Department of Planning and Community Development

Procurement for Social and Economic Development Outcomes in Local Communities

Mapping and Analysis Methodology

October 2011

1.   Introduction

Rationale and purpose of this methodology

There is an increasing focus in local government on the role of procurement in delivering community and council objectives.   With Victorian councils spending approximately $3 billion annually to purchase goods and services[1] there is an opportunity to use this spending power to meet councils' social, economic and environmental objectives. The term used to describe this approach is 'social procurement'.

This methodology will support councils to use social procurement to achieve social and economic objectives. It does this by providing a framework for mapping and analysing the opportunities to create employment and training outcomes for targeted disadvantaged communities.

What is social procurement?

Social procurement involves using purchasing power to generate positive social outcomes, in addition to the delivery of efficient goods, services and works. Social procurement strategies can be used to support:
* the achievement of social policy objectives
* the achievement of social outcomes as part of the 'value for money' focus in purchasing frameworks
* strengthening economic development opportunities in local communities.

Examples of social procurement include:
* employing local workers and/or providers
* encouraging participation in procurement by diverse providers, including social enterprises
* incorporating social benefit objectives, outcomes and requirements into procurement
* purchasing fair trade products
* supporting ethical supply chains.

Benefits of social procurement

Social procurement allows councils to:
* create training and employment opportunities through the councils' procurement processes, clauses and specifications in contracts, particularly in relation to local government areas or disadvantaged groups which have been excluded from employment
* encourage local economic development and growth, thereby ensuring sustainability
* promote fair and ethical trade, thereby ensuring that supply chains do not harm people or environments
* engage small-to-medium enterprises, social enterprises and ethnic minority businesses to provide them with the same opportunities as other businesses, including the ability to engage in procurement processes
* secure a council's reputation and leadership in recognising and implementing corporate social responsibility initiatives in the public sector[2].

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[1] Department of Planning and Community Development (2010) *Social Procurement: A Guide for Victorian Local Government*

[2] Church, C. and McHarry, J. (2006) "The impact of Procurement Policy and Practice on Social Sustainability" from http://www.socialtraders.com.au/library/social-firms-1

Context for this methodology

This methodology is part of the **Expert Support Program: Social Procurement in Practice Program** (the program). The program is a partnership between Local Government Victoria and the Community Development Division of the Department of Planning and Community Development, the Department of Human Services and Social Traders.

The program was initially designed as a pilot project to provide eight Victorian councils[3] with practical assistance in developing their social procurement capacity, however, enthusiasm for the project resulted in the development of a broader toolkit, designed to provide practical tools for all Victorian councils. The other elements of the toolkit support councils to develop strategies for:
• Awareness and Engagement
• Employment and Training.

The toolkit builds on the Victorian Government's **Social Procurement: A Guide for Victorian Local Government** (the guide), which was developed to support Victorian councils to increase their capacity to deliver effective social outcomes through their procurement processes. The guide forms part of the Procurement Excellence Program led by Local Government Victoria - supporting the development of good practice procurement across the Victorian local government sector.

Focus and scope of this methodology

The focus of this methodology is to provide a framework for analysing the opportunity for social procurement at the local level.   It is intended to assist council officers to:
• identify training and employment opportunities for targeted disadvantaged communities (this may be population groups or social housing clients) which can be generated through the procurement process
• analyse the 'readiness' of the local community to respond to future social procurement opportunities.

The methodology identifies what a council needs to know to bring social procurement into the community. It sets out a process for establishing a framework that:
• identifies key local unemployment issues and disadvantaged groups
• maps forecast investment projects that offer the potential for social procurement activities and interventions (employment/skills demand)
• maps existing and emerging social benefit suppliers, SMEs and service providers involved in job readiness and skills development (job readiness/skills development)
• maps existing skills and skills gaps (people looking for work) against the identified demand (job readiness/skills supply)
• identifies and analyses the opportunity to plan for social procurement activities directed to creating employment and training opportunities for targeted disadvantaged groups.

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[3] Benalla Rural City Council, Brimbank City Council, Darebin City Council, Glenelg Shire Council, Hume City Council, Maribyrnong City Council, Moonee Valley City Council and Whittlesea City Council

Planning for a social procurement approach

A social procurement approach can trigger a range of activities to achieve local social and economic development outcomes, ranging from small internal council initiatives to more complex employment and training projects involving a number of stakeholders. The opportunity for social procurement activities will vary for each council as will the level of impact of specific activities depending on the local procurement environment and the social infrastructure of the local community. *(Figure 1)*

SOCIAL PROCUREMENT ACTIVITY MATRIX

LOCAL SOCIAL & ECONOMIC DEVELOPMENT OUTCOMES

High Impact

SOCIAL PROCUREMENT ACTIVITIES

Creation of purchasing agreements or partnerships (for example, an MOU for recurrent purchases)

Inclusion of social procurement clauses in major local government infrastructure projects (for example, maximum number of unskilled jobs)

Traineeships, cadetships, apprenticeships targeted to communities

Purchasing services (one-off) from local enterprises

Supporting local SMEs by (one-off) purchasing from local suppliers (for example, catering, stationery, etc.)

Employment strategy for target groups (for example,. training for recruiters, reconciliation action plan)

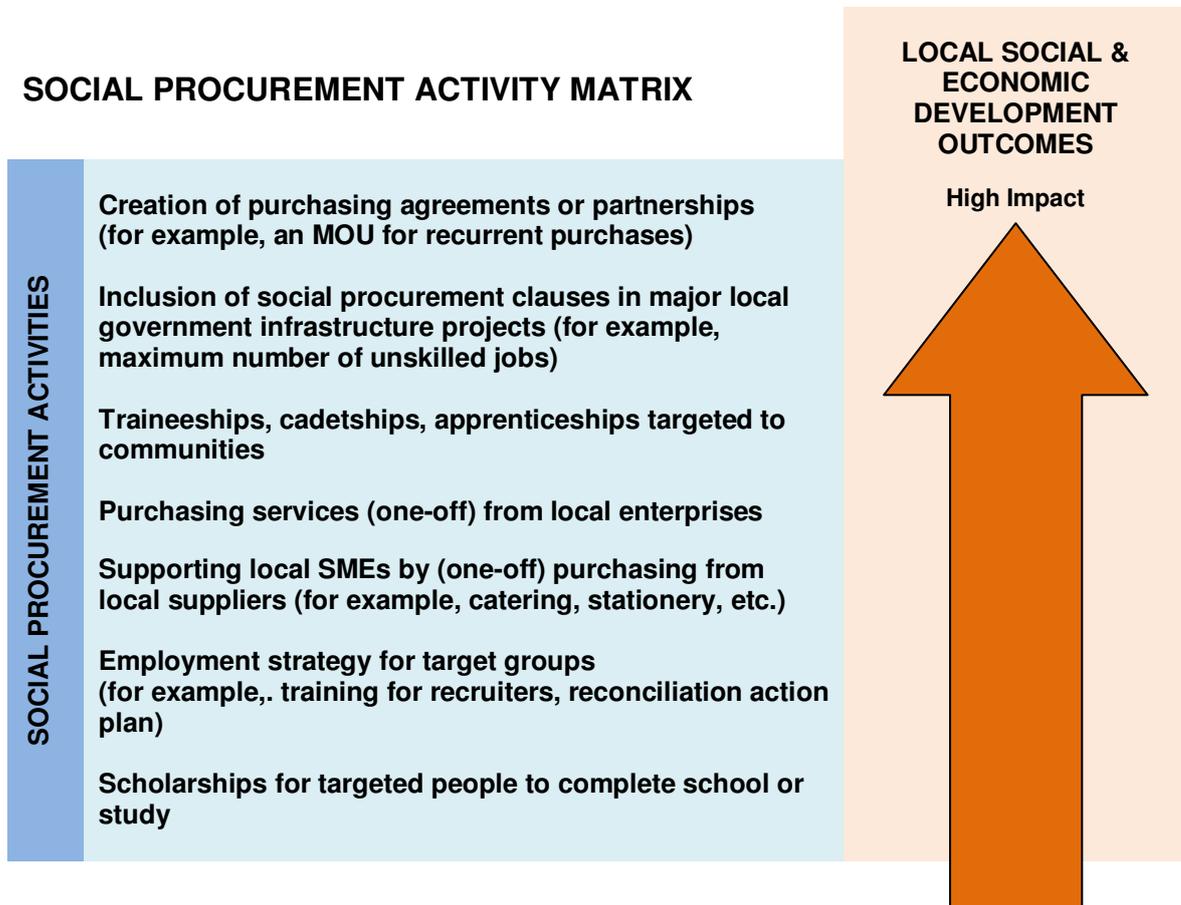**Scholarships for targeted people to complete school or study**
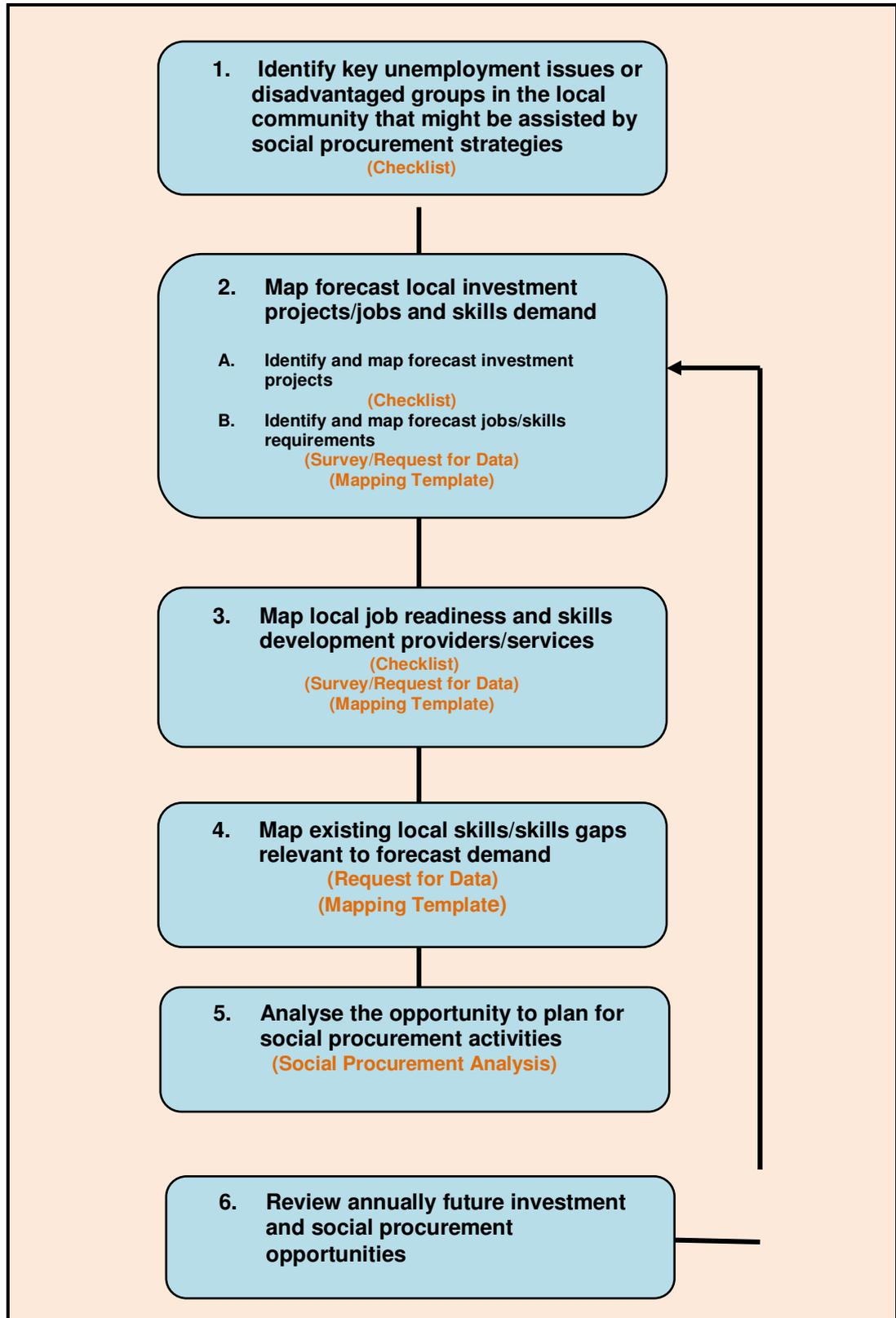
Figure 1: Social Procurement Activity Matrix

Having completed the mapping and analysis exercise, councils will need to consider the identified opportunities in the context of internal procurement policies, priorities and the capacity to implement and drive initiatives. For some councils, a pilot program or small internal initiative may be the starting point whereas for others, a more complex employment and training program might be a viable option.

Glossary

A glossary of terms is provided at *Appendix F*.

2.   Methodology Flowchart

Methodology for Mapping and Analysing Local Opportunities for Social Procurement:

1.   **Identify key unemployment issues or disadvantaged groups in the local community that might be assisted by social procurement strategies**
   (Checklist)

2.   **Map forecast local investment projects/jobs and skills demand**

   A.   **Identify and map forecast investment projects**
      (Checklist)
   B.   **Identify and map forecast jobs/skills requirements**
      (Survey/Request for Data)
      (Mapping Template)

3.   **Map local job readiness and skills development providers/services**
      (Checklist)
      (Survey/Request for Data)
      (Mapping Template)

4.   **Map existing local skills/skills gaps relevant to forecast demand**
      (Request for Data)
      (Mapping Template)

5.   **Analyse the opportunity to plan for social procurement activities**
      (Social Procurement Analysis)

6.   **Review annually future investment and social procurement opportunities**

3.   Step by Step Methodology

STEP 1   Identify key unemployment issues or disadvantaged groups in the local community

Step 1 Identify key unemployment issues or disadvantaged groups in the local community	Step 2	Step 3	Step 4	Step 5	Step 6
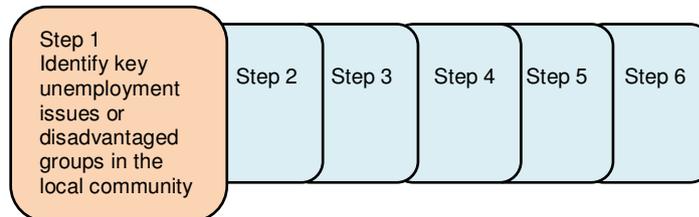
The first step in reviewing the opportunity for social procurement at the local level is to **identify the key (one or two) local unemployment issues or disadvantaged groups** that exist within a local community that might be assisted by social procurement strategies:

> **EXAMPLES of unemployment issues or disadvantaged groups that might exist at the local level include:**
> - Unemployment amongst specific community cohorts (youth, newly arrived migrants)
> - Long term unemployment
> - The newly retrenched and older workers
> - Indigenous disadvantage
> - Disadvantage amongst people with a disability…etc.

Research the issues for the local community using any of the following sources:
- existing Council Community/Demographic Profiles documented in profile:id, the Council Plan, Community Plan or Municipal Public Health Plan
- discussion with internal community development, community services, and economic development managers/staff
- the Melbourne Atlas and Regional Matters – An Atlas of Regional Victoria (DPCD) which includes a wide range of social, environmental and economic indicators (population, work, skills etc.) compiled across Victorian Government in two atlases – one for metropolitan Melbourne and the other for regional Victoria.
 Find at: Department of Planning & Community Development.

For a detailed list of organisations, data and research to help with this step, see *Appendix A.*

> **TIP**
> This exercise might form part of council's planning process and may be undertaken as a one-time stand alone project within the community planning, community development or corporate planning functions.

STEP 2   Map forecast local investment projects/jobs and skills demand

Step 1	Step 2 Map forecast local investment projects/jobs and skills demand	Step 3	Step 4	Step 5	Step 6
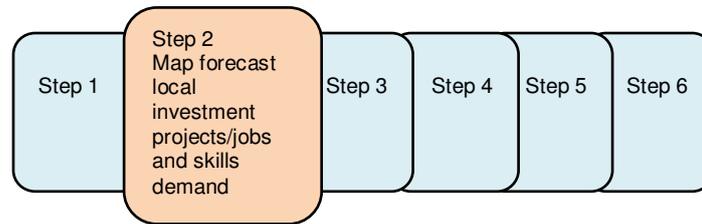
This step aims to identify and map forecast investment in the context of future infrastructure (capital) or service (operating) projects that offer an opportunity to plan for social procurement.

The methodology focuses on projects for implementation in the:
• short term (6months-1year)
• medium term (2 years)
• long term (2-5 years).

What constitutes a project of interest for one council may not apply in another municipality where the social infrastructure, desired economic development outcomes, council priorities and policies differ. In some instances a small local project might offer the opportunity for a pilot program or low profile internal initiative as a starting point, whereas a large-scale long term infrastructure project may identify opportunities for more complex strategies delivering multiple outcomes.

CASE STUDY: Dandenong Pop-Up Park
VicUrban took a social procurement approach to enable young disadvantaged people to work on the Dandenong Pop-Up Park project. The project involved construction of two small-sided soccer pitches, a community garden and barbecue as a relocatable recreational facility opposite Dandenong Railway Station.

VicUrban partnered with Mission Australia to provide 24 traineeships for disadvantaged and unemployed young people through the project, some of whom have gone on to apprenticeships or full-time employment and all of whom have gained credit towards their Certificate II in Horticulture. Mission Australia is now maintaining the facility.

The project was a key element of VicUrban's Revitalising Central Dandenong initiative. It was funded through a $482,000 Victorian Government Community Support Fund grant which was complemented by $608,000 from the Australian Government Jobs Fund. A number of private sector suppliers also donated product or in-kind support.

Step 2A   Identify and map forecast investment projects

• Use the **Checklist** (*Appendix B*) as a guide to research potential investment sectors to identify both infrastructure (capital) and service (operating) projects planned for the local area in the upcoming 1-5 year timeframe.

> **TIP**
> Starting points to identify forecast investment projects include:
> • Consult internally with functional managers in key areas (for example, economic development, infrastructure/engineering, and environment/waste) for details of forthcoming council, State/Federal Government or private sector projects.
> • Contact the relevant Regional Development Australia Committee.
> • Contact the Industry Capability Network (ICN)(Victoria) in your region.
> • Contact the regional Victorian Business Centre (Regional Development Victoria) or local Regional Development Victoria representative.

> **TIP**
> The industry groups set out in Figure 2 below provide a reference point for researching and identifying specific projects.

Industry Groups	
Agriculture, forestry & fishing	Financial and insurance services
Mining	Rental, hiring and real estate services
Manufacturing	Professional, scientific and technical services
Electricity, gas, water & waste services	Administrative and support services
Construction	Public administration and safety
Wholesale trade	Education and training
Retail trade	Health care and social assistance
Accommodation and food services	Arts and recreation services
Transport and storage	Other services
Information, media and telecommunications	

Figure 2: Industry Groups (as referenced by the Australian Bureau of Statistics)

- Enter details of relevant projects in Part A of the **Social Procurement Environment Template – Jobs/Skills Demand** *(Page 10 & Appendix G).*

> **EXAMPLE PROJECTS:**
> - XYZ Council is about to introduce a new two year waste management contract that forecasts demand for a number of jobs that will offer local employment opportunities.
>
> - A State Government Department is planning to construct a multi-million dollar pipeline in the local/regional area that will generate substantial job/skills requirements in the longer term (2-5 years).

Step 2B   Identify and map jobs/skills requirements for forecast investment projects

- Identify and map the employment and skills requirements associated with the future investment landscape identified in Step 2A through:
  - Desktop research - initial research identifying the project may indicate employment/skills requirements or provide links for further research.
  - Consultation/liaison with the project manager - contact and consult (phone/email/interview) the relevant representative (for example, human resources manager) of the organisation managing or overseeing the project regarding potential employment/skills requirements.

- Use the **Request for Data Template** (*Appendix C*) to request and record project information and jobs/skills requirements.

> **TIP**
> Use the introductory summary at the start of the document as part of the email/conversation to outline the purpose of the request for data.
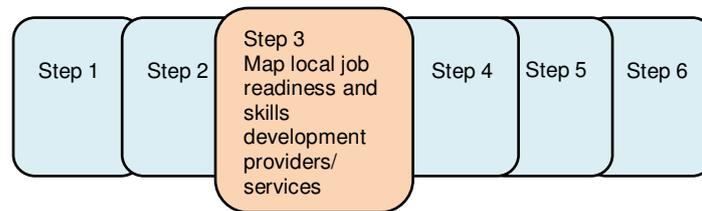
> **TIP**
> Consider creating the Request for Data questionnaire as an online survey/questionnaire using the software tool 'Survey Monkey'.

- Enter details of jobs/skills requirements for each project in Part B of the **Social Procurement Environment Template – Job/Skills Demand** (*Page 10* and *Appendix G).*

Step 2: Social Procurement Environment Template – Job/Skills Demand *(see Appendix G for excel format)*

PART A: FUTURE INVESTMENT PROJECTS / Project Manager/ Project Nature/ Timeframe (Short/Medium/ Long Term)	JOB GROUPS & SKILLS CATEGORIES																						
	Managers					Professionals					Technical & Trade	Community & Personal Care			Clerical & Administrative					Sales		Machine Operator/ Driver	Labourer/ Unskilled Labour	Other
	Business Management	Project Management	Financial Management	Strategic	Other	Engineering	Marketing	Finance	Design/Graphic	Other	Specify	Aged Care	Child Care	Other	Research	Data Entry	Spreadsheet	Word Processing/ Clerical	Other	Customer Service	Interpersonal	Specify	Specify	Specify
PART B: JOB/SKILLS DEMAND FORECAST																							
(Step 2A)	*Tick/enter job/skills in demand (Step 2B)*																						
Example: Short Term *(6-12 months)* ***XYZ Council*** *Waste Management Contract*																						Waste Truck Drivers	Rubbish Collectors	
Example: Long Term *(2-5 years)* ***State Government Department*** *Pipeline Construction*		✓	✓								Electricians											Backhoe/ Bulldozer Operators Truck Drivers	Labourers	

STEP 3   Map local job readiness and skills development providers/services

| Step 1 | Step 2 | Step 3 Map local job readiness and skills development providers/ services | Step 4 | Step 5 | Step 6 |

This step aims to identify and map existing and emerging social benefit suppliers, small-medium enterprises (SMEs) and service providers involved in job readiness and skills development in the local community.

In addition to informing the social procurement mapping process, the information generated by this exercise will establish a provider database as an ongoing council resource.

• Use the **Checklist** (*Appendix D*) as a guide to identify existing or emerging job readiness and skills development providers in the local community.

> **TIP**
> In the case that particular types of providers do not exist in the local area (for example, TAFE Institute), consider providers in neighbouring municipalities or regionally that may provide services accessible to the local community.

• Information relating to the organisation and the range of specific providers can be identified as part of a **Survey/Request for Data** (*Appendix E - Part 1 & 2*) that can be conducted by phone, email or personal interview.

> **TIPS**
> ▪ Use the introductory summary at the start of the document as part of the email/conversation to outline the purpose of the request for data
> ▪ You might add a check box to PART 1 for organisations to agree to be added to the Regional Industry Link (RIL) managed by the Industry Capability Network (ICN) (Victoria).

• Enter details of relevant organisations in the **Job Readiness & Skills Development Providers Template** (*Part 1 - Page 12 & Appendix H).*

• Enter details of the services provided in the **Job Readiness & Skills Development Services Template** (*Part 2 – Page 13 & Appendix H).*
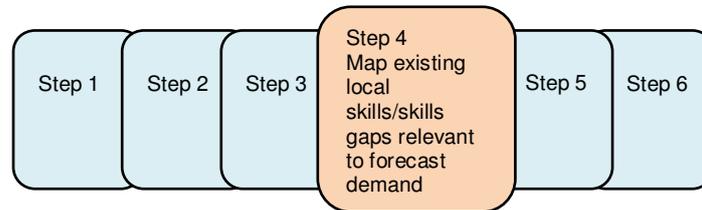
Step 3: Job Readiness/Skills Development Providers Template – Organisation Details *(see Appendix H for excel format)*

JOB READINESS/SKILLS DEVELOPMENT PROVIDERS PART 1: ORGANISATION DETAILS						
Organisation/Business Name	**Main Activity**	**Location Address**	**Postal Address**	**Phone**	**Fax**	**Contact Person/ Email**
Enter organisation details						
Examples:						
Local Government						
Technical and Further Education (TAFE) Institute						
Registered Training Organisation						
Learn Local Provider (Adult Community and Further Education)						
Group Training Organisation						
Local Learning and Employment Network (LLENs)						
Job Services Australia Provider						
Job/Employment Agency/Broker						
Social Enterprise:						
Australian Disability Enterprise						
Social Firm						
Community Enterprise						
Co-operative Social Enterprise						

Step 3: Job Readiness/Skills Development Providers Template – Services *(see Appendix H for excel format)*

PART 2: JOB READINESS/SKILLS DEVELOPMENT SERVICES																							
JOB GROUPS & SKILLS CATEGORIES																							
	Managers					Professionals					Technical & Trade	Community & Personal Care			Clerical & Administrative					Sales		Machine Operator/ Driver	Labourer/ Unskilled Labour	Other
JOB READINESS/ SKILLS DEVELOPMENT PROVIDERS	Business Management	Project Management	Financial Management	Strategic	Other	Engineering	Marketing	Finance	Design/ Graphic	Other	Specify	Aged Care	Child Care	Other	Research	Data Entry	Spreadsheet	Word Processing/ Clerical	Other	Customer Service	Interpersonal	Specify	Specify	Specify
See Step 3	*Tick/enter job readiness/skills services –Step 3*																						
Example: *TAFE Institute*	✔	✔	✔			✔	✔	✔	✔		*Electricians*	✔	✔											

STEP 4   Map existing local skills/skills gaps relevant to forecast demand

This step aims to identify both the skills and the skills gaps that exist amongst people to be targeted in social procurement strategies (*as per Step 1*).

Any identified skills or skills gaps relevant to the forecast demand for future investment projects identified in Step 2 are potential opportunities for social procurement strategies.

- Use the **Survey/Request for Data Template** (*Appendix E – Part 3 & 4*) to request specific input from job readiness/skills development providers relating to existing skills and skills gaps in the local community.

  The Template can be tailored to focus on the specific skills requirements for future investment projects as illustrated in the following example.

> **EXAMPLE**
> **JOBS/SKILLS REQUIREMENTS – FUTURE INVESTMENT PROJECT**
> **(see Appendix E)**
> A State Government Department planning to construct a multi-million dollar pipeline in the local/regional area identifies the requirement for structural engineers and electricians – specify these jobs in Part 3 & 4 of Appendix E to identify the availability or gap in these skills in the local area.

- Enter details of identified existing job skills or skills gaps in the **Social Procurement Environment Template – Existing Skills/Skills Gaps (Supply)** (*Page 15 & Appendix G).*

Step 4: Social Procurement Environment Template – Existing Skills/Skills Gaps (Supply) *(see Appendix G for excel format)*

PART C: JOB READINESS/ SKILLS DEVELOPMENT PROVIDERS	Managers					Professionals					Technical & Trade	Community & Personal Care			Clerical & Administrative					Sales		Machine Operator/ Driver	Labourer/ Unskilled Labour	Other
	Business Management	Project Management	Financial Management	Strategic	Other	Engineering	Marketing	Finance	Design/ Graphic	Other	Specify	Aged Care	Child Care	Other	Research	Data Entry	Spreadsheet	Word Processing/ Clerical	Other	Customer Service	Interpersonal	Specify	Specify	Specify
List local suppliers/ providers-Step 3	*Enter existing skills/skills gaps – Step 4*																							
PART D: EXISTING SKILLS AMONGST PEOPLE LOOKING FOR WORK																								
Examples: *JSA Provider*																						*Machinery Operators*	✓	
PART E: IDENTIFIED SKILLS GAPS AMONGST PEOPLE LOOKING FOR WORK																								
Employment Agency/Broker		**X**	**X**			**X**																		
JSA Provider						**X**					*Electricians*											*Truck Drivers*		

STEP 5   Analyse the opportunity to plan for social procurement activities

| Step 1 | Step 2 | Step 3 | Step 4 | Step 5 Analyse the opportunity to plan for social procurement activities | Step 6 |

The information identified in Step 1 and in the **Social Procurement Environment Templates** (*Steps 2 & 4 – Appendix G*) provides an overview of the local social procurement environment including:

- key unemployment issues/disadvantaged groups in the local area
- future significant investment projects planned for the local area
- forecast demand for jobs and skills associated with future investment in the local area
- job readiness and skills development provider network in the local area
- existing skills and skills gaps amongst the target group that might be linked to potential employment opportunities associated with future investment projects.

Use this information to complete the following **Social Procurement Analysis Template** to review the opportunity to plan for social procurement.

Step 5: Social Procurement Analysis Template

- What are the key (one or two) local unemployment/disadvantage issues that exist within the local community that might be assisted by social procurement strategies? *(Step 1)*

- Is a social procurement solution/s consistent with council's internal procurement policies, priorities and the capacity to implement and drive initiatives*?*

- What are the key employment/skills requirements associated with the short, medium and longer term investment landscape for the local area? (*Step 2*)

> **EXAMPLE**
>
> - XYZ Council identifies that a number of waste truck drivers and unskilled labour in the form of rubbish collectors will be required to implement a new waste management contract.
>
> - A State Government Department planning a multi-million dollar pipeline construction project identifies longer term (within 2-5 years) requirements for project and finance managers, electricians, backhoe/bulldozer operators, truck drivers and labourers.

- What are the existing skills amongst local people looking for work that might be channelled to employment opportunities? *(Step 4)*

> **EXAMPLE**
>
> The skills survey identifies a supply of unskilled labour in the local community that matches the forecast requirements of both the new waste management contract and the planned pipeline project. The survey also identifies an existing supply of machinery operation skills that might be channelled to the longer term forecast requirements of the pipeline project.

Step 5:   Social Procurement Analysis Template (cont.)

- What are the skills gaps amongst local people looking for work that offer potential opportunities for social procurement solutions?
  (Step 4)

  EXAMPLE

  The skills survey identifies skills gaps amongst local people looking for work in the areas of project management, financial management, engineering, electricians and truck drivers.
  These skills are part of the longer term requirements for the planned pipeline project and offer an opportunity for social procurement activities (training/job placement opportunities for the targeted disadvantaged groups).
  The survey also indicates truck drivers as a requirement for the council waste management contract highlighting this area as a training/job placement opportunity in both the short and longer term.

- Are there any gaps in the provision of job readiness/skills development services in the local area?
  (Step 3)

  EXAMPLE

  No trade/engineering skills service
  No group training services
  No disability service

- Who are the key stakeholders and how will they be engaged in taking the social procurement process forward?

  TIP

  Did you know that the Department of Education, Employment and Workplace Relations (DEEWR) engages Local Employment Coordinators to work closely with all levels of government, employers, employment service and training providers, business and the community to help deliver local solutions to skills and employment problems and boost participation in these areas.

STEP 6   Review annually future investment/social procurement opportunities

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6 Review annually future investment/ social procurement opportunities
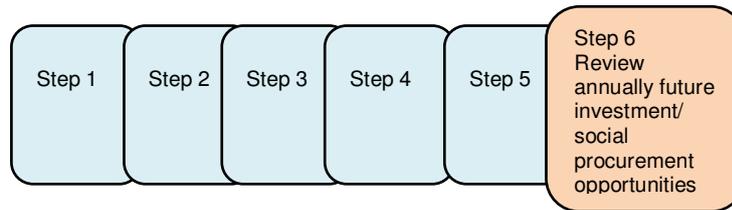
As part of the annual review of council's procurement policy as required by the Local Government Act S186 (7), revisit Step 2 of the methodology to identify any new future investment opportunities that have arisen and influence the opportunity for social procurement.

Appendices

A.   Checklist:
      Local unemployment issues/disadvantaged groups

B.   Checklist:
      Future Investment Projects

C.   Request for Data Template:
      Investment Project Jobs/Skills Demand Forecast

D.   Checklist:
      Job Readiness & Skills Development Providers

E.   Survey/Request for Data Template:
      Job Readiness and Skills Development Providers

F.   Glossary

Excel Attachments:
G.   Template:
      Social Procurement Environment (*Steps 2 & 4*)

H.   Template:
      Job Readiness and Skills Development Providers (*Step 3*)

Appendix A
Checklist:
Local unemployment issues/disadvantaged groups

The following organisations, data and research may assist with identifying key unemployment issues and disadvantaged groups in the local community:

- Consultation with a relevant Local Employment Coordinator

  Find a listing of Local Employment Coordinators at: Keep Australia Working

- Local Learning & Employment Networks (LLENs)

  Find a listing of Victorian LLENs at: Victorian LLENs

- Consultation with other regional, state government and other key community service managers.

- Index of Relative Socio-Economic Disadvantage (IRSED)

  Australian Bureau of Statistics (ABS) Socio-Economic Indexes for Areas (SEIFA)

  The ABS produces four different Socio-Economic Indexes for Areas (SEIFA) which enables analysis of different aspects of relative area disadvantage. The Index of Relative Socio-economic Disadvantage (IRSED) is calculated using selected measures collected in the 2006 Census of Population and Housing.

  Find at: Department of Planning & Community Development

- Dropping off the edge: the distribution of disadvantage in Australia

  (Professor Tony Vinson, University of Sydney)

  A comprehensive study (a joint project by Jesuit Social Services and Catholic Social Services Australia) which maps the distribution of social disadvantage throughout Australia.

  Find at: Australian Disadvantage

- Department of Health Victorian Statistical Profiles (Department of Health)

  Local Government Area (LGA) profiles are available covering a wide range of topics including social and multicultural features, disability characteristics, etc.

  Find at: Department of Health

- National Regional Profiles 2005-2009 (ABS)

  Provides data collected from a range of sources at the LGA level across a range of topics including economy, unemployment, population/people, industry.

  Find at: Australian Bureau of Statistics

- Census (Australian Bureau of Statistics (ABS)) 2006

  The 'QuickStats' resource provides **a** summary table of key Census data for a chosen area, benchmarked against Australia.

  Find at: www.abs.gov.au under 'Census Data'

Appendix B
Checklist: Future Investment Projects

☐ **Local Government Projects:**

A 'whole-of-council' approach is required to identify major infrastructure and service projects planned by council in the one - five year timeframe:

- Review council budget/plan
- Consult with functional managers in key areas (infrastructure/engineering, environment and waste, development /planning, community services/development, corporate services/finance)

☐ **Regional Projects/Contacts:**

- Scan the website/contact the relevant Regional Development Australia Committee.
  Find at: http://www.rda.gov.au/
- Contact the regional Industry Capability Network (ICN) (Victoria)
  Find at: http://www.icnvic.org.au/
- Contact the regional Victorian Business Centre (Regional Development Victoria) or local Regional Development Victoria representative
  Find at: http://www.rdv.vic.gov.au/about-us

☐ **State Government Projects:**

- Consult with local/regional State Government contacts (DPCD, RDV, DSE)
- Scan State Budget papers for planned investment particularly:
  - Budget Paper 4 – State Capital Program
    (Includes Appendix A – Location Index for local area references)
  - Budget Paper 3 – Service Delivery
    (Includes Appendix B – Local Government Financial Relations)
  - Media Releases
  Find at: State Budget Victoria2011-12
- Scan the Major Projects Victoria and Invest Victoria websites of the Department of Business and Innovation (Media Releases/News)
  Find at: Major Projects Victoria Invest Victoria

☐ **Federal Government Projects:**

- Scan Federal Government Budget papers.
  Find at: www.budget.gov.au/2011-12
- Scan the Budgets section of the Department of Regional Australia, Regional Development and Local Government.
  Find at: www.regional.gov.au

☐ **Private Sector Projects:**

- Consult internally with relevant functional managers for 'local intelligence' relating to future investment (economic development, infrastructure/engineering, community services, planning/development).
- Consult with state government and other local or regional business and employer networks for information relating to future private sector investment:
  - Department of Planning & Community Development (DPCD)
  - Department of Sustainability & Environment (DSE)
  - Regional Committees for example, Committee of Melbourne
  - Victorian Employers' Chamber of Commerce & Industry (VECCI)
  - Local Chambers of Commerce
  - Local business groups
- Conduct a media scan of local/regional/state news publications for major infrastructure/capital project announcements.

Appendix C
Request for Data Template:
Investment Project Jobs/Skills Demand Forecast

This Request for Data is part of a planning process by XYZ Council designed to identify future employment and skills development opportunities for local people that might arise from the activities associated with the investment project planned by your organisation.

Thank you for your assistance in providing the information requested.

Investment/Project:

(nature of project/industry sector)

_____
_____

Forecast Project Timeframe:

☐   6-12 months

☐   1-2 years

☐   2-5 years

Managed/Sponsored by:

(name/title of project manager/sponsoring organisation)

_____
_____
_____

Contact/Details:

Ph: _____

Mobile: _____

Fax: _____

Email: _____

Request for Data Template (cont.)
Investment Project Jobs/Skills Demand Forecast

Tick the appropriate box for the potential jobs/skills requirements associated with the planned investment project.

JOB GROUPS:	SKILLS CATEGORIES:
☐ Managers	☐ Business Management skills ☐ Project Management skills ☐ Financial Management skills ☐ Strategic skills ☐ Other
☐ Professionals	☐ Engineering skills ☐ Marketing skills ☐ Finance skills ☐ Design/Graphic skills ☐ Other
☐ Technicians & Trade Workers	☐ ………………………….……… ☐ ………………………………….
☐ Community & Personal Service Workers	☐ Aged Care ☐ Child Care ☐ Other
☐ Clerical & Administrative Workers	☐ Research ☐ Data entry ☐ Spreadsheet ☐ Word processing/Clerical ☐ Other
☐ Sales Workers	☐ Customer service ☐ Interpersonal skills
☐ Machine Operators & Drivers	☐ ………………………………….. ☐ ………………………………….
☐ Labourers/Unskilled (*specify any requirements*)	☐ ………………………………… ☐ ………………………………….
☐ Other (*specify*)	☐ ………………………….……… ☐…………………………………...

Appendix D
Checklist: Job Readiness & Skills Development Providers

☐ Local Government

Some councils are implementing innovative employment approaches by offering employment and training opportunities to disadvantaged groups. Consult council's human resources function for details of any in-house employment/skills development programs/initiatives.

The Victorian Registration & Qualification Authority website provides a search function to identify the following suppliers/providers by suburb:

☐ Technical & Further Education (TAFE) Institutes

☐ Registered Training Organisations (RTOs)

☐ Learn Local (Adult Community & Further Education) providers

Find at:

Victorian Registration & Qualification Authority

☐ Group Training Organisations (GTOs)

The Group Training Australia website provides a national directory of group training organisations.

Find at: Group Training Australia

☐ Local Learning & Employment Networks (LLENs)

Find a listing of Victorian LLENs at:

Victorian LLENs

☐ Job Services Australia (JSA) providers

Find at:

Department of Employment Education & Workplace Relations

☐ Other Job/Employment Agencies/Brokers

Find job/employment/recruitment agencies/brokers by location at:

TrueLocal

☐ Social Enterprises:

From June-July 2011 a 'social enterprise finder' function will be incorporated in the website of Social Traders Ltd at: Social Traders

Types of social enterprises that may exist in a local community include:

☐ Australian Disability Enterprises (ADEs)

Find at the Australian Disability Enterprises website at:

Australian Disability Enterprises

☐ Social Firms

☐ Community Enterprises

☐ Co-operative Social Enterprises

Appendix E
Survey/Request for Data Template:
Job Readiness & Skills Development Providers

PART 1: ORGANISATION DETAILS

Thank you for your participation in this survey. The information provided will assist XYZ Council to better understand the role and activities of your organisation and the skills capability/gaps of the clients you deal with.

Organisation/Business Name:

_____

What is your main business activity?

_____
_____

Location address:

_____
_____

Postal address:

_____
_____

Phone: _____**Fax:** _____
Email: _____

Contact person:

_____

Position:

_____

Email:

_____

PART 2: JOB READINESS/SKILLS DEVELOPMENT SERVICES

Tick the appropriate box for the jobs/skills categories where your organisation provides job readiness/skills development services.

JOB GROUPS:	SKILLS CATEGORIES:
☐ Managers	☐ Business Management skills ☐ Project Management skills ☐ Financial Management skills ☐ Strategic skills ☐ Other
☐ Professionals	☐ Engineering skills ☐ Marketing skills ☐ Finance skills ☐ Design/Graphic skills ☐ Other
☐ Technicians & Trade Workers *(specify)*	☐ …………………………….……… ☐ ……………………………………..
☐ Community & Personal Service Workers	☐ Aged Care ☐ Child Care ☐ Other
☐ Clerical & Administrative Workers	☐ Research ☐ Data entry ☐ Spreadsheet ☐ Word processing/Clerical ☐ Other
☐ Sales Workers	☐ Customer service ☐ Interpersonal skills
☐ Machine Operators & Drivers	☐ …………………………………… ☐ ……………………………………
☐ Labourers/Unskilled (*specify requirements*)	☐ …………………………………… ☐ ……………………………………
☐ Other *(specify)*	☐ …………………………………… ☐ ……………………….…………

PART 3: EXISTING SKILLS AMONGST PEOPLE LOOKING FOR WORK

Tick the appropriate box for the employment/skills categories where you are aware that there are existing skills amongst local people looking for work- this section may not be applicable to training providers.

JOB GROUPS:	SKILLS CATEGORIES:
☐ Managers	☐ Business Management skills
	☐ Project Management skills
	☐ Financial Management skills
	☐ Strategic skills
	☐ Other
☐ Professionals	☐ Engineering skills
☐ *Example: Structural Engineers*	☐ Marketing skills
	☐ Finance skills
	☐ Design/Graphic skills
	☐ Other
☐ Technicians & Trade Workers	☐ …………………………….………
☐ *Example: Electricians*	☐ …………………………………..
☐ Community & Personal Service Workers	☐ Aged Care
	☐ Child Care
	☐ Other
☐ Clerical & Administrative Workers	☐ Research
	☐ Data entry
	☐ Spreadsheet
	☐ Word processing/Clerical
	☐ Other
☐ Sales Workers	☐ Customer service
	☐ Interpersonal skills
☐ Machine Operators & Drivers	☐ ……………………………….…
☐ *Example: Backhoe Operators*	☐ ……………………………….…
☐ Labourers/Unskilled (*specify any requirements*)	☐ ……………………………….…
	☐ ……………………………….…
☐ Other (*specify*)	☐ ……………………………….…
	☐ ……………………………….…

PART 4: SKILLS GAPS AMONGST PEOPLE LOOKING FOR WORK

Tick the appropriate box for employment/skills categories where you aware that skills gaps exist amongst local people looking for work. This section may not be applicable to training providers.

JOB GROUPS:	SKILLS CATEGORIES:
☐ Managers	☐ Business Management skills ☐ Project Management skills ☐ Financial Management skills ☐ Strategic skills ☐ Other
☐ Professionals ☐ *Example: Structural Engineers*	☐ Engineering skills ☐ Marketing skills ☐ Finance skills ☐ Design/Graphic skills ☐ Other
☐ Technicians & Trade Workers ☐ *Example: Electricians*	☐ ………………………….……… ☐ ………………………….………
☐ Community & Personal Service Workers	☐ Aged Care ☐ Child Care ☐ Other
☐ Clerical & Administrative Workers	☐ Research ☐ Data entry ☐ Spreadsheet ☐ Word processing/Clerical ☐ Other
☐ Sales Workers	☐ Customer service ☐ Interpersonal skills
☐ Machinery Operators & Drivers ☐ *Example: Backhoe Operators*	☐ ………………………….……… ☐ ………………………….………
☐ Labourers/Unskilled (*specify requirements*)	☐ ………………………….……… ☐ ………………………….………
☐ Other (*specify*)	☐ ………………………….……… ☐ ………………………….………

Appendix F
Glossary

Group Training Organisations (GTO)	Organisations which employ apprentices and trainees and place them with host employers. The host employers provide on-the-job training and experience, while the GTO organises off-the-job training, handles recruitment, job rotation and pay.
Industry Capability Network (ICN) (Victoria)	The ICN is an independent, non-profit organisation supporting import replacement and assisting Australian companies to access export opportunities. ICN assists businesses across all industry sectors to access local, international and project opportunities by matching their capability with the requirements of purchasers, project managers and procurement managers.
Job Services Australia (JSA)	The Commonwealth Government's national employment services system, which provides opportunities for training, skills development, work experience and tailored assistance.
Learn Local Provider (Adult Community and Further Education)	The Adult, Community and Further Education (ACFE) Board registers not-for-profit organisations as Learn Local organisations. Registered Learn Local organisations provide quality vocational courses for adults to improve earning potential and literacy skills and transition into new learning pathways.
Local Employment Coordinator (LECs)	The Department of Education, Employment and Workplace Relations (DEEWR) engages Local Employment Coordinators (LECs) in 20 priority employment areas across Australia to work closely with all levels of government, employers, employment service and training providers, business and the community to help deliver local solutions to skills and employment problems and boost participation in these areas.
Local Learning and Employment Networks (LLENS)	LLENs have operated from 2002 to connect employers, education and training providers, government groups, agencies and individuals to help turn business and community needs and ideas into new and innovative employment programs for 10-19 year olds.
Regional Development Australia (RDA) Committees	RDA is a partnership between Australian, State, Territory and local governments to strengthen regional communities. RDA consists of a national network of 55 committees which are made up of local leaders who volunteer their time to work with government, business and community groups to deliver better services to their regions. The committees work with their communities to find ways to deal with the economic, social and environmental issues affecting them. The Australian Government funds these committees and so do State, Territory and local governments in some jurisdictions.

Appendix F

Glossary (cont.)

Regional Industry Link (RIL)	The RIL, managed by the ICN, is an online resource for matching business capabilities with opportunities.
SEIFA Index	SEIFA stands for Socio-Economic Indexes for Areas. This suite of indexes ranks geographic areas across Australia in terms of their socio-economic characteristics. The SEIFA indexes are created by combining information collected in the five-yearly Census of Population and Housing.
Social Enterprises:	Social Traders Ltd has identified the key types of social enterprises as listed below:
Australian Disability Enterprises (ADE)	ADEs are businesses developed to employ those experiencing difficulties in finding or maintaining employment in mainstream businesses due to disability, or those who choose to work in an ADE. ADEs have a dual focus in providing employment for people with a disability and operating a commercial business.
Social Firms	Social Firms are not-for-profit business with the specific mission of undertaking commercial work to create employment for people excluded in the labour market as a result of mental illness, disability or other disadvantage.
Community Enterprises	Community Enterprises are developed by individuals or groups to address local issues or community needs.
Co-operative Social Enterprises (CSE)	CSEs are democratic, member-benefit businesses which are formed to meet the defined social needs of its members. They provide a model for responding to a common need facing a group and strengthening communities through values and structures that foster self-help, self-responsibility and equality.