Item	Quoted
Wage costs	*$1,352724*
Travel costs	*$87,600*
Project material costs	$110,000
Subsidised training costs	$225,000
Miscellaneous/Contingency	$50,000
TOTAL	$1,825,324

Please see attached budget.

9.6 Other Resources

There are a number of options for funding the above packages can be identified and may include:

- Building Better Regions Fund with two streams for 'Infrastructure Projects' and for 'Community Investments' - https://www.business.gov.au/assistance/building-better-regions-fund
- Building Better Regions Fund with two streams for 'Infrastructure Projects' and for 'Community Investments' - https://www.business.gov.au/assistance/building-better-regions-fund
- Goondiwindi Regional Council may provide an in-kind contribution, with the project manager to be a member of the GRC staff.

- There may be potential to fund the Skills Shed through the Queensland Social Entrepreneur Grants with funding from $5,000 up to $50,000 for a range of projects including valuable training, mentoring, business and strategic planning, marketing, branding or digital strategy development, website upgrades or technology for e-commerce - http://www.desbt.qld.gov.au/socialenterprise.

10 Project Management Framework

10.1 Governance

The project will be overseen by a Steering Committee with representatives from the key funding bodies including (for example and subject to funding):

- Department of Employment, Small Business and Training.
- Inland Rail (as the potential provider of funding for workforce development)
- Other funding bodies
- Sam Noon, GRC (Coordinator)
- Rebecca Morissy (GRC)

The project will also have a project team responsible for delivering the project with a number of models suggested below including Model 1 with a new structure altogether and Model 2 utilising a Council-based project manager and labour hire company to manage systems.

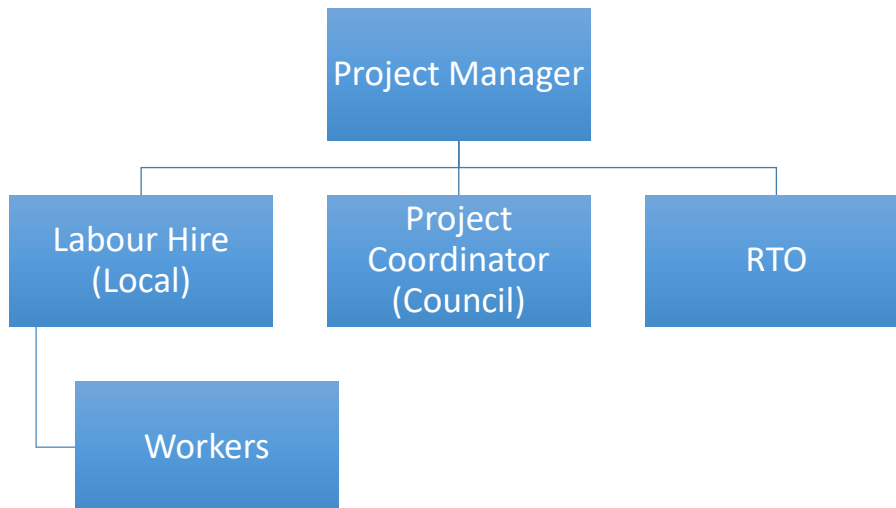Model 1: Potential structure: Establishment of a new delivery team:
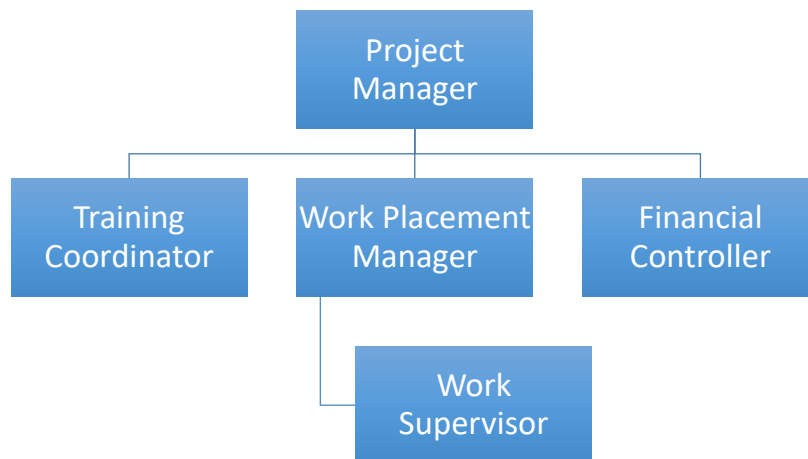
Model 2: Potential structure: Utilising labour hire company and Project Manager housed in Council.

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                    ┌─────────────────┐
                    │ Project Manager │
                    └────────┬────────┘
          ┌──────────────────┼──────────────────┐
  ┌───────┴───────┐  ┌───────┴───────┐  ┌────────┴───────┐
  │  Labour Hire  │  │    Project    │  │      RTO       │
  │    (Local)    │  │  Coordinator  │  │                │
  │               │  │   (Council)   │  │                │
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          │
  ┌───────┴───────┐
  │    Workers    │
  │               │
  └───────────────┘
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These roles would be as follows:

- Project Manager: Responsible for delivery, reports to Steering Committee
- Training Coordinator: Ensures training is delivered to employees
- Work Placement Manager: Coordinates placement of employees at work sites
- Financial Controller: Ensures financial compliance, payment of participating businesses
- Work Supervisor: Liaises between worksites, employees and Work Placement Manager to ensure on-ground delivery.

To reduce overheads and ensure that most funds are applied to achieving project outcomes, it is anticipated that these positions will be employees from within the pool of people seeking placement through the program.

10.2 Project and Quality Management

A detailed project plan will need to be prepared, incorporating a number of factors including:

1. Organisational Impact: How the work undertaken during the project will impact on the organisation and how these impacts will be addressed
2. Outcome Realisation: How outputs will be managed once they are delivered, and who will be accountable. This may change as the project evolves
3. Quality Management: Define suitable standards, requirements and best practices for the project to deliver against, and the internal quality requirements
4. Post-project Review: How the group will capture the lessons learnt throughout the project and what review will be done to assess whether the initiative delivered the intended benefits.

The Project Manager will need to ensure that the final project developed is robust and based on sound science. Financial analysis should be sufficiently robust to allow decision making, so initial consultation should occur with potential funders and financiers about the level of detail required.

Appendix A: Careers Expo Details

Goondiwindi Careers Expo

Activity Details

Activity + Outcomes	Aimed at	Details
Interactive career sessions: Hands on sessions give true insight into the daily activities of that job/industry	High school students, anyone looking for a career change	Make a bouquet with a florist, craft your own coffee with a barista, weld joins, cook – you get hands on with local professionals doing what they do best
Career speed dating: Personal, prompted discussion, deeper than stall holders, opportunity for mentoring/work experience, connections, etc)	High school students, anyone looking for a career change, people wanting to move to Goondiwindi and chat with potential employers, etc	Students get 5 minutes one on one with local professionals and business owners to ask questions, gain deeper understanding than passing by a stall and picking up a pamphlet. Eg. participants will be given palm cards of 5 questions to ask if they are unsure or shy, etc
Workshops: Understanding of personality type and how to use it to better their work/study/relationships, identify key skills and passions, decision making skills and tips	Everyone	Myers Briggs Type Indicator personality testing and a vision/ identifying passions/skills/decision making workshop
Panel sessions: Insights into running businesses in Goondiwindi, working in great businesses/climbing the corporate ladder in the bush etc, opportunity to ask questions	Everyone	2 – 3 facilitated panel discussions throughout the day: one with local business owners, one with local entrepreneurs/online based businesses and one with local individuals exceeding in or simply loving their careers. They will answer key questions to give the audience insights into starting, running businesses in regional areas, working in regional businesses and other options as online businesses, etc. Audience can ask questions at the end too

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Networking event: Connections, relationships, showing off Goondiwindi hospitality	Everyone except school students	We envisage a collaboration between the Gundy Young Guns and the Goondiwindi Innovation Network to host a networking event – potentially at Urban Quarter or a 'progressive' drinks and dinner across a few key restaurants/pubs, opportunity for university students, employers, employees, people looking for a career change to keep the conversations and connections going
Town/Farm Tours: Showcasing Goondiwindi and agriculture as our primary industry	Everyone	Potential to have 2 x bus tours operating: an agriculture/farm focussed one with town tour and another more town/art/ tour
Challenges!	Everyone	Interschool challenge, Cook off, Tyre fitting challenge Feasibility of these activities needs to be explored

Appendix B: Risk Analysis

As a pre-feasibility level business case, this is an initial consideration of risks, and strategies that can be put in place, and investigations into further work to mitigate these risks.

Option 1: Skills Expo

Major risk and what does it do to the project?	Mitigation strategy
Flexibility: May present a challenge to organisers, as more regular liaison and organisation would be required to ensure that the work experience program is flexible enough to make it work	Consult with BRET members on the most suitable way to maintain communications with employers to be able to provide opportunities for students.
Expo organisation: Provide sufficient resources	Seek funding or in-kind support prior to committing to ensure the project can be developed to suit the budget. Pre-determine the level of funding and contributions that complete sentence
Employers attending Expo: Encouraging the region's employers, leaders and experienced professionals and tradespeople to be available for the Expo and subsequent mentoring	Ensure local employers are consulted on the structure and organisation of the expo. Consider streaming employers and student visitors during the day to match skills and interests (such as health, agronomy, hospitality) so that students that are more interested in those fields could attend and meet relevant people. It manages the time that employers would attend too, though may increase organisational effort.
Public liability and child safety	The flexibility of the program may present challenges to organisers, knowing where students are at various times rather than a structured week. Employers may need blue cards if taking students to conferences or on work trips. Consult with BRET.

Option 2: Skills Shed

Major risk and what does it do to the project?	Mitigation strategy
Organisation and administration time too high to justify placements	Consider additional models where: • An employer who has made an offer to a new member of staff to move to Goondiwindi may pay a small amount to the Skills Shed which could assist in placing their spouse in work • Skills Shed develops close working relationships with employment agencies to source staff for placements.
Becomes a source of cheap labour	Establish a mechanism to ensure that people on the register are offered work rather than being asked to contribute time voluntarily.

Option 3: Future Workforce Resilience Model and Demonstration

Major risk and what does it do to the project?	Mitigation strategy
HR/IR	Council HR departments may not be able to manage people with contracts as quickly. Person stays employed by primary employer and employer sends invoice to Council as contracted time (ie Landcare to council used to do this). If people get a second employment, they might need to be paid accordingly
On-the-job accidents and injuries	Work out who covers insurances if something happens on the job.
Work not being meaningful (ie not a work for the dole program)	Align work programs with the skills sets and interests of the participants.
Businesses not knowing how to approach the subject with employees	Ongoing consultation with project manager and have resources on hand to help with this.
Too many people interested/ capped funding?	It is in the community's best interest that as many people as possible participate in the program, and the project manager should endeavour to achieve this as much as possible. It is a possible that the EOIs will out-number positions available, and a suitable selection criteria will have to be developed in consultation with the project manager and host organisation (labour hire).
Businesses taking advantage of the contracted time	Legal agreements will have to be drawn up and signed for each participant/participating business.
Establishing pay scale	Will it be Capped/standard for every single person regardless of existing payrates - as per signed agreement
How long can it last?	Can we link these jobs into other working groups – for eg: tourism? Tours? Linking in to future developments: Inland rail, bypass, This is a pilot program: 12 months only Also, the people participating in it are going to be upskilled,

	not just "kept busy" so they are more likely to be employed on a full time basis after participating
Are businesses "putting off" people correctly?	Is that part of this program, or should it go somewhere else?
Competing with local existing businesses, eg. Council not funding a random person to paint a community hall instead of the local painter doing it	Good project management and possibly collaborating with local business (eg. painting a community hall – working with a local painting business to achieve the project outcome, ie the program participants are supervised by the painting contractor).
Who manages this?	Federal Gov $$ to local councils then councils subcontract to for eg. Waggamba landcare, GTT etc etc Do we need up to 5FTE (across finance, admin, management, HR etc etc)
How many people are expected to be involved with the program? 50 PT over a 12 month period	1 project manager and 1 admin
The skills are not matched with regional demand (now to ten years time)	The Goondiwindi Regional Council has been involved in the Regional Skills Investment Strategy (RSIS). Research from the program indicates that future skill needs lie within the health and community care, construction and ag tech industries. The training and work experience that is completed by program participants will fit within this scope and ensure the continued employability of the participants at the conclusion of the program.
Community awareness	Develop a strategy for Good publicity – keep Council and investors informer
Is it too late for this project? Has the need superseded the timing of this project?	Results from the GRC drought survey indicate that local employers estimate they have reduced their workforce by 13% over the last 12 months and are expecting to further reduce their workforce by 24% over the coming 12 months should the drought continue. This indicates that this project would still be effective, if it is implemented as early as possible.
Public perception that it is just for farmers	Good community consultation and publicity.

Appendix C: Demographic Information

Goondiwindi Growth Working Group Action Item 4: *Demographics Report – Key Statistics*	
Goondiwindi Regional Council	
About the area	
Population	10,728 (ABS ERP 2018)
Local jobs	5,519 (NIEIR 2018)
Largest industry	Agriculture, Forestry and Fishing (NEIR 2018)
Local businesses	1,929 (ABS 2018)
Employed residents	5,344 (NIEIR 2018)
Land use	The Goondiwindi Regional Council area is predominately rural, with urban areas in a number of townships. The Council area encompasses a total land area of approximately 19,300 square kilometres. Rural land is used largely for agriculture, particularly cotton and grain growing, and sheep and cattle grazing, with forestry also being an important industry. The Barwon, Cunningham, Gore, Leichhardt and Newell Highways serve the GRC area.
Population	
Annual change in Estimated Resident Population (ERP)	-0.39% (2018 – 2017) See Appendix 1
Gross Product	
Gross Regional Product	$728m (NIEIR 2018)
% change from prev year	+1.2% (NIEIR 2018)
Value Added	
Value Added by industry sector (2017/2018)	Agriculture, Forestry and Fishing $229.9m (37.3 %) Electricity, Gas, Water and Waste Services $40.6m (6.6%) Construction $39m (6.3%) Health Care and Social Assistance $38.3m (6.2%) Retail Trade $35.1m (5.7%) (NIEIR 2018) See Appendix 2
Businesses by Industry	
Registered businesses by industry	Agriculture, Forestry and Fishing – 877 (45.4%) Rental, Hiring and Real Estate Services – 203 (10.5%) Construction – 173 (9%) (ABS 2018) See Appendix 3

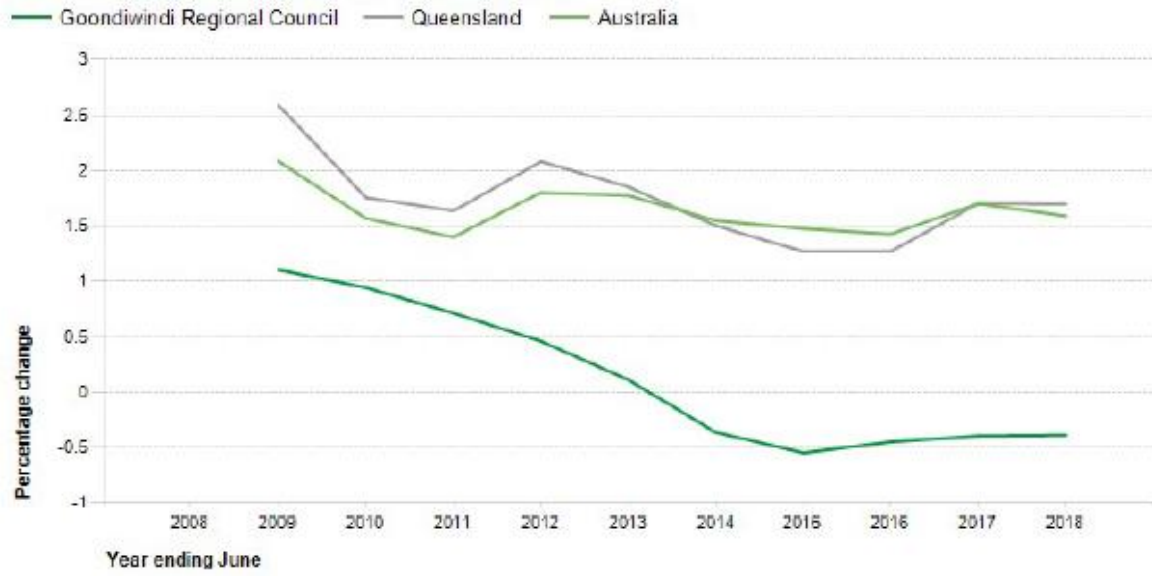|			
Contribution of GRC area to wider economy - % of QLD	Employment - 0.2% Output/Total Sales – 0.2% Exports (domestic) – 0.4% Exports (international) – 0.1% (NIEIR 2018) See Appendix 4		
Jobs:Workers Ratio	1.03 (All industries) Industries with high jobs: workers ratio: Construction (1.28) Electricity, Gas, Water and Waste Services (1.28) Arts and Recreation Services (1.13) Rental, Hiring and Real Estate Services (1.12) Wholesale Trade (1.12) (NIEIR 2018)		
Local Workers Key Statistics (all data from ABS 2016 Census)			
Males Females	52.8% 47.3%		
Qualifications Bachelor or higher degree Advanced Diploma or Diploma Certificate Level No qualifications	15.9% 10% 25.7% 45%		There is a growing number of people living and working in the Goondiwindi Region who do not hold a formal qualification (45% 2016 compared to 35% 2011), and smaller percentages of local workers with qualifications.
Local Workers Field of Qualification No qualification Engineering and related technologies Management and Commerce Agriculture, Environmental and Related studies Health	 45% 10.1% 8.6% 7.2% 6.6%		See Appendix 5
Weekly Income Less than $500 $500-$1,749 $1750+	 20.4% 67.6% 9.8%		
Local Workers Age Structure 15-24 years 25-34 years 35-44 years 45-54 years 55-64 years 65+ years	**Goondiwindi** 13.5% 19% 19.2% 22.4% 18.7% 7.3%	**Queensland** 15.6% 21.8% 21.9% 21.8% 14.8% 4%	There is a lower proportion of people in the younger age groups (15-44 years) and a higher proportion of people in the older age groups (45+ years).
Characteristics of the unemployed (all data from ABS 2016 Census)			

Unemployment Rate	3.7%	An increase of 0.7% from 2011 – an implication of the ongoing drought conditions? There has been a dramatic increase in unemployment in the last quarter of 2018 – See Appendix 6
Gender Male Female	57.2% 42.2%	
Age Structure 15-24 years 25-54 years 55-64 years 65+ years	30.5% 53.5% 13.4% 0%	
Qualifications Bachelor or higher degree Advanced Diploma or Dip Certificate Level No qualifications	5.3% 4.3% 21.9% 63.1%	
Field of Qualification Engineering and Related Technologies Management & Commerce Ag, Environmental and Related Studies	9.6% 8% 3.7%	

Appendix 1

Estimated Resident Population (ERP)

— Goondiwindi Regional Council — Queensland — Australia

Year ending June

Appendix 2

Value added by industry sector 2017/18
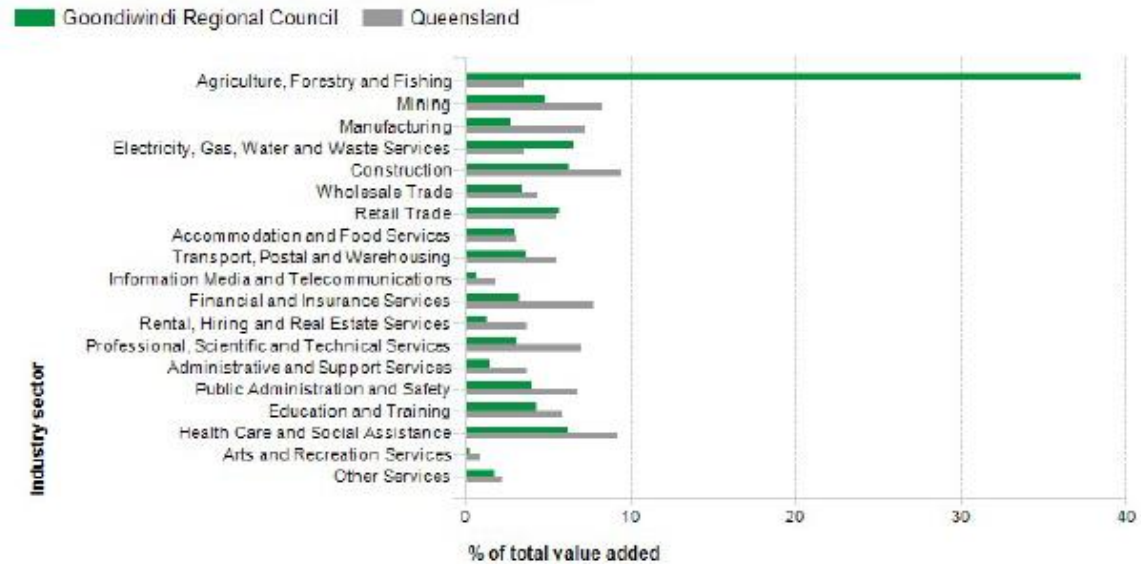
■ Goondiwindi Regional Council ■ Queensland

% of total value added

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Appendix 3

Registered businesses by industry 2018

Total registered businesses

■ Goondiwindi Regional Council ▨ Queensland

Appendix 4

Economic output by destination

Goondiwindi Regional Council - All industries

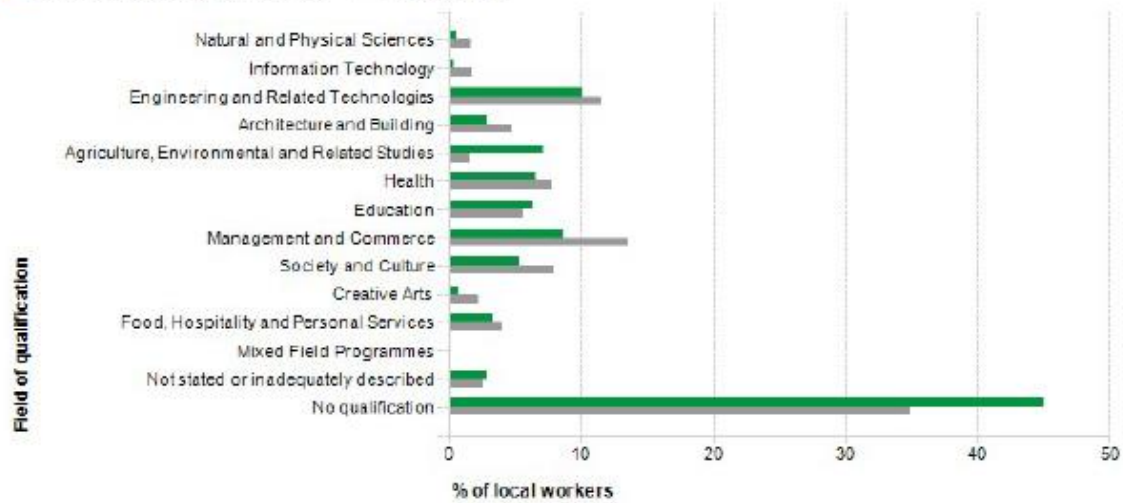■ Exports (domestic) ■ Exports (international) ■ Local Sales
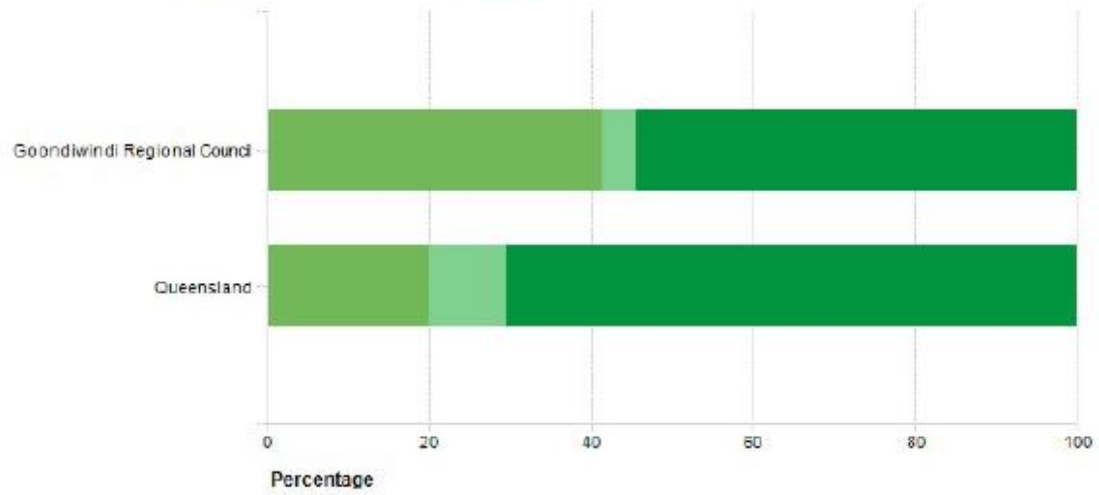
Percentage

Appendix 5

Local workers field of qualification, 2016

Goondiwindi Regional Council - All industries

■ Goondiwindi Regional Council   ■ Queensland
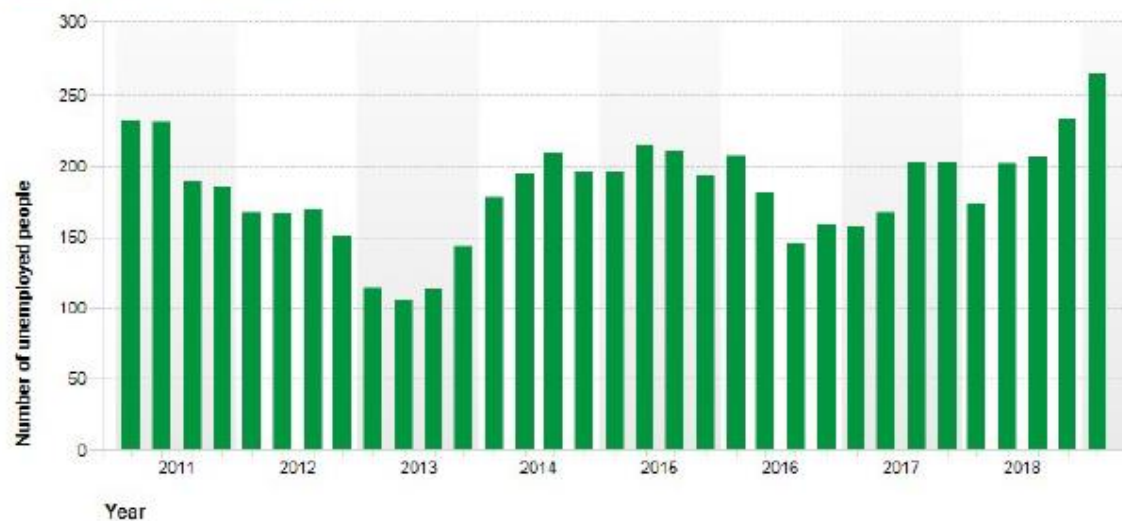

% of local workers

Source: Australian Bureau of Statistics, Census of Population and Housing, 2016
Compiled and presented in economy.id by .id, the population experts.

Appendix 6

Quarterly unemployment

■ Goondiwindi Regional Council

Source: Australian Bureau of Statistics, Labour force survey, catalogue number 6202.0, and Department of
Employment, Small Area Labour Markets, December 2018. Compiled and presented in economy.id by .id the
population experts.