



**YOUTH EMPLOYMENT  
ROUNDTABLE**  
WORKSHOP SUMMARY 2016

Invigorating business

## Background

In recent years, the NSW Business Chamber (the Chamber) has expressed concern about growing levels of youth unemployment and disengagement from education and training. The Chamber has consistently advocated for a more coordinated and pragmatic national youth employment strategy to ensure young people have the best opportunities to transition into the workforce.

There has been a gradual drop in the official national youth unemployment rate from 13.9% in December 2014 to 12.2% in December 2015, however, we are still some way off the pre Global Financial Crisis figure of 9% and issues of youth disengagement and underemployment remain major problems.<sup>1</sup>

### *Youth Employment Roundtable 2015*

As part of a broader focus on youth employment, the Chamber hosted the first Youth Employment Roundtable in Parramatta on Friday 28 August 2015. The purpose of the roundtable was to bring together a select group of individuals and organisations with appropriate expertise to identify tangible measures to improve youth employment outcomes. The premise of the discussion was that whatever we are doing now is not working well enough to make a significant impression on the problem, so we obviously need to re-think the model. Roundtable participants were encouraged to take a 'fresh look' at the issues driving youth unemployment and workshop innovative solutions.

His Excellency General The Hon David Hurley, Governor of NSW, opened the first roundtable and outlined his personal passion for improving outcomes for young people, disadvantaged groups and those in society who find themselves financially excluded or marginalised.

First and foremost, roundtable participants recognised that the availability of jobs mainly depends on labour demand and the rate of growth in economic activity. The best way for government to reduce levels of youth unemployment is to focus on economic growth to boost demand for entry level positions. Strong economic management from federal and state leaders is critical.

In addition, governments and community partners, including business, have a responsibility to ensure that young people are prepared for work when job opportunities arise. Initiatives and programs that improve "work readiness" and

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<sup>1</sup> Australian Bureau of Statistics (2015) 6202.0 - Labour Force, Australia, Dec 2015

“job fitness” can ensure that young people are best placed to secure meaningful employment.

The experience of those organisations involved in roundtable discussions demonstrates that young people do want to work and understand the importance of work. Policies informed by the assumption that young people are lazy and do not want to work undermine youth employment outcomes. Punitive measures will not support young people make the difficult transition into work.

The level of political debate relating to youth employment needs to be lifted. Blaming young people for labour market conditions that are beyond their control is not constructive.

It should also be noted that there is growing pressure on young people to develop higher level skills as the economy moves away from traditional industry structures. The transition from school to work is more difficult now than in the past.

Roundtable participants agreed that the greatest scope for improvement in Australia is in programs for the most disadvantaged job seekers. There is a need for a bottom-up model for program development based on local partnerships between employers, service providers and welfare agencies. Government funding needs to be directed to enable and support these types of programs.

It was also clear from discussions that the business community needs to be brought more closely into the process. More effective solutions will require strong engagement with the business community.

The nature of this problem is complex, but roundtable participants were able to cover a broad range of issues and identify some common themes. The following priorities were identified:

- Introduction of an overarching national youth employment strategy with a long term vision.
- Flexible funding arrangements that support local solutions, partnership arrangements, innovation, best practice and allow for bottom-up solutions.
- Ensuring a well-informed market where young people can access the broad range of information they require to make appropriate career, education and training decisions.
- Early intervention and closer monitoring of language, literacy and numeracy progress.

- Assistance for young unemployed people should ideally involve a work placement.
- Building stronger school-business partnerships.
- Ensuring effective monitoring and evaluation of programs.

These priorities are explored in further detail in the *Interim Youth Employment Roundtable Report 2015*, including specific recommendations for change. The full list of recommendations can be found at Attachment 1.

## **Youth Employment Roundtable workshop 2016**

The Chamber hosted a follow-up workshop with roundtable participants on Friday 5 February (the full list of participants can be found at Attachment 2). The purpose of the workshop was to share information regarding activities since the first roundtable and planned activities for 2016; explore areas of alignment; and achieve some agreement on one or two key policy priorities for joint advocacy in 2016. The Chamber encouraged participating organisations to consider one or two 'big ticket ideas' that have the potential to make a significant impact and improve outcomes for young people.

At the beginning of the workshop, participants were asked what they wanted to achieve from discussions. The following objectives were tabled:

- Identify pragmatic measures to boost business engagement with labour market programs and youth transition initiatives.
- Identify pragmatic measures to engage with large infrastructure companies and achieve greater enforcement of training and employment targets for public contracts.
- Agree to joint advocacy for a Federal Minister for Youth with a position in Cabinet.
- Agree to one or two key priorities for joint advocacy.
- Identify what can be achieved in the short term as a collective.
- Initiate a pilot project for 2016.
- Form a position on the promotion of alternative education pathways.
- Prioritise early intervention strategies for young people
- Identify specific focus groups, such as those with disabilities.

During the first roundtable there was agreement that the greatest scope for improvement in Australia is in programs that target the most disadvantaged job seekers. Bearing this in mind, the Chamber has given some consideration to the New Zealand investment based model of social assistance. A brief summary

paper was circulated prior to the workshop and Jobs Australia provided further background about the model during workshop discussions.

## **Investment approach to social welfare**

Workshop participants discussed the merits and effectiveness of investment based approaches to social assistance and whether Australia could benefit from such an approach.

One of the central recommendations of the Report of the Reference Group on Welfare Reform to the Minister for Social Services, 'The McClure Report'<sup>2</sup>, was to develop and implement an Australian investment approach to produce better long term employment and social outcomes.

An investment approach targets resources up front to build capability and pathways to jobs for disadvantaged groups. This reduces the future liability associated with group members becoming long term income support dependent.

Early intervention is a critical feature of an investment approach and involves targeting services and interventions to people at risk of becoming long term reliant on income support. There is strong evidence that early intervention is effective in preventing social problems, breaking the cycle of intergenerational disadvantage, and in making long term savings in public spending. A key issue in targeting investment is identifying those people most at risk of long term disadvantage.<sup>3</sup>

New Zealand has introduced an investment approach for the long term management of its income support system. This new strategy is focused on getting people into jobs through investment in evidence based services where return on investment is likely to be highest. The New Zealand investment approach involves:

- data collection and actuarial analysis
- valuation and revaluation
- monitoring and evaluation
- flexible programme funding
- test and learn
- continuous improvement.

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<sup>2</sup> McClure, P., Aird, W and Sinclair, S. (2015). *A New System for Better Employment and Social Outcomes*. Report of the Reference Group on Welfare Reform to the Minister for Social Services FINAL REPORT February 2015

<sup>3</sup> McClure, P., Aird, W and Sinclair, S. (2015). *A New System for Better Employment and Social Outcomes*. Report of the Reference Group on Welfare Reform to the Minister for Social Services FINAL REPORT February 2015

A key aspect of this approach is the use of an actuarial valuation to establish lifetime costs (liability) of both the overall income support system and of specific groups within the system. This information is used to design a support system that pre-empts and prevents future costs.<sup>4</sup>

The core principles of the New Zealand investment approach are:

- clear, coherent goals and accountability measures set by Government
- annual actuarial valuations to identify clients in need of investment based on their projected lifetime patterns of income support reliance
- flexibility to direct funding towards identified client groups
- an openness to trial new approaches with monitoring and evaluation to ensure continued effectiveness
- re investment of benefit savings in approaches that are proven to be effective in improving client outcomes and reducing future costs.

The New Zealand investment approach confirmed that young people (under the age of 24 years) are at very high risk of remaining on income support for long periods of time. In particular, there is a group of young people who go onto income support at under 18 years, particularly those who have exited “state care” and young, single parents, who are most at risk of long term income support dependence.

The evaluation showed some signs of success. All three sub groups of the New Zealand Youth Service participant group showed particularly strong results. As at March 2014 the proportion of clients engaged in education, training, or work based learning had increased in all three categories:

- Young Parent Payment—87 per cent, up from 46 per cent a year earlier.
- Youth Payment—88 per cent, up from 65 per cent a year earlier.
- NEET participant group—77 per cent, up from 52 per cent a year earlier.<sup>5</sup>

The Australian Federal Budget 2015-2016 provides \$33.7 million over four years to develop a new ‘investment approach’ to welfare reform and to fund longitudinal surveys to provide data to support the approach.<sup>6</sup>

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<sup>4</sup> McClure, P., Aird, W and Sinclair, S. (2015). *A New System for Better Employment and Social Outcomes*. Report of the Reference Group on Welfare Reform to the Minister for Social Services FINAL REPORT February 2015

<sup>5</sup> McClure, P., Aird, W and Sinclair, S. (2015). *A New System for Better Employment and Social Outcomes*. Report of the Reference Group on Welfare Reform to the Minister for Social Services FINAL REPORT February 2015

<sup>6</sup> Arthur, D. (2015) *Investment approach to welfare*. Budget Review 2015–16 Index. Parliamentary Library. Parliament of Australia.

The measure has two components. The Government will provide \$20.7 million over four years to develop an annual actuarial valuation of the lifetime liability of Australia's welfare system from 2015. This valuation will identify groups of people most at risk of long-term reliance on income support.<sup>7</sup>

The Government will also provide \$13.0 million over two years to support data collection needed for actuarial assessments.<sup>8</sup>

Roundtable participants recognised some of the limitations of New Zealand's investment model but agreed that there is merit in pursuing an Australian model that addresses the problems experienced in New Zealand.

### **Early intervention**

Early intervention was a central theme of discussions during the initial roundtable event and was reemphasised during the workshop. As previously mentioned, intervention is a critical feature of an investment approach and involves targeting services and interventions to people at risk of becoming long term reliant on income support.

Professor Jeff Borland<sup>9</sup> highlighted the following points regarding early intervention:

- Early intervention occurs where policies to improve the capacity of a target population group are implemented at an early stage in the time scale over which the intervention could occur.
- The rationale for early intervention is that society can save costs or achieve greater benefits compared to waiting to a later time to address the problem targeted by the policy.
- The value of early intervention will depend on the accuracy with which it is possible to identify the population group who will benefit from the intervention, and how that accuracy changes over time.
- By their nature early intervention policies often involve a gap in time between the cost of the intervention and the benefits accruing to society. Hence their implementation requires policymakers to be willing to take that long-term perspective.

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<sup>7</sup> Arthur, D. (2015) *Investment approach to welfare*. Budget Review 2015–16 Index. Parliamentary Library. Parliament of Australia

<sup>8</sup> Arthur, D. (2015) *Investment approach to welfare*. Budget Review 2015–16 Index. Parliamentary Library. Parliament of Australia

<sup>9</sup> Borland, J. (2015) *The idea of early intervention*. Labour market snapshot #22 September 2015. Jeff Borland, Department of Economics, University of Melbourne

Professor Borland points out that early intervention to increase the capacity of target population groups to a threshold level tends to be relatively expensive. While the lifetime benefits of the intervention may easily outweigh that cost, those benefits may not begin to accrue until some years after costs incurred. For example, an early years intervention to improve brain development and skills of vulnerable children may have its greatest payoff over a decade after the intervention through its impact on reducing the likelihood of contact with the criminal justice system. Hence there is a need for policy-makers to be willing to adopt that long-run perspective of investing now for future benefit – even where the future benefit falls outside the current political cycle.<sup>10</sup>

## **Neighbourhood influences on socio-economic outcomes for young people**

Roundtable participants discussed neighbourhood effects and how geographic location can exacerbate poor youth employment outcomes. According to Andrew *et al.* (2002) neighbourhood effects refer to the situation whereby residential location impacts on the social outcomes of individuals, above and beyond what would be expected from their personal and family characteristics. That is, it is the 'residual effect' on social and economic outcomes once the impacts of personal ability and family background have been controlled for.<sup>11</sup>

Andrews *et al.* (2002) found that effects on unemployment outcomes exist in high and low-income areas. While the positive effects of living in a high-income neighbourhood diminish by the age of 21, the negative effects associated with low-income neighbourhoods persist.<sup>12</sup>

Edwards and Bromfield (2010) explain that while the influence of neighbourhood socio-economic disadvantage on children is due to the characteristics of people and families living in disadvantaged communities (e.g., the education levels, employment, substance use of individual residents), the characteristics of the neighbourhood itself also influence children's development (over and above individual and family characteristics).<sup>13</sup>

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<sup>10</sup> Borland, J. (2015) *The idea of early intervention*. Labour market snapshot #22 September 2015. Jeff Borland, Department of Economics, University of Melbourne

<sup>11</sup> Andrew, D., Green., C. & Mangan, J. (2002) *Neighbourhood effects and community spillovers in the Australian youth labour market*. Australian Council for Educational Research, ACEReSearch. LSAY Research Reports - Longitudinal Surveys of Australian Youth (LSAY)

<sup>12</sup> Andrew, D., Green., C. & Mangan, J. (2002) *Neighbourhood effects and community spillovers in the Australian youth labour market*. Australian Council for Educational Research, ACEReSearch. LSAY Research Reports - Longitudinal Surveys of Australian Youth (LSAY)

<sup>13</sup> Edwards, B. & Bromfield, L. (2010) *Neighbourhood influences on young children's emotional and behavioural problems*. Family Matters No. 84



Neighbourhood effects research has implications for social housing and planning policy. In the United States and the United Kingdom policies have been implemented that aim to achieve greater 'social mixing' in order to alleviate negative neighbourhood effects. Evidence for the effectiveness of these policies has been largely inconclusive. Manley *et al.* (2011) conclude that the evidence base for social mixing is far from robust and that many of the current empirical papers suffer from serious analytical shortcomings; and, ultimately, the process of creating more socially mixed neighbourhoods is unlikely to create more opportunities in life for the original residents. This research suggests that socially mixing neighbourhoods through tenure mixing will only change the population composition of neighbourhoods, increasing average incomes because more affluent (and employed) residents will move into the owner occupied housing replacing social housing.<sup>14</sup>

Roundtable participants agreed that state and territory governments and local government authorities should keep abreast of research developments in this area and ensure that policy development follows a strong evidence base. Social mixing policies may have some merit but more robust evidence is required before specific recommendations can be made.

### **Senior high school and trade school models**

Gaynor MacKinnon, Principal of Trades Norwest Anglican School, provided an overview of the benefits of the senior school model and how it can provide disadvantaged young people with a second chance to succeed. Importantly, Gaynor explained how alternative arrangements can be implemented within the current Board of Studies Teaching and Educational Standards (BOSTES) framework.

Trades Norwest is a co-educational senior trade school which offers an alternative model to traditional schooling. Year 11 and 12 students can focus on a vocational education pathway in a senior college environment. Students can complete the HSC and their first year of an apprenticeship or traineeship, earning while they learn.

In its 2009 consultations with employers and the community, the NSW Business Chamber received strong and consistent messages about problems in delivering vocational education as part of senior schooling. These included funding, and particularly the lack of seamless funding between schools and TAFE institutes, and problems in fitting both TAFE participation and work placements easily and

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<sup>14</sup> Manley, D., van Ham, M., & Doherty, J. (2011) *Social Mixing as a Cure for Negative Neighbourhood Effects: Evidence Based Policy or Urban Myth?* Discussion Paper No. 5634 April 2011

flexibly into the school timetable. These are structural problems that stem from how schools are organised. Research on vocational education in schools sends the same message: the key to delivering vocational education in senior schooling more effectively is better institutional and structural arrangements. These include: appropriate teacher time release; high enrolment numbers; good links to TAFE and other vocational education providers; and appropriate funding arrangements.<sup>15</sup> Research shows that structural and institutional barriers to more effective delivery include:

- A shortage of appropriately trained teachers, and costs associated with training teachers;
- Inadequate vocational education facilities within schools and the cost of purchasing access to alternative facilities;
- Lack of administrative flexibility;
- Small school size reducing the range of students' choices, with only a limited range of vocational subjects able to be offered;
- Timetable inflexibility; and
- Lack of teacher time to monitor and support work placements.<sup>16</sup>

NSW Business Chamber has previously emphasised the importance of strategies for expanding the number and capacity of senior colleges, senior high schools and similar arrangements so that they are able to accommodate the great majority of students after Year 10.<sup>17</sup> This remains a key priority for the Chamber.

### **Common themes**

Consistent with the first roundtable event, a range of common themes were identified during the workshop. The following themes were deemed most salient:

1. Policy development needs to be more '**young people centric**', or more 'customer focused', with decision makers taking note of young people's voices and experiences. It was noted at the previous roundtable that it is rarely the case that spokespeople for youth are from the most

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<sup>15</sup> Polesel, J. et al. (2004) *VET in Schools: A Post-compulsory Education Perspective*, NCVER, Adelaide; Woods, D. (2005) *Young People and Vocational Education and Training Options*, NCVER, Adelaide; Lamb, S. and Vickers, M. (2006). *Variation in VET Provision across Australian Schools and Their Effects on Student Outcomes*, LSAY Research Report No. 48, ACER, Melbourne.

<sup>16</sup> NSW Business Chamber (2011). *Could do Better: A blueprint for a review of post-year 10 education and training in NSW*. 10 Big Ideas to Grow NSW campaign.

<sup>17</sup> NSW Business Chamber (2011). *Could do Better: A blueprint for a review of post-year 10 education and training in NSW*. 10 Big Ideas to Grow NSW campaign.

disadvantaged backgrounds. It is important that the views of “needers”, not just “leaders”, in the youth community are heard. This may result in more place-based and individualised service provision. Employers should also be considered ‘customers’ of these services to ensure there is a strong connection with the needs of the labour market, giving young people the best opportunity to transition to work.

2. **Earlier intervention** and closer monitoring of language, literacy and numeracy progress are essential. If core skills, knowledge, attitudes and behaviours are not developed across childhood and adolescence, they become increasingly difficult and expensive to address later in life. As noted by Professor Borland, value of early intervention will depend on the accuracy with which it is possible to identify the population group who will benefit from the intervention, and how that accuracy changes over time. In addition, there is a need for policy-makers to be willing to adopt a long-run perspective of investing now for future benefit
3. The **flexibility** of funding arrangements, program development and service provision is also important. Previous funding packages and programs have been very prescriptive and stifled innovation. Greater flexibility could result in more responsiveness to local needs, tailored support systems and better case management. In order to ensure quality over time, an Australian Research Council type funding pool could be created for labour market programs. There was also some discussion about the need for greater flexibility of industrial relations legislation to ensure that more young people have the opportunity to “get a start” in the workforce. The role of wage subsidies for young people entering the workforce should be explored, particularly for those who are the most disadvantaged.
4. The facilitation of **community partnerships** is critically important. The benefits of school-business partnership activity are well established and there remains strong demand for brokerage services to support schools and businesses to establish and maintain these relationships. While the delivery of brokerage services has been mixed in the past there is still a strong case for introducing specific brokerage services that build on previous best practice and demonstrated success. Workshop participants emphasised the need for greater business and industry leadership to support young people in our communities.
5. **Life long career development** was again identified as a priority, with workshop participants recognising that effective career development cuts across many of the common themes identified. The previous National Career Development Strategy specified that career development must go

beyond the education and youth arenas. Increasingly, people are likely to hold many different jobs throughout their lives, in different industries. The nature of the global economy also requires a labour force that is agile and highly flexible. It is therefore important that people are equipped with the skills and knowledge needed to respond to and take advantage of the opportunities that arise from ongoing changes in the economy, emerging industries and occupations, education and skill requirements and their own personal circumstances.<sup>18</sup>

6. Workshop participants highlighted the importance of **forming an Alliance/Coalition** between roundtable organisations in order to strengthen our advocacy messages and have a greater impact with government. It was noted that individual organisations have generated significant change in recent years, with the notable influence of The Brotherhood of St Laurence in raising the profile of youth unemployment and shaping the new Transition to Work Service. The Chamber has had some success in the past when partnering with other organisations to create change.
7. There needs to be **greater alignment of government policy** across federal, state and local levels when it comes to services for young people. A more “joined up government response” will result in efficiency gains and clarification of responsibilities.
8. There is some tension between the need for greater flexibility and ensuring that program development is **evidence based**. While some scope for innovation should be encouraged, it is essential that the policy and program development have a sound evidence base. As we have seen from the neighbourhood effect research, it is not always possible to draw on a clear evidence base. The push for greater flexibility will inevitably involve a degree of risk. Dedicated innovation grants could enable a degree of experimentation. There is, however, a strong evidence base for programs that have worked well in Australia and overseas, which should inform most policy development in this area.
9. It will be important to monitor the outcomes of the Commonwealth \$300 million **Youth Employment Strategy** package, particularly the new Transition to Work Service. Workshop participants welcomed the new service, with a number having tendered to deliver the service, and recognised that many elements of the service being consistent with roundtable recommendations and previous advocacy of individual organisations.

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<sup>18</sup> Australian Government (2013) *National Career Development Strategy*.  
<https://www.education.gov.au/career-development-research-and-reports>

## Initial roundtable priorities for 2016

Drawing on the common themes listed above, workshop participants were asked to identify action areas where roundtable organisations can jointly advocate for change in 2016. The following four priorities were identified:

### 1. Career development

Career development underpins many of the themes identified during the initial roundtable and subsequent workshop. Current school-based models are limited and there is a need for more impartial, specialist, and industry relevant advice. Quality career development services are required throughout life, providing a broad range of tools to facilitate well informed career decisions. We need a well-informed market where young people can access the broad range of information they require to make appropriate career, education and training decisions.

Workshop participants agreed that the Australian government and state governments should work in partnership to establish a national life long career development service. Examples of effective national career development services exist in New Zealand and Wales.<sup>19</sup>

#### **Actions:**

- NSW Business Chamber to lead in the development of a paper outlining what the career development service would look like and the funding implications of introducing such a service, building on the experience of New Zealand and Wales.
- Draw on the research undertaken as part of the National Career Development Strategy in 2011, and the final National Career Development 2013 report.
- Jointly advocate for the introduction of a national life-long career development service.

### 2. Alignment of government policy and programs

Programs that aim to support young people to enter the workforce or access education and training are often fragmented and ad hoc. There are a plethora of

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<sup>19</sup> NSW Business Chamber (2015). *Paving the Pathway: Addressing post year 10 education*. Thinking Business report.

programs at commonwealth, state and local levels but no cohesive plan to coordinate this activity. Furthermore, responsibility for youth employment is spread across a range of ministerial portfolios and government departments.

Current shared arrangements between the Commonwealth and States and Territories has led to blurred accountabilities, inconsistencies, inefficiencies and duplication.

The benefits of greater alignment include holistic policy design, clear measures of success, the elimination of cost shifting, and stopping the “blame game”.

**Actions:**

- Building on work already undertaken through the Federation process, explore opportunities to better align Commonwealth and state policy and programs concerning young people, with potential cost savings and efficiencies to be identified.
- In the first instance, jointly advocate for a Federal Minister for Youth with a position in Cabinet. This Minister will play a key role in aligning and coordinating Commonwealth and state policy and programs.

### **3. Free public transport for young people**

Access to transport was identified as a significant barrier for young people seeking employment and access to services. This issue has been raised during apprenticeship reform discussions, with plenty of anecdotal evidence pointing to affordability of public transport and lack of drivers licences limiting access to apprenticeship opportunities.

Workshop participants agreed that transport affordability is an issue for young people and that concessions should be extended. There was some suggestion that public transport be made free for a certain age bracket.

Some caution will be required in moving towards a firm position on this issue. Analysis of existing research in this area will be needed in order to determine the extent of the problem and whether opening up free access to public transport is in fact the appropriate response.

**Actions:**

- Undertake some initial analysis of existing research that explores the degree to which access to transport is a problem for young people.
- Following this analysis, formulate an appropriate response the roundtable partnership can collectively agree to.

**4. Establish a 'clearing house' for best practice youth employment research**

As discussed during the first roundtable event, there is good information available regarding what approaches work and those that do not. Effective monitoring and evaluation of programs will continue to be important but further research into best practice approaches is not required. There is ample evidence available to inform good policy development. Despite the availability of information, too often labour market programs lack a strong evidence base.

In addition, while there is a good deal of information available regarding best practice, there is no single point of reference to access such information. Workshop participants agreed establishing a central clearing house for this information could enhance policy development and program design.

The clearing house will enable easy access for all interested parties and provide a strong evidence base to be used to ensure accountability of decision making.

**Actions:**

- Identify an appropriate university to take responsibility for hosting and managing the clearing house. The University of Melbourne is an existing roundtable partner so may be well placed to take on such responsibility.
- Funding implications and partnership arrangements need to be explored further.
- Draft a proposal in partnership with the chosen institution and present this to the Commonwealth Minister for Employment, in the first instance.

## **ATTACHMENT 1**

### **Recommendations from the 2015 Youth Employment Roundtable**

#### **National Youth Employment Strategy**

**Recommendation:** The Australian Government should commit to a long term strategy to support young people transition into sustainable employment. Bi-partisan support should be sought to ensure the strategy persists beyond election cycles.

**Recommendation:** Appoint a Minister for Young People, with a position in Cabinet, with responsibility for implementing a National Youth Employment Strategy.

#### **Funding arrangements**

**Recommendation:** Introduce flexible funding for labour market programs and youth transition initiatives that specify the outcomes desired and which encourage local solutions, partnership arrangements and innovation. Funding models should facilitate best practice and allow for bottom-up solutions.

#### **Career development**

**Recommendation:** State and territory governments should implement an external model of career advice and guidance that maintains a strong link with school curriculum. These external community providers could also be tasked with providing support to individuals throughout their working lives.

**Recommendation:** State and federal governments should promote and assist in the development of effective online career development tools to assist people of all ages access relevant labour market information, planning tools, work preparation advice and career guidance.

#### **Early intervention**

**Recommendation:** Ensure that all Australian primary and secondary schools have rapid response early intervention programs to assist those



young people who are struggling in education. This should form part of a genuine needs based and targeted funding model for schools.

**Recommendation:** National minimum standards for literacy and numeracy should be introduced for all school leavers that relate to the standards required in most workplaces.

### **Genuine links to the workplace**

**Recommendation:** The current work for the dole scheme should be complemented by a Work and Train traineeship style program modelled on two pilot options linked to the current age based activity requirements for participation in work for the dole activities.

**Recommendation:** Governments need to consider the overall business case for employing apprentices. The cost of taking on an apprentice can be prohibitive. Broader based financial incentives for employers who take on apprentices should be reintroduced, particularly where apprenticeship candidates are receiving income support.

### **School business partnerships**

**Recommendation:** State governments should more actively encourage schools to engage with local businesses. Peak industry bodies need to better communicate the benefits to businesses and encourage greater engagement with schools.

**Recommendation:** Re-establish a brokerage service to be delivered by community and business organisations that have a strong record of effective delivery of government contracts.

**Recommendation:** It is imperative that schools prioritise VET in the allocation of staff and physical resources. Integrated vocational programs are needed, not piecemeal approaches consisting on unconnected subjects.

### **Monitoring and evaluation of programs**

**Recommendation:** State and federal governments should invest in more rigorous monitoring and evaluation of programs that seek to assist the unemployed, particularly where new and innovative local solutions are implemented

## ATTACHMENT 2.

### ROUNDTABLE WORKSHOP ATTENDEES

<b>Apologies</b>		
Professor Jeff Borland	Professor of Economics	The University of Melbourne
Professor Trevor Cairney OAM	Professor & Master	New College, University of NSW
Philip Clark AM	Chair, NSW Skills Board	NSW Skills Board
Wendy Field	Head of Policy, Programs & Volunteering	The Smith Family
Scott Harris	Chief Executive Officer	Beacon Foundation
Justine Height	Director, Venture Philanthropy	Social Ventures Australia
Jenny Lambert	Director - Employment, Education and Training	Australian Chamber of Commerce and Industry
Mark Lennon	Secretary	Unions NSW
John Mikelsons	Deputy CEO	The Council of Social Service of New South Wales
Tony Nicholson	Chief Executive Officer	The Brotherhood of St Laurence
David Thompson AM	Chief Executive Officer	Jobs Australia

<b>Attendees</b>		
Katie Acheson	Chief Executive Officer	Youth Action
Luke Aitken	Senior Manager, Policy	NSW Business Chamber
Jane Artup	National Program Manager	Beacon Foundation
Mike Bailey	Senior Policy and Advocacy Officer	The Council of Social Service of New South Wales
Mary Biddle	Chief Executive Officer	Phoenix House
Stephen Bolton	Senior Adviser – Employment, Education and Training	Australian Chamber of Commerce and Industry
David Borger	Director - Western Sydney Business Chamber	NSW Business Chamber
Paul Breen	Founder	Productivity Bootcamp Pty Ltd
Ben Carblis	NSW State Director	Mission Australia
Stephen Cartwright	Chief Executive Officer	NSW Business Chamber
Kevin Chandler	Director	Chandler Human Resources
Darren Cocks	Director, Member & Commercial Services	Australian Business Solutions Group
Rob Cousins	Associate Director, Student Learning and Facilities	TAFE NSW – Sydney Institute
Tony Dormer	President	NSW Business Chamber
John Gelagin	Work Inspiration Strategic Engagement Manager	The Smith Family
Farah Farouque	Principal Advisor Public Affairs	The Brotherhood of St

	and Policy	Laurence
Patrick Flynn	Director Policy and Advocacy	Social Ventures Australia
Judith Field	Chair, NSWBC Workforce Skills Policy Committee	Lend Lease
Sally James		The Brotherhood of St Laurence
Kerrie Langford	National Employment Manager	National Disability Service
Gaynor MacKinnon	Principal	Trades Norwest Anglican Senior College
Kate Minter	Research Officer	Unions NSW
Nick Minto	Senior Policy Adviser - Employment, Education and Training	NSW Business Chamber
Maureen Ngan	Manager	Waterfield Consulting Pty Ltd
Kevin Nuttall	Director	Waterfield Consulting Pty Ltd
Patrick O'Reilly	Principal	Southern Cross Catholic Vocational College
Graeme Riddell	Regional Manager, Employment, Education & Training	Boystown
Simon Spicer	Director, Finance and Strategy	NSW Business Chamber
Rowena Stulajter	Chief Executive Officer	2Realise
Narelle Wheatland	Work for the Dole Coordinator	OCTEC Limited
Lance Wilson	Policy Analyst	Jobs Australia

## NSW Business Chamber

Tracing our heritage back to 1825, NSW Business Chamber's mission is to create a better Australia by helping businesses maximise their potential. The Chamber is a passionate advocate for business in the public arena: whether standing up to government and decision makers when business interests are neglected or working together to create positive change.

On a one-to-one basis, the Chamber helps all businesses from small enterprises to large corporations. Our commercial services division, Australian Business, delivers a range of business services to both member and non-member clients throughout Australia, with the operating surplus going back to supporting Chamber initiatives. In all, we believe it's important for Australia's business community to succeed, because prosperity creates new jobs, social wealth, and better communities in which to live.

- Local, regional, state and national coverage
- Public policy and advocacy.
- Reducing complexity to manage risk
- Empowering business through connections, knowledge and expertise.

Let the NSW Business Chamber team be an extension of your business so you can concentrate on what you do best – growing your business. For more information: [nswbusinesschamber.com.au](http://nswbusinesschamber.com.au)

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Thinking business

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