



Regional Jobs Hubs Initiative

Final Evaluation Report

A report prepared by the Social Policy and Research Centre at the Brotherhood of St. Laurence

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Acknowledgements

The content for this Evaluation Report was developed by the Brotherhood of St. Laurence's Social Policy and Research Centre.

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In particular, we would like to acknowledge and thank our partners, Professor Richard Eccleston and Dr Lachlan Johnson at the Tasmanian Policy Exchange at the University of Tasmania for their willingness to come on the journey, and share their expertise, rigour, time, insights, local knowledge, relationships and learnings along the way.

It has been a joy to work with the Jobs Tasmania team led by Stuart Hollingsworth, and the seven hubs in the Regional Jobs Hub Network. We have learnt and grown together over the last two years. We thank and acknowledge their collective commitment to developing the model and evidence to support their work.

Executive Summary

The Regional Jobs Hubs Initiative

A state-led, community-driven model...

generating **impact across policy and programs** within a state-wide **ambition to transform systems** and sustain outcomes

stewarded by State Government that **drives effective implementation** from the top

demonstrating **effective and efficient investment, adding value for government, community and employers**

delivering timely, scalable **employment outcomes for local job seekers and learners**, and **workforce solutions for local employers and priority industries**

centred on service delivery that is **informed by regional needs and conditions**






undergoing **continual adaptation and refinement** based on emerging evidence and **real time learning about what works**

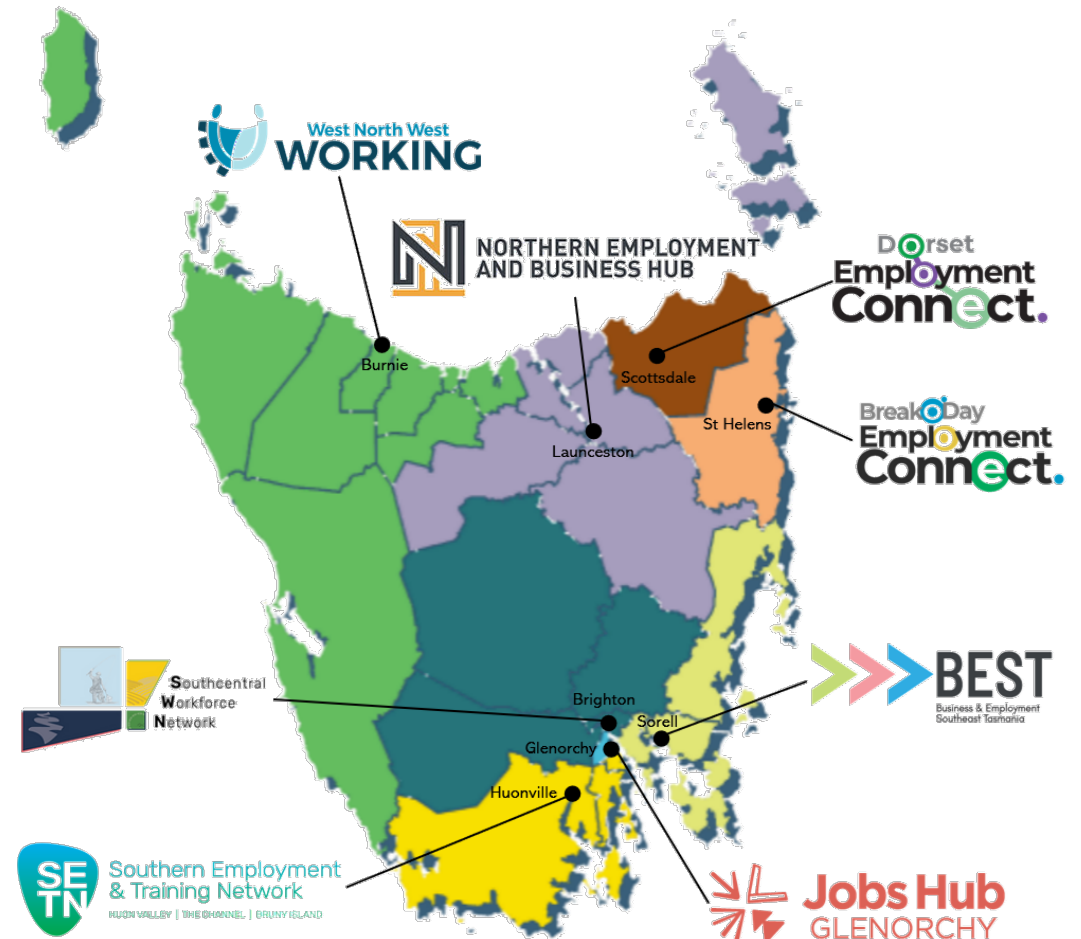
that has the foundations in place to **build on progress to date** in the next phase of implementation

Summary

The Regional Jobs Hub Network

The Regional Jobs Hubs, their Advisory Boards and Jobs Tasmania work as a state-wide network that advances regional issues to collectively inform state-wide policy and program implementation. This involves sharing and harnessing diverse expertise and learnings through a common model, identifying as a networked community with a shared ambition and policy agenda, and collaboration between the Hubs and government. This work takes place both within and between Community of Policy and Practice meetings.

-  West North West Working
-  Northern Employment & Business Hub
-  Dorset Employment Connect
-  Break O'Day Employment Connect
-  Southcentral Workforce Network
-  Business & Employment Southeast Tasmania
-  Southern Employment & Training Network
-  Glenorchy Jobs Hub



Realising the Ambition with the model

In the design, implementation and evaluation of the RJH Initiative, a range of **Design Features** and areas of targeted effort - or **Change Domains** - emerged as key to advancing the state-wide community employment model towards its systems change ambition.

Further detail on each of the Design Features and Changes Domains can be found in [Section 5a](#) (Appendix).

Key assumption:

10 Design Features



4 (measurable) Change Domains



Ambition realised

Structural elements of the model

1. Person-centred and place-based approach
2. Bridging role between supply and demand
3. Top-down/bottom-up governance architecture
4. Networked model
5. Hub as an authoritative regional EET gateway
6. Collective stewardship
7. Active and intentional system stewardship by Jobs Tasmania
8. Commissioning approach
9. Embedded Learning Partner to support implementation and evolution of the model
10. Developmental evaluation

Practice elements of the model

Data & Evidence

Network Governance

Community & Industry Partnerships

Strategic Learning

The Regional Jobs Hubs Initiative

7 Hubs

Over **4200*** people into jobs

Over **2000*** people into training courses

An estimated **7000†** workforce solutions developed for employers and industry

Outcomes for **job seekers, learners and employers**

Impact **across policy and programs** within a greater ambition to transform systems

* Reporting period from when Hubs became a Network on July 1st 2021, with the exception of BEST who report from its establishment in November 2019.

† Estimated because Hubs have varying metrics for workforce solutions at this stage of implementation.

‡ See [Findings](#) for survey details.

Outcomes for participants

Surveys showed:‡

85% of employers seeking an employee with the Hub were successful. Of these **85%** said the employee was sufficiently job ready for their role and **91%** said the employee was still working for them.

100% of employers seeking other support from the Hub (e.g. business support) said their needs had been met.

55% of job seekers and learners seeking work found a job through the Hub, and found this job was matched to their interests, skills and career ambitions. Of these **87%** were still in those jobs.

95% of job seekers and learners and **94%** of employers would recommend the Hubs' services to someone else

The point of difference

Community stakeholders have described Hubs as:

'motivators'

'disruptors'

'a real enabler'

Hub participants have compared Hubs to other employment services, describing Hubs as:

More invested: Hubs genuinely care about helping

Personalised, tailored, responsive support

Local and community-minded

Less box ticking and jumping through hoops

Providing **appropriate candidates**, not just anyone

The Regional Jobs Hubs Initiative

7 Hubs

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‡See [Findings](#) for survey details.

Hubs' impact from place to policy

Joint RJH Network submission to Tasmanian State Budget made the case for a funded Network of Hubs that is greater than the sum of its parts

Regular conversations with state **Minister for Skills, Training and Workforce Growth**, and state divisions including Skills Tasmania

Informing **Regional Cabinet Briefs** with regional profiles and place-specific community-level issues

Shaped development of Skills Tasmania Train Now Fund, Youth Career Facilitator, Employer of Choice Assist, TasTAFE Jobs Hub training coordination pilot in southern Tasmania, Local Jobs Program

Jobs Tasmania's impact from policy to place, including influencing:

Tasmanian Women's Strategy

Tasmanian Population Strategy

Tasmanian Housing Strategy

Tasmanian Disability Inclusion Bill

Tasmanian Diversity in STEM Review

Tasmanian Literacy Advisory Panel

Tasmanian Multicultural Action Plan

Closing the Gap: Tasmanian implementation plan

University Accord

Initiative impact from State to National

RJH Initiative cited throughout Commonwealth **Select Committee's Final Report on Workforce Australia Employment Services**, as a prime exemplar of place-based employment solutions

Joint RJH Network submission to Commonwealth Employment White Paper evidencing value and early outcomes of the state-led, community-driven, place-based employment model

Considered a nation-leading place-based model by **Commonwealth Department of Social Services, Department of Employment & Workplace Relations, Treasury** and various federal government **Ministers**

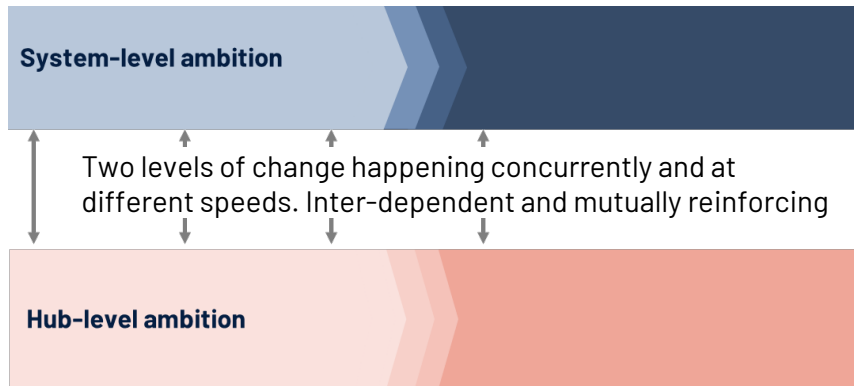
RJH Initiative recognised in key government reports:

- Australia's Sixth Periodic Report under the International Covenant on Economic Social and Cultural Rights (ICESCR)
- Select Committee Inquiry on the Cost of Living
- Regional Development Australia: Tasmanian Strategy
- International Labour Organisation Article 19 report

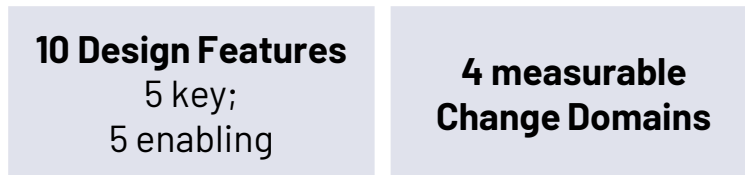
The Regional Jobs Hubs Initiative

An approach that is demonstrating evidence of effective and efficient investment and achieving timely, scalable outcomes for job seekers and employers

A two-level Ambition:



Driven by a two-part model:



Outcomes running alongside this:



Five key Network-wide outcomes at this stage of implementation

- ① The person-centred and place-based approach delivers **meaningful employment outcomes for local people and employers**
- ② Hubs' bridging role between local job seekers and employers can **fill the workforce needs of local industries**
- ③ The multi-level governance architecture underpinning the model enables Hubs to shape and co-develop **government policy and programs to address local need**
- ④ The networked model enables Hubs to **share learnings, problem-solve common challenges** and **begin to co-develop best practice approaches**
- ⑤ As an authoritative regional employment, education and training (EET) gateway, Hubs are beginning to facilitate **durable workforce solutions that respond to the region's current and future needs**

Transforming systems to sustain outcomes

Through the Developmental Evaluation and the validated outcomes for the Regional Jobs Hub (RJH) Initiative, it is evident that Tasmania's RJH Network is **demonstrating six key value adds for government, community and employers** (see also: [May 2023 Evaluation Progress Report](#)), enabling jobs for local people and workforce solutions for local employers and priority industries which can adapt to changing labour market conditions.

1 Maximising impact of EET investments

Doing State government differently by leading, leveraging and aligning local effort to maximise impact of Commonwealth and State government investments in employment, education and training initiatives for local people, local employers and priority industries.

Actively steering employment outcomes by strategically integrating policy, programs and funding across government divisions and between local, state and federal policy and investments. Working to reduce duplication (and cost to government) and to navigate complexity for job seekers and employers. **(Network Outcomes 2 & 3)**

4 Amplifying community voice to government

Government shifts from arms-length 'purchaser' of employment services to active co-producer of employment services, acting to supplement thin markets in some areas. Sharing power with RJHs so communities can influence policy and funding decisions to better address the local expression of structural shifts in the labour market. **(Network Outcome 3)**

2 Driving scalable innovation in place

Seeding, enabling and sharing local innovation to ensure it reflects and is adapted to local needs.

Disseminate learnings across Regional Jobs Hubs network to avoid duplication and maximise impact of innovation effort. **(Network Outcome 4)**

5 Measuring what matters

Develop outcome and impact measures that really matter to all stakeholders: local people, employers, industry, government and community. **(Network Outcome 4)**

3 Realising networks and relationships to create employment opportunities

Realising Tasmania's real standout strength – strong local relationships, networks and connections between community and government – to drive EET change over time (e.g. building and supporting relationships between RJHs and employers).

Aligning programs and resources so that they meet local community needs and fill service gaps while avoiding duplication. **(Network Outcomes 2 & 5)**

6 Enabling workforce participation

Of all working age people in community and not just those connected to employment services. Ensuring population groups that fall between the gaps in State and Commonwealth funded systems have access to tailored employment pathway support. **(Network Outcome 1)**

The Regional Jobs Hub Initiative is driving effective and efficient individual and state-wide results

Emergent evidence supports the finding that:

In a relatively short period of time, the Regional Jobs Hubs Initiative has led to:

- strong **training and employment outcomes** for local people and local industry (Network Outcomes 1 & 2, pp. 56, 60);
- innovative **workforce solutions** for priority industries and jobseekers (Network Outcomes 3 & 5, pp. 64, 74);
- **community development** through a focus on addressing social and physical infrastructure challenges (Network Outcome 5, p. 74);
- **scalable learnings and innovations** from individual Hubs to the Network, maximising expertise for more effective and efficient service delivery across the Network (Network Outcome 4, p. 69; CoP&P findings, pp. 43-34);
- more **impactful joint advocacy**, leveraging the power of the network aligned with a shared ambition (Network Outcome 3, p. 64);
- **greater intentionality** around role Hubs are playing in **local service eco-system**, leading to more effective and efficient use of system resources (Network Outcomes 4 & 5, pp. 69, 74);
- **sharing of power** between government and community: 'bottom-up' learnings influence policy and funding decisions through effective governance architecture, resulting in more effective policy design and investment that meets local needs (Network Outcome 3, p. 64; Collective Stewardship: Governance; Strategy and Policy; pp. 84-85);
- **greater alignment of policy, programs and resources** across state government departments, and leveraging learnings and local data upwards to inform state and federal policies and programs (Network Outcome 3, p. 64; Collective Stewardship: Governance; Strategy and Policy; pp. 84-85).

There is room for further progress and development in the next phase of implementation, including:

- work to further embed and build capability in the model. This should include greater focus on refining and adapting the model for **priority cohorts** (e.g. young people), including development of **tailored policy and practice solutions** (p. 58);
- greater emphasis on **proactive engagement with priority industries**, locally and state-wide, to develop solutions to meet current and emerging workforce needs and opportunities (p. 76);
- building Network capability in **consistent data collection** and monitoring, reporting and analysis through training and support (pp. 71, 124);
- deepening **policy and advocacy capability** to collaborate and co-design **medium to longer term systemic solutions** (p. 66);
- strengthening **governance and feedback loops** to maximise the contribution of community-level governance and the role of state government as the 'System Steward' that can effectively align programs, policy and accountabilities *horizontally* across state government divisions and *vertically* between local, state and federal levels of governance, to coordinate effort and investment (pp. 66-67);
- greater intentionality around the role Hubs are playing to **complement local and state-wide service ecosystem**, guided by System Steward (pp. 58, 76-77);
- **intentional work with education sector**, including schools and tertiary institutes, enabled by System Steward and driven by community (pp. 62, 77);
- deepening trust, collaboration and **co-production of tangible policy and practice solutions** across the network, and the application of scalable network learnings into day-to-day practice (pp. 71-72).

Network-wide outcomes

Analysis of mixed qualitative and quantitative data sourced from the **developmental evaluation's** [six data collection activities](#) identified **five** Network-wide outcomes of the Initiative. The **outcomes evaluation** then undertook an outcome testing activity, involving stakeholders both within and external to the Network, to validate the assumptions drawn from this analysis.

Outcome	Findings
<p>1. The person-centred and place-based approach delivers meaningful employment outcomes for local people and employers</p>	<p>The Network has made significant progress in this outcome and can look to better align this effort in individual regions as well as in adjacent systems. To do so, it could shift focus more towards proactive, longer-term solutions by utilising: collaboration with other EET actors in each region's service landscape; Jobs Tasmania's vertical alignment; and the Network's growing policy capability. Collaboration with Hubs' local service landscapes and Jobs Tasmania's vertical alignment could also facilitate more specialised person-centred support. The Hubs also have space to grow capability in interventions across the model elements.</p>
<p>2. Hubs' bridging role between local job seekers and employers can fill the workforce needs of local industries</p>	<p>The Network has made significant progress in this outcome area and this can only become more strategic. To further this progress, Hubs could be more pre-emptive and intentional in how they structure support around career pathways on the supply side and better harness education and training pathways to this end.</p>
<p>3. The multi-level governance architecture underpinning the model enables Hubs to shape and co-develop government policy and programs to address local need</p>	<p>The Network has made great progress in this outcome but there is space for all Hubs to increase their understanding of, and better leverage, the governance architecture. To do so, Hubs could grow their advocacy efforts from the bottom up with Advisory Boards taking the lead; consistently communicate more tangible EET solutions to Jobs Tasmania; and escalate more stubborn system blockages to and across government.</p>
<p>4. The networked model enables Hubs to share learnings, problem-solve common challenges and begin to co-develop best practice approaches</p>	<p>The Network has made great progress in this outcome, particularly in sharing expertise and building rapport through the Network, and there is still plenty more that it can do. The Network could use more consistent and robust data and evidence to demonstrate and share best practice; better operationalise and apply shared learnings; consolidate these learnings at strategically structured CoP&Ps; and sustain and deepen trust across the Network.</p>
<p>5. As an authoritative regional EET gateway, Hubs are beginning to facilitate durable workforce solutions that respond to the region's current and future needs</p>	<p>Hubs have demonstrated encouraging green shoots in establishing and performing their regional EET gateway function, however there remains considerable variation and inconsistency across the Network. To advance this progress, Hubs could share learnings across the Network to build gateway capability; consider more long-term workforce solutions; increase collaboration and planning around their local regions to maximise investment; and increase their visibility and collaborative relationships in community.</p>

Individual Hub findings

Drawing upon multiple data sources, the table below summarises each Hub’s evolution over the course of the evaluation. This assessment is framed around the four Change Domains (Data & Evidence; Network Governance; Community & Industry Partnerships; Strategic Learning). As each Hub’s operating model and regional context is different, each Hub is at a different stage in its implementation of the model. For this reason, comparisons of their progress should be avoided.

Hub	Findings
BEST	As the longest running Hub, BEST has strong community and industry partnerships, and lines of sight to its region’s industry and training landscape. Armed with these networks and knowledge, BEST is undertaking more strategic workforce development and impactful influencing work with government stakeholders at state and federal levels. It has shared its experience and capability to support the work of other Hubs, but could look to do so more consistently, both formally within the Network (e.g. in CoP&P meetings) and with other employment services beyond the Network
BODEC & DEC	BODEC and DEC have demonstrated a strong operational focus and commitment to collaboration within the Network. They have also shown capability in policy discussions, and in collaborating with other employment service providers in their region. However, their operational focus means they have less capacity to do this work in a more proactive, strategic manner; this can be an area for growth and one the Hubs can potentially take a lead in driving within the Network
GJH	GJH is efficiently servicing a high caseload of job seekers. It has deep knowledge of intersecting barriers in its region and this is supported by proficient CRM use and activity reporting. The Hub has acknowledged a need and intention to focus more on the demand side, and although this is challenging with a high caseload, it is well underway, evidenced by its growing community and industry partnerships and the recruitment of a Business Liaison Officer
NEBHub	NEBHub has strong industry partnerships and has demonstrated policy impact through its influencing work with government. To maximise its effectiveness, the Hub can seek to improve collaboration both within the Network, by better leveraging the model’s governance architecture; and with prospective local EET partners, by more proactively driving work that harnesses collective resource and investment across the region
SETN	SETN is only recently operational. It has a strong focus on data which has enabled a deep understanding of the region’s service and EET landscape. This is informing the Hub’s strategic planning around where it needs to foster community and industry partnerships, how it can fill gaps rather than duplicate, and in turn how it can best complement the region’s service landscape
SWN	SWN has strong industry partnerships on the demand side and a well-developed understanding of where participants’ pathways can break down on the supply side. The Hub is aware of duplication in the region, in training and services; to resolve these issues SWN can act more proactively, and with a more systems-focused lens, to coordinate the region’s service delivery needs
WNWW	WNWW is particularly strong in its policy influencing capability and understanding of systems. It too is recently established and has made great progress in a short time, but is still working to overcome barriers that it has quickly identified in its region, including a supply shortage and duplication in services. The network’s governance architecture as well as community and industry partnerships will support this.

Jobs Tasmania: key findings across its ‘System Steward’ role

Jobs Tasmania’s activity reporting demonstrates that it is performing many of its core responsibilities across the five streams of its System Stewardship role, effectively guiding the RJH Initiative toward its wider systemic change ambition. The following section examines how Jobs Tasmania has evolved in this role across the five streams.

Stream of effort	Findings
Governance	Jobs Tasmania has established a genuine top-down, bottom-up governance approach in the RJH Initiative, and is also feeding insights from this via governance levers beyond the Initiative (e.g. with Ministers). As a result, Hubs are taking more ownership of the work. Jobs Tasmania can further enable Hubs in this pursuit by developing their governance capability
Strategy and Policy	Jobs Tasmania is leading a policy agenda to align efforts across the EET system, working with adjacent Tasmanian departments and also influencing at the Commonwealth level. This could be strengthened by growing the Network’s policy and advocacy capability to inform this, and continuing to bring them into shared work with adjacent departments
Partnership Development	Jobs Tasmania has established, and continues to maintain, partnerships across community, industry and government. To benefit Hubs even more, Jobs Tasmania could use these partnerships to help resolve system blockages identified by Hubs, and set up partnerships with adjacent employment services from the top
Strategic Communications	Jobs Tasmania has increased its efforts to highlight the work and intent of the Initiative in community, industry and government. This could be strengthened in the community setting so more prospective participants and partners are made aware of Hubs’ services
Data-driven Effort	Jobs Tasmania has helped build Hubs’ capabilities to demonstrate their efforts, and involved them in developing a shared approach to data collection. The latter is very much still a work in progress. To strengthen Hubs’ data capabilities for both internal and public-facing use, Jobs Tasmania can continue the process of co-developing a consistent framework for activity reporting, and building Hubs’ capabilities.

About this Report

This Report

This final report concludes SPARC's evaluation of Phase 1 and 2 ('Establish' and 'Develop') of the RJH Initiative. It builds on findings detailed in Progress Reports 1, 2 & 3.

Purpose of this Report

The report documents measurable and observed outcomes of the RJH Initiative for jobseekers and employers and specifies the contribution of the RJH model to the Phase 1 & 2 outcomes.

Scope of this Report

Section 1: Introduction to the Initiative

1a. Background: specifies the background and context to the development of the RJH Initiative and the evaluation project.

1b. The Ambition: outlines the system and Hub-level changes the RJH Initiative is striving for and details the steps and components to achieve this Ambition, including description of the structural and practice elements of the model that enable progress towards systemic change.

1c. The Hub Network: provides an overview of the RJH Network, including details about each Hub's geographic coverage, regional conditions and characteristics, and operational approach.

Section 2: Methodology

2. Overview of methodology: outlines the methodological approaches taken as part of the evaluation project, including the data collection activities employed.

Section 3: Findings

3a. Evaluation activity findings: outlines diverse findings from discrete evaluation activities.

3b. Network-wide outcomes: examines the key outcomes of the RJH Initiative in this phase of implementation.

3c. High-level individual Hub findings: describes how individual Hubs across the RJH Network evolved over the course of the evaluation.

3d. Jobs Tasmania outcomes: examines how Jobs Tasmania has evolved in its stewardship role over the course of the evaluation, and areas for further development.

3e. Synthesis of findings: brings together the findings across the Initiative, and some prevalent areas of strength and further development.

Section 4: Implications

Assesses all findings in relation to progress towards the Ambition of the RJH Initiative, providing clear direction around how these learnings could be used to inform and shape a reimagined employment service system.

Section 5: Appendices

Additional materials and resources.

Section 1
**Introduction to
the Initiative**



1. Introduction

1a. Background

1b. The Ambition

1c. The Hub Network

1a. **Background**

to the Initiative and the Evaluation

A new approach to deliver local jobs for local people

Background to the Regional Jobs Hub Initiative

Trial to maximise local employment outcomes for local people and employers

In 2017, the Tasmanian Government commenced a community-led trial to improve employment and training outcomes in four locations. The trial was led by Skills Tasmania and the Tasmanian Department of Premier and Cabinet's former Strategic Growth portfolio in partnership with the Tasmanian Council of Social Services (TasCOSS) and the Tasmanian Chamber of Commerce and Industry (TCCI).

High unemployment, underemployment and low participation rates were the key drivers for the trial. The failure or inadequacy of the Commonwealth employment services system to address these issues in the Tasmanian context was identified as a significant cause of poor unemployment outcomes across the State and particularly regional Tasmania. Two aspects of the Commonwealth employment services system in particular were identified:

1. Insufficient and misaligned employment outcomes for local people, employers and industry
2. People outside the labour market were not serviced by Commonwealth employment services.

RJH Site expansion to drive economic recovery following COVID impacts

In 2021 the Initiative expanded to seven sites, comprising the Regional Jobs Hubs Network, following the release of the Premier's Economic and Social Recovery Advisory Council (PESRAC, March 2021) Report which was developed as part of the state's COVID-19 response. The Council was comprised of members from across the Tasmanian business, university and community sectors. The RJH Network was highlighted as a key recommendation (20-25) of the Report and subsequently positioned as the centrepiece of the Jobs Tasmania Strategic Plan 2021-2024.

Addressing three challenges through three key building blocks

The RJH Initiative was designed to respond to three key challenges identified in the PESRAC report, requiring concerted effort to improve jobs and income and advance the economy for Tasmanians:

- Connecting people to jobs

- Growing activity to create jobs
- Ensuring that people have the skills needed for jobs

To address these challenges, the PESRAC report recommended three building blocks that can improve employment and income opportunities for Tasmanians:

1. Major investments: The need for robust economic activity during and beyond recovery and to better capture the job creation potential of major investments around Tasmania, including small-business supply chains.
2. Skills: The importance of skilling and re-skilling Tasmanians so they can engage in a changing workforce during and after recovery.
3. Local job networks: Place-based networks to support people looking for jobs, and employers looking for new staff (PESRAC, March 2021).

Funding a networked model, embedded in the Department of State Growth

In 2021 the Tasmanian Government committed \$10.6 million over three years under the Local Jobs for Local People agenda for the seven site Regional Jobs Hub Network Initiative. Recognising the need for effective stewardship of this important state-wide community embedded Initiative, the State Government transferred leadership, funding, administration and program support for existing Hubs to the newly established, intentionally designed Jobs Tasmania unit in 2021.

This included funding for three additional Jobs Hubs (and expansion of BODEC) between 2021-22, as well as funding to support the transition of existing Hubs from localised responses to a state-wide networked model. This model was intended to advance regional issues, collectively inform state-wide policy and program implementation and advance state-wide employment, skills and workforce solutions. Funding for model design, learning support for the implementation of the Initiative and evaluation was also provided.

Subsequently, an additional \$6.65 million has been provided to support the extension of two Hubs' operations, and expand and deepen the reach and effectiveness of the Hubs. This funding also went to the Youth Connector program trial in three Hub regions, as well as key partnerships with community organisations.

Supporting effective implementation and evaluating impact

Background to the Regional Jobs Hub Evaluation Project

Learning together to develop, implement and evaluate the RJH Initiative

In 2021, Jobs Tasmania commissioned the Brotherhood of St. Laurence's Social Policy and Research Centre (BSL-SPARC), with assistance from the Tasmanian Policy Exchange at the University of Tasmania, to act as a Learning Partner and evaluator supporting the design, implementation and evaluation of the state-led, community-driven employment model for the expanded Regional Jobs Hub (RJH) Network.

Phased implementation of the RJH Initiative to evolve the model and practice in a way that creates and sustains impact

The model was designed to be implemented across three phases. This phased approach recognised the time required for the Hubs, their Advisory Boards and Jobs Tasmania to evolve and embed a functioning, enduring networked model that creates sustainable impact. The Initiative has now completed Phase 1 and is well progressed in Phase 2 of the implementation agenda.

Implementation of the evaluation: Learning Partner role has been phased to support the evolution of the Initiative

Like the Initiative, the evaluation project comprised three aligned phases each with specified deliverables. Phase 1 and 2 focused on creation of the foundational thinking, evidence and frameworks to support the development and evolution of the model, governance and approach to data, monitoring, outcomes and impact measurement and evaluation.

A developmental evaluation was identified and used as the key form of evaluation to inform and support the evolving RJH model in implementation Phases 1 & 2

This allows for the model and evaluation to influence and evolve alongside one

another. For example, an initial Theory of Change has evolved into a From-To Ambition, and the Hubs' activity reporting has also evolved as they have moved towards a common model.

An outcomes framework was subsequently developed to guide current and prospective outcome and impact measurement

As the model evolved, progressive indicators and outcome measures that mattered to the Hubs and Jobs Tasmania were co-designed to support and reflect implementation and the evaluation. This iterative approach to data development has benefits: it enabled the model to adapt according to emergent data and evidence, and sufficient data was obtained to indicate effective implementation to this point. The next phase of the model will provide the opportunity for more consistent collection, reporting and analysis of administrative data.

Key developments during implementation

- Ongoing implementation of PESRAC recommendations
- Re-funding of several Hubs by State Government during the evaluation period
- Four ministers holding the portfolio, indicating enduring support for the Initiative
- Release of Tasmanian Child and Youth Wellbeing Strategy (Aug 2021)
- Select Committee on Workforce Australia Employment Services (Sept 2022 – Nov 2023)
- Australian University Accord (Nov 2022 – Feb 2024)
- Announcement of Tasmanian Youth Jobs Strategy (Feb 2023)
- Entrenched Disadvantage package and Outcomes Fund (Commonwealth) (May 2023)
- Commission of Inquiry and Child and Youth Safe Organisations Framework (Jul 2023)
- Multicultural Council of Tasmania Employment Strategy 2023-2026
- Industry Skills Compacts, with most identifying role for Hubs
- Strategic Regional Partnerships: Western Tasmania and East Coast

Phased design and implementation

Model phase	When	Evaluation phase	Purpose	Key activities	Deliverables
1. Establish	Feb 2022 –Sep 2022	This phase focused on co-production of the foundational evidence, ideas and concepts, and framing for the Initiative in partnership with Jobs Tasmania and the Hubs	Review literature and evidence base alongside local learnings (insights and expertise from Hubs service delivery experienced) to identify the Design Features of the testable state-wide community model	<ul style="list-style-type: none"> • Site visits • Background consultations • Literature review • Jobs Tasmania Employment, Education and Training (EET) State-wide Mapping • Multi-level phased governance and stewardship model • RJH Evaluation Framework 	<ul style="list-style-type: none"> • JT RJH Environmental Scan: Making the case for reform • JT RJH Framework and (formative) Model • JT Employment, Education and Training (EET) State-wide Mapping • Multi-level phased governance and stewardship model
2. Develop:	Oct 2022–Nov 2023	This phase focused on the development of the evaluation framework, designed to guide the evaluative effort across all phases of the evaluation project	Develop and refine, as informed by the data, the model to support effective implementation and impact and to measure what matters	<ul style="list-style-type: none"> • Co-designed Outcomes Framework • Consultation with Hubs, Jobs Tasmania and community partners • Focus groups • RJH participant surveys 	<ul style="list-style-type: none"> • Evaluation Framework • Refined Theory of Change • Outcomes Framework with co-designed Progressive Indicators and Outcomes Measures • Establishment of RJH State-wide Community of Policy and Practice • Progress Reports 1, 2 and 3
	Dec 2023–Feb 2024	This phase focused on the Outcomes and Impact evaluation and Final Report, underpinned by consolidated monitoring	Identify outcomes to date and test them with Jobs Tasmania, the Network and community stakeholders to co-identify areas of strength and in progress	<ul style="list-style-type: none"> • Outcome testing consultations 	<ul style="list-style-type: none"> • Final Evaluation Report

Phased design and implementation

Model phase	When	Evaluation phase	Purpose	Key activities
3. Sustain & Endure	Feb 2024 onwards	Post-evaluation	Continue to evolve toward full implementation of the state-wide, community-driven employment model, replicating and scaling best practice approaches across the state and maturing governance arrangements. This phase of development will also include deeper and wider response to key government initiatives (e.g. Youth Jobs Strategy)	<ul style="list-style-type: none"> • Further strengthening of Design Features identified by Evaluation • Further testing and refining of Design Features and Change Domains for the state-wide community-driven model • Consolidation of Design Features and Change Domains into enduring and scalable model • Training and support to build capability in collection, reporting, monitoring and analysis of consistent periodic reporting data

1b. **The Ambition**

An overview

Developing quality employment solutions for jobseekers, employers and industry in local communities across Tasmania that will grow economic productivity and wellbeing

Reaching for systems change

The RJH Initiative is not just another employment program. It is a state-led, community-driven EET initiative designed to achieve EET systems reform in policy and places across Tasmania that connects local people to local jobs and develops lasting workforce solutions for employers and industry. It is also designed to demonstrate what it takes to achieve this Ambition.

A two-level change Ambition

To disrupt business as usual in the EET system and services, and to achieve impact, change is required at both the system level and the Hub level. For this reason, the Ambition has two change levels:

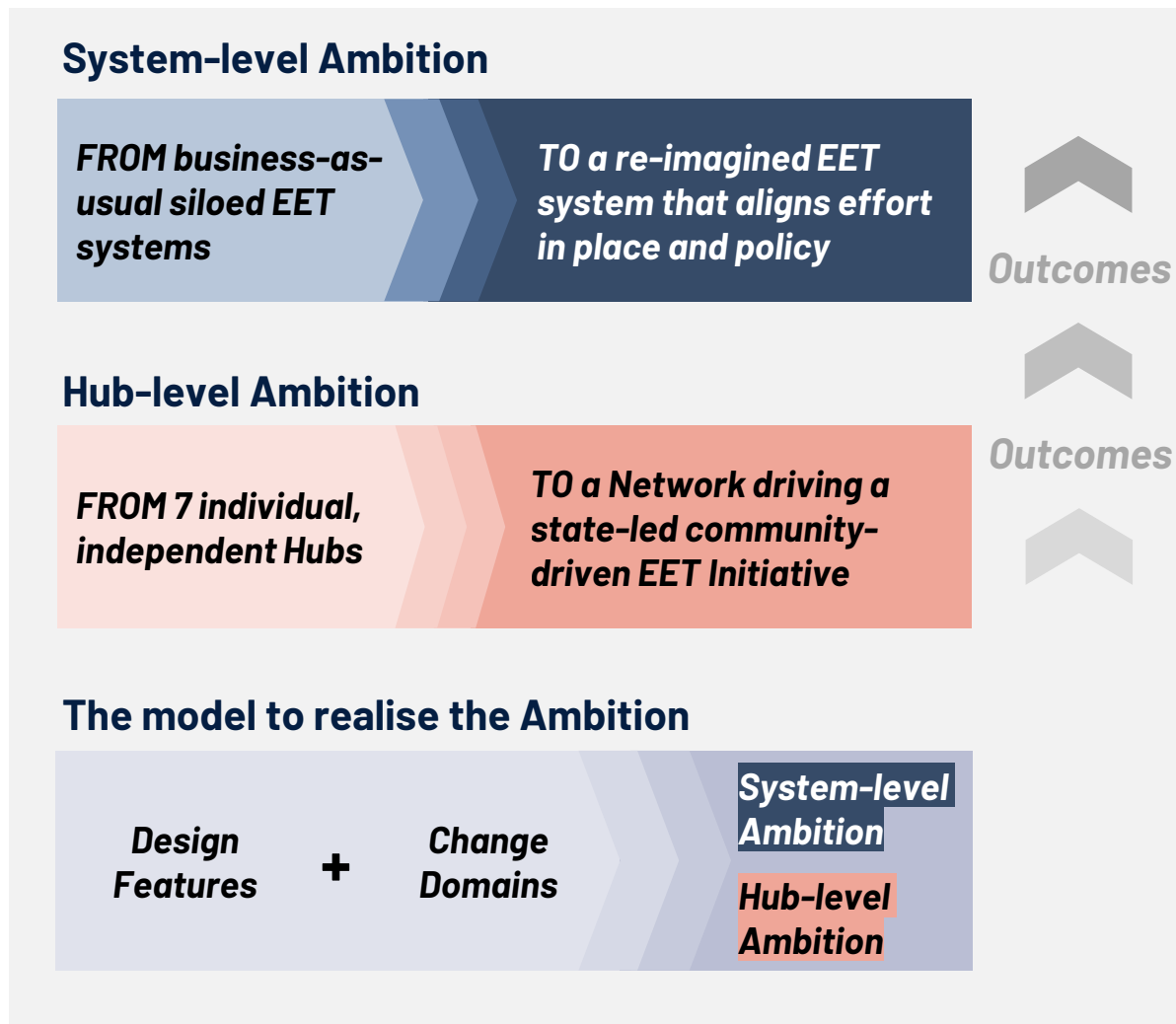
System-level change will be reflected in state-wide EET policy development and alignment.

Hub-level change will be reflected in effective implementation of the RJH model across the RJH Network and individual Hubs.

These change levels are inter-dependent and mutually reinforcing: change in the Hubs can drive change in the systems, and vice versa.

Two key drivers of change

The Initiative is founded on the assumption that effective implementation of the structural elements of the model ([Design Features](#)), together with impactful effort across the practice elements of the model ([Change Domains](#)), will advance the RJH Network towards its Hub-level Ambition, and contribute to wider systems change.



Measuring progress towards the Ambition

Both levels of the Ambition are accompanied by specified, measurable **outcomes** that demonstrate change. These are detailed in subsequent pages and furthermore in the [Outcomes Framework](#).

An evolutionary Ambition

The Ambition for the RJH Initiative has evolved with the model over the course of its implementation, from the initial high-level [Theory of Change](#). It will continue to evolve in the next phase of the Initiative as the model is refined.

This is the current Ambition for the Initiative as it stands at this phase of implementation, against which we can and have compared the Network's progress at this stage.

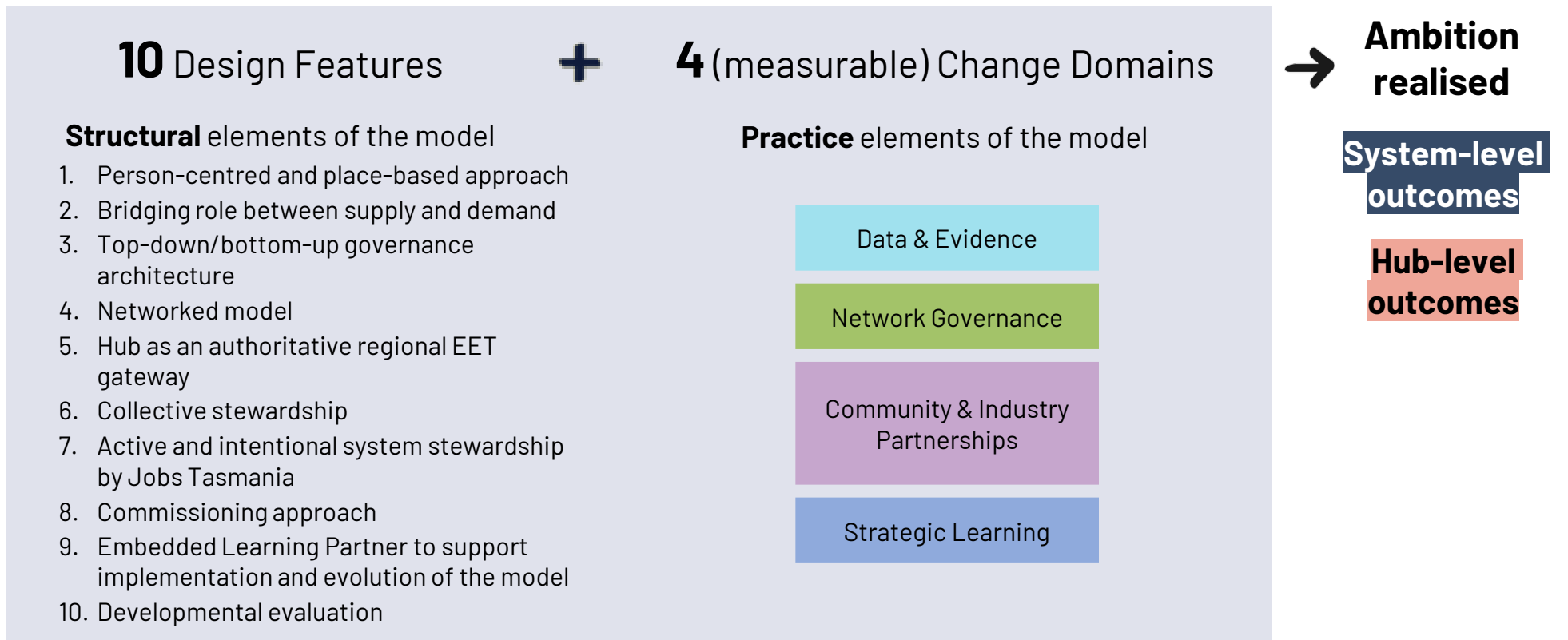
The Ambition is detailed further in [Section 5a](#) (Appendix).

Realising the Ambition with the model

Outcomes and impact of the RJH Initiative are achieved through effective implementation of the RJH Initiative **'model'**. The **model** is comprised of two key drivers: the **Design Features** and the **Change Domains**.

The Design Features are the **structural elements** of the model, and the Change Domains are the **practice elements** of the model. Effective implementation of the Design Features, together with targeted effort across the Change Domains, should advance the RJH Network towards its Hub-level Ambition, and contribute to wider systems change (System-level Ambition).

Key assumption:










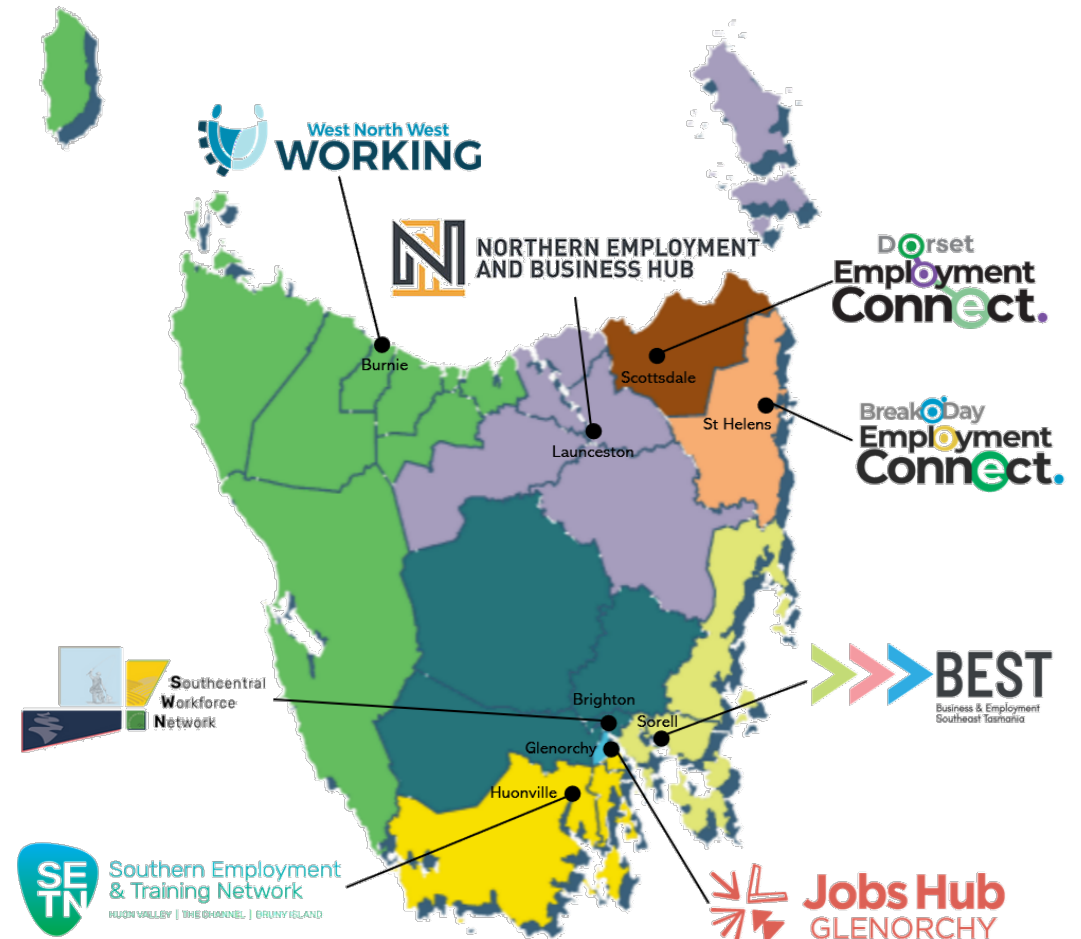
1c. **The Hub Network**

State-wide collaboration, from place to population

The Regional Jobs Hub Network

The Regional Jobs Hubs, their Advisory Boards and Jobs Tasmania work as a state-wide network that advances regional issues to collectively inform state-wide policy and program implementation. This involves sharing and harnessing diverse expertise and learnings through a common model, identifying as a networked community with a shared ambition and policy agenda, and collaboration between the Hubs and government. This work takes place both within and between Community of Policy and Practice meetings.

-  West North West Working
-  Northern Employment & Business Hub
-  Dorset Employment Connect
-  Break O'Day Employment Connect
-  Southcentral Workforce Network
-  Business & Employment Southeast Tasmania
-  Southern Employment & Training Network
-  Glenorchy Jobs Hub



Business and Employment Southeast Tasmania (BEST)

As the first Jobs Hub established in November 2019, BEST Hub is based in Sorell and services the Sorell, Clarence City, Tasman and Glamorgan-Spring Bay (Swansea South) LGAs. The Jobs Hub has received \$1.95 million in additional funding to build on its success and continue the service until June 2025. Included in this new allocation is \$250,000 specifically for the rollout of a Youth Connector program to support young job seekers in the region. Previous funding included the Tasmanian Government’s Employment Partnership: Jobs Action Package and Tasmanian Community Fund. New dedicated facilities in Sorell will be built to support the Jobs Hub and training access across the region. Funding for the build (at a total approximate cost of \$4.5 million) has been secured from the Federal and State Governments and Sorell Council, and the project is currently in the design and approval stages. The Hub originally operated under an auspice arrangement with Colony47, and this arrangement transitioned in July 2022 to a new entity and incorporated association under SERDA – Business and Employment Southeast Tasmania Inc. (BEST).

Key facts	Key EET infrastructure	Key industries of employment [^] (LQ 2021)	Key challenges
<ul style="list-style-type: none"> Mix of urban and rural areas Sorell: stronger population growth as it is the fastest-growing commuter suburb to Hobart (and with Sorell to Hobart Corridor) Clarence City: largest urban area and population still growing as region’s employment centre Cambridge business development area: 4000 jobs predicted while under construction and future potential of 8000 jobs in this industrial development once fully completed Hub partnership for Hobart Airport redevelopment 	<ul style="list-style-type: none"> South East Trade Training Centre TasTAFE Water & Energy Trades Centre Libraries at Orford, Rosny, Sorell, Swansea and Tasman Workforce Australia and Disability Employment Service providers across the region 	<ul style="list-style-type: none"> Agriculture, Forestry and Fishing^{2,3,4} Administrative and Support Services^{2,3,4} Accommodation and Food Services^{2,4} Arts and Recreation Services^{2,4} Construction^{1,3} Rental, Hiring and Real Estate Services^{1,3} Retail Trade^{1,3} Electricity, Gas, Water and Waste Services¹ Mining² Manufacturing³ Education and Training¹ 	<ul style="list-style-type: none"> Limited entry-level positions available for jobseekers with little or no workplace experience as employers seeking candidates who can work at full capacity from commencement rather than apprentices or trainees Lack of participants to refer to current vacancies, particularly in regional areas where employers require certain skills, licences, tickets, and experience Limited suitable training spaces and limited access to South East TTC Insufficient availability of and access to other services (including mental health and employment service providers) to meet community need High share of employment in industries at high risk of offshoring or automation Aging population in Glamorgan-Spring Bay and Tasman Require workforce growth strategy and resourcing to support projected increase in population and small businesses

[^]LGAs where relevant: 1 – Clarence; 2 – Glamorgan Spring Bay; 3 – Sorell; 4 – Tasman

Break O'Day Employment Connect (BODEC) and Dorset Employment Connect (DEC)

Operational since September 2020, BODEC is located in St Helens and covers the greater east coast and north-east region. Since establishment, its operations have expanded into the Glamorgan-Spring Bay region (Bicheno) and further north, with the launch of Dorset Employment Connect based in Scottsdale in November 2022. The Hub is administered by Fingal Valley Neighbourhood House. It has funding of \$1.625m over three years, with initial funding secured through the Employment Partnership: Jobs Action Package (administered by Skills Tasmania). The State and Local Government collaboration under the Strategic Regional Partnership is also expanding to the BODEC region.

Key facts	Key EET infrastructure	Key industries of employment^ (LQ 2021)	Key challenges
<ul style="list-style-type: none"> • Tourism and hospitality key sectors in Break O'Day (St Helens) and Dorset (Bridport and Scottsdale) • Break O'Day LGA has one of the oldest populations in the state (median age 56 compared to state's 42) and Dorset median age also higher than state's (48) (ABS 2021) 	<ul style="list-style-type: none"> • Break O'Day Trade Training Centre • Dorset Trade Training Centre • Libraries at Bicheno, Bridport, Ringarooma, Scottsdale, St Helens and St Marys • Workforce Australia and Disability Employment Service providers across the region 	<ul style="list-style-type: none"> • Agriculture, Forestry and Fishing^{1,2} • Mining¹ • Administrative and Support Services¹ • Accommodation and Food Services¹ • Transport, Postal and Warehousing² 	<ul style="list-style-type: none"> • Seasonality of tourism and hospitality and challenges attracting and retaining staff <ul style="list-style-type: none"> • Housing shortages especially for workers in newer tourist destinations (e.g. Bicheno, St Helens) • Issues for migrants with working rights in particular postcodes on the east coast • Fly-in, fly-out and drive-in, drive-out workers • Limited childcare capacity • Dispersed population affects number of course participants required for course viability, with several advertised courses not gaining sufficient enrolments required to run • Break O'Day LGA's older population results in a significantly lower workforce participation rate that impacts local business and industry growth

[^]LGAs where relevant: 1 - Break O'Day; 2 - Dorset

Glenorchy Jobs Hub (GJH)

Commenced in August 2021, Glenorchy Jobs Hub has coverage of the Glenorchy local government area and the surrounding northern suburbs of Hobart, and is administered by Glenorchy City Council. Included in its three-year \$1.95m funding is \$250,000 specifically for the rollout of a Youth Connector program to support young job seekers in the region. The Glenorchy Jobs Hub was previously funded under the Tasmanian Government’s Strategic Growth portfolio.

Key facts	Key EET infrastructure	Key industries of employment (LO 2021)	Key challenges
<ul style="list-style-type: none"> • Significant migrant and CALD population: in 2021, around 1 in 5 people living in the LGA were born overseas (with 33% having arrived in the last five years) and 18.8% of residents use a language other than English at home (ABS 2021) • Young population: in 2021, the largest age group in the LGA was 25–29-year-olds, and this group experienced the most growth in the previous five years (ABS 2021) • SEIFA index of 911 in 2021 indicating an area of high disadvantage 	<ul style="list-style-type: none"> • Proximity to range of TasTAFE facilities in and around Hobart • UTAS campus • Bus interchange nodes in Glenorchy and Derwent Park for access to Greater Hobart • Libraries at Glenorchy, as well as Hobart, Allport and the State Library of Tasmania in neighbouring Hobart • Workforce Australia and Disability Employment Service providers across the region 	<ul style="list-style-type: none"> • Manufacturing • Wholesale Trade • Transport, Postal and Warehousing • Construction • Electricity, Gas, Water and Waste Services • Administrative and Support Services • Arts and Recreation Services • Other Services 	<ul style="list-style-type: none"> • No established business groups in the area making it difficult to communicate effectively with commerce and industry in the area • About a third of registered jobseekers are recent migrants to the state, and therefore not eligible for Workforce Australia, and require additional time investment in capability building • Education & training completion: high levels of youth disengagement from school and work • Transport: lack of driver licenses, especially among migrant population – a necessity for growth occupations such as in-home aged care, and those commuting to Hobart LGA, where 40.3% of GJH residents are employed • Additional barriers to work for migrant population: language barriers, cultural competencies, racism, difficulty understanding employment pathways

Northern Employment and Business Hub (NEBHub)

Launched in September 2020, NEBHub is based in Launceston, with coverage of its surrounding communities as well as the Flinders Island, George Town, Meander Valley, Northern Midlands and West Tamar LGAs. Administered by the Bell Bay Advanced Manufacturing Zone (BBAMZ), an industry led economic development group, the Hub is funded for \$2.7m over three years, including \$250,000 for the Youth Connector rollout. Initial funding for the Workforce Development Coordinator was secured through the Tasmanian Community Fund.

Key facts	Key EET infrastructure	Key industries of employment ^A (LQ 2021)	Key challenges
<ul style="list-style-type: none"> Competitive manufacturing and heavy industry including Bell Bay industrial precinct in George Town with significant demand Food and agribusiness also key, including horticulture in Launceston, Meander Valley and Northern Midlands; dairy in Meander Valley; viticulture and winemaking in Tamar Valley Education and Training and Health Care and Social Assistance important industries as region contains major tertiary education and health facilities servicing Northern Tasmania, including UTAS Launceston campus Professional and technical service: Launceston is one of two Australian non-capital cities with significant financial services exports, with Financial and Insurance Services as its top employment industry 	<ul style="list-style-type: none"> UTAS Launceston campus George Town Trade Training Centre Deloraine Trade Training Centre TasTAFE facilities Libraries at Beaconsfield, Campbell Town, Deloraine, Exeter, Kinimathatakinta/George Town, Launceston, Lilydale, Longford, Ravenswood, Westbury and Whitemark Workforce Australia and Disability Employment Service providers across the region 	<ul style="list-style-type: none"> Agriculture, Forestry and Fishing^{1,2,4,5,6} Manufacturing^{2,4,5} Transport, Postal and Warehousing^{1,2,5} Construction^{4,5,6} Wholesale Trade⁵ Mining² Arts and Recreation Services⁴ Financial and Insurance Services³ Education and Training⁶ Electricity, Gas, Water and Waste Services¹ Health Care and Social Assistance³ Administration and Support Services¹ Rental, Hiring and Real Estate Services⁵ Retail Trade³ 	<ul style="list-style-type: none"> Labour shortages across all industries Limited work experience opportunities Limited fit-for-purpose training

^ALGAs where relevant: 1 – Flinders Island; 2 – George Town; 3 – Launceston; 4 – Meander Valley; 5 – Northern Midlands; 6 – West Tamar

Southern Employment and Training Network (SETN)

Commencing operations in 2023, SETN adopts an outreach approach with coverage of the Huon Valley and Kingborough LGAs, the Channel region (including Geeveston), Dover, Cygnet and Bruny Island. Administered by the Huon Valley Council (with a new independent entity responsible for oversight) and working closely with Kingborough Council, SETN has \$1.625m funding over three years.

Key facts	Key EET infrastructure	Key industries of employment [^] (L0 2021)	Key challenges
<p><u>Huon Valley</u></p> <ul style="list-style-type: none"> Population, local jobs, and education levels increasing Older age profile than Kingborough (in 2021, largest age group 60–64-year-olds with 70–74-year-olds increasing, compared to Kingborough where 35–39 largest and 25–29 increasing)(ABS 2021) Limited mobility to Hobart despite geographical vicinity, making it a distinct, semi-rural community. Fast-growing largely due to lifestyle migration and retirees, though more young families projected to migrate <p><u>Kingborough</u></p> <ul style="list-style-type: none"> Population, local jobs, and education levels increasing Higher participation rate than in Huon Valley and the Tasmanian average Higher socio-economic status than Greater Hobart (i.e. average household income, secondary school completion, qualifications) Community infrastructure struggling to keep up with fast growth Antarctic Division in Kingston <p><u>Bruny Island</u></p> <ul style="list-style-type: none"> Very small permanent population, with skills and labour shortages Lifestyle and tourism industries 	<ul style="list-style-type: none"> Huon Valley Trade Training Centre Libraries at Bruny, Cygnet, Geeveston, Huonville and Kingston Workforce Australia and Disability Employment Service providers across the region 	<ul style="list-style-type: none"> Agriculture, Forestry and Fishing¹ Education and Training² Professional, Scientific and Technical Services² Construction² Retail Trade² Administrative and Support Services¹ Manufacturing¹ Arts and Recreation Services² 	<ul style="list-style-type: none"> Labour shortages due to lack of skilled jobseekers, access to affordable housing and transport, and a breakdown of pathways between education and employment Limited mobility to Hobart Growing pains in fast-growing LGAs

[^]LGAs where relevant: 1 – Huon Valley; 2 – Kingborough

Southcentral Workforce Network (SWN)

SWN was established in September 2020 and supports the Brighton, Central Highlands, Derwent Valley and Southern Midlands municipalities. The Hub is based in Pontville on the Brighton-Southern Midlands border and is administered by Brighton Council. The Hub’s current \$1.625m funding over three years follows its initial allotment of financial support secured through the Tasmanian Community Fund.

Key facts	Key EET infrastructure	Key industries of employment [^] (LQ 2021)	Key challenges
<ul style="list-style-type: none"> • Predominantly rural demographic • Brighton is the youngest and fastest growing LGA in Tasmania with migration of many young families 	<ul style="list-style-type: none"> • Southern Central Trade Training Centre • TasTAFE facility (Claremont) • Libraries at Bothwell, Bridgewater, New Norfolk and Oatlands • Workforce Australia and Disability Employment Service providers across the region 	<ul style="list-style-type: none"> • Agriculture, Forestry and Fishing^{2,3,4} • Transport, Postal and Warehousing¹ • Manufacturing³ • Arts and Recreation Services^{1,2} • Construction^{1,4} 	<ul style="list-style-type: none"> • Entrenched generational disadvantage relative to rest of Tasmania, with lower average incomes and educational attainment, and higher unemployment rate, median working age, and dependence on government support. SEIFA index of all four LGAs in the region are in the bottom half of the state (ABS 2021) • Poor school-to-work transition outcomes • Finding and attracting a skilled workforce in the region • Limited access to transport which deters labour and trainees • Very dispersed population presents challenges servicing and assisting the regions’ businesses and jobseekers, including accommodation for seasonal and new workers, transport and licensing for locals, and coordinating training with viable numbers beyond the relatively metropolitan base • Increasing role in social issues: many new registered jobseekers are experiencing mental health problems and other sometimes severe issues including domestic violence, cost of living pressures, housing or accommodation

[^]LGAs where relevant: 1 – Brighton; 2 – Central Highlands; 3 – Derwent Valley; 4 – Southern Midlands

West North West Working (WNWW)

Launched in July 2022, WNWW is based in Burnie and has a presence across the nine local government areas of the north-west and west coasts: Burnie, Central Coast, Circular Head, Devonport, Kentish, King Island, Latrobe, Waratah-Wynyard, and West Coast. WNWW deploys an outreach model across the large geographic expanse of its region. It is administered by Burnie Works, with \$2.3m funding over three years.

Key facts	Key EET infrastructure	Key industries of employment [^] (LO 2021)	Key challenges
<ul style="list-style-type: none"> • Largest hub region (nine LGAs) • Significant rural hinterland • Sustained reliance on seasonal, casual workers from overseas or interstate • Manufacturing centre of Tasmania and major economic driver on the north-west coast (Burnie & Wynyard) in particular 	<ul style="list-style-type: none"> • Circular Head Trade Training Centre • Study Hub West Coast (in Zeehan) • Study Centre Circular Head • UTAS campus • TasTAFE facilities • Libraries at Burnie, Currie, Devonport, Latrobe, Penguin, Queenstown, Rosebery, Sheffield, Smithton, Strahan, Ulverstone, Wynyard and Zeehan • Workforce Australia and Disability Employment Service providers across the region 	<ul style="list-style-type: none"> • Mining^{1,3,5,6,7,8,9} • Agriculture, Forestry and Fishing^{2,3,5,6,7,8} • Transport, Postal and Warehousing^{1,4,5,6,7,9} • Manufacturing^{2,3,4,5,6,7} • Wholesale Trade^{1,3,4,8} • Electricity, Gas, Water and Waste Services^{4,5,6} • Accommodation and Food Services^{5,9} • Health Care and Social Assistance^{1,7} • Administrative and Support Services⁵ • Construction² • Retail Trade⁴ • Arts and Recreation Services⁵ • Rental, Hiring and Real Estate Services⁷ • Other Services² 	<ul style="list-style-type: none"> • Long term entrenched, generational disadvantage and low educational attainment: all LGAs in the region except King Island have lower Year 12 completion than regional Tasmania average (ABS 2021) • Fly-in, fly-out and drive-in, drive-out workers a challenge for community economies and housing shortage inhibiting employment-driven migration to the region • Gap in employability skills (e.g. presentation, punctuality, basic literacy and numeracy) identified among staff by employers • Employment systems issues are magnified by social and economic issues in areas outside WNWW remit, such as lack of access to health, mental health and allied health services; childcare; transport; housing; poor digital literacy; and a lack of career awareness and job readiness among school leavers • There are other programs funded to address these issues, though more remote communities are less likely to know about programs offering support, and these programs are often at capacity or not meeting the needs of community

[^]LGAs where relevant: 1 – Burnie; 2 – Central Coast; 3 – Circular Head; 4 – Devonport; 5 – Kentish; 6 – King Island; 7 – Latrobe; 8 – Waratah-Wynyard; 9 – West Coast

Section 2

Methodology: an overview

Evidence-making that drives effective implementation



Establishing data collection to understand implementation, outcomes and impact

The **developmental evaluation (D.E.)** established **six key data collection activities** to understand **three key questions**:

1. Has the (evolving/emerging) model been implemented?
2. What outcomes have been achieved?
3. How did the model play a role in those outcomes?

Six key data sources were assessed both individually and collectively to answer these questions (see diagram).

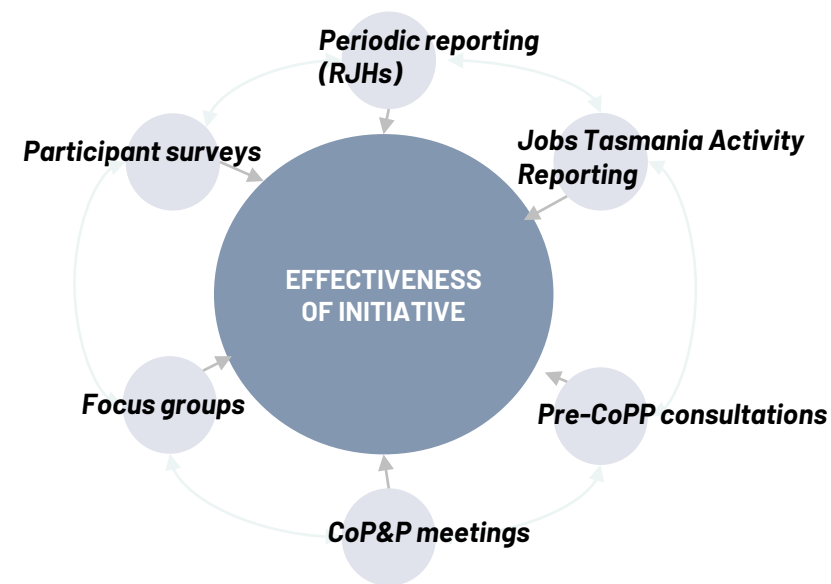
Each of these core data points provide a lens into how the Initiative is working:

- Who is accessing the Hubs (participants);
- Participant experience;
- Breadth of Hub and Jobs Tasmania activity (e.g. supply, demand and bridging; collective stewardship);
- Emphasis of effort (aligned to model, regional and state-wide priorities);
- Are Hubs meeting their targets;
- Understand areas for development and capability building;
- Are core partnerships in place, and how are they supporting the Initiative;
- Has community and Initiative-level governance been implemented as intended.

Data sources were examined singularly and collectively to support Learning Partners' analysis over time. This analysis took account of the model's phased implementation; the Hubs' differing regions and stages of establishment; and the data collection methods' associated limitations.

The **outcomes evaluation (O.E.)** then used an outcome testing activity to validate the assumptions drawn from the D.E. data.

The methodological approach taken is detailed further in [Section 5b](#) (Appendix).



Data sources used to assess effectiveness of Initiative

Section 3

Findings

Analysing and interpreting
progress



3. Findings

3a. Evaluation activity findings

3b. Network-wide outcomes

3c. High-level individual Hub findings

3d. Jobs Tasmania outcomes

3e. Synthesis of key findings

3a. **Evaluation activity findings**

Insights to the model's implementation and outcomes

Hub Pre-CoP&P consultations

Building Network model capability through regular one-on-one consultations between Hubs and Learning Partners

Key findings

Pre-CoP&P consultations are **critical for effective CoP&Ps**

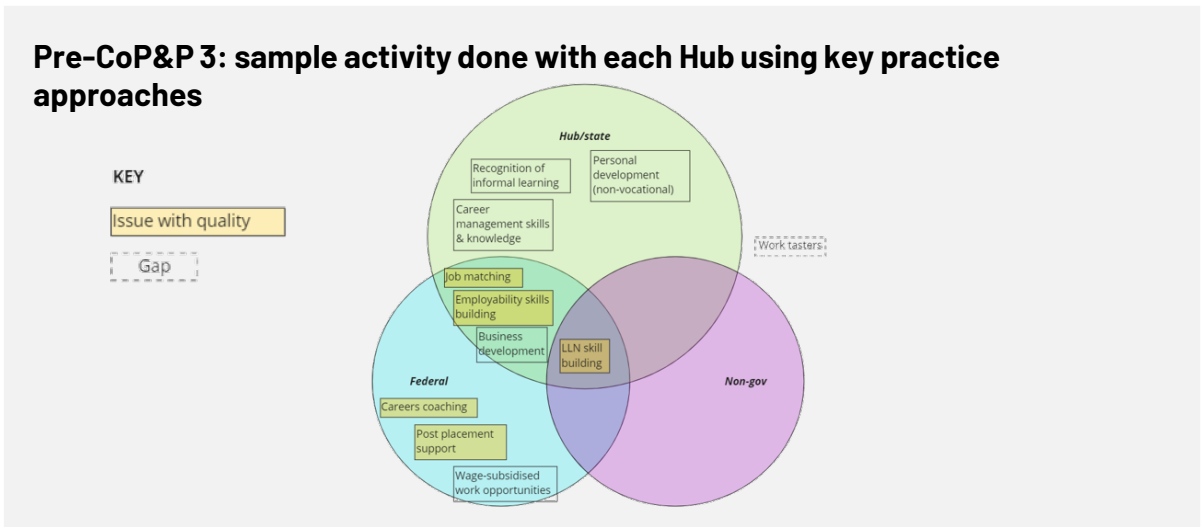
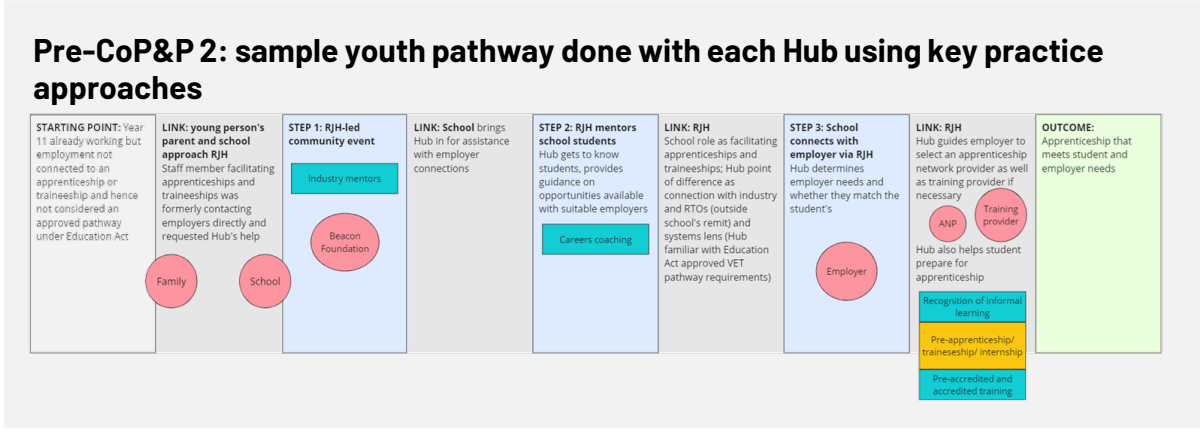
Through the Pre-CoP&P consultations, Hubs' **understanding and use of shared language and concepts** grew

By introducing the CoP&P topic in advance and providing Hubs the opportunity to shape it, Hubs were able to prepare discussion points in advance and the Learning Partners were able to ensure the CoP&P reflected what was important to the Hubs.

Learning Partners would also use the Pre-CoP&P consultations to frame content around a common language and concept which were often part of the RJH model (e.g. the employment interventions typology, key practice approaches, Change Domains, youth pathways) to ensure diverse Hubs were speaking the same language at CoP&Ps, making collaborative discussions easier.

These consultations were tested in advance of CoP&P 1, and noting their effectiveness, became procedure in advance of each CoP&P.

In each Pre-CoP&P consultation, Hubs would bring their insights and case studies to the consultation and Learning Partners would translate this into a common language and concepts. Hubs then started to utilise these frameworks and the model themselves, first to describe their own work, and then to draw connections between their work and that of other Hubs. This helped build trust within the Network in earlier CoP&Ps, and saw Hubs shift from sharing problems to sharing potential solutions.



Community of Policy & Practice

A mechanism to maximise system resources and expertise, inform policy design and expedite scalable outcomes

Overview	Theme	Policy context	Outputs
CoP&P 1 (Dec 2022)	Establishing the CoP&P and its ambition	<i>Focused on RJH Initiative</i>	Developed shared RJH Ambition and structure for future CoP&P meetings in line with model
CoP&P 2 (Mar 2023)	Youth pathways to employment	Jobs Tasmania's development of Tasmania's <i>Youth Jobs Strategy</i>	Co-designed recommendations to improve youth EET pathways across the RJH network
CoP&P 3 (June 2023)	Working strategically alongside federal employment services in place	Opportunity to shape and benefit from federal employment services reforms (e.g. Commonwealth inquiry into Workforce Australia)	Co-designed recommendations to improve work with Federal employment service system and an 'ideal' role Hubs can play alongside it in line with model
CoP&P 4 (Sept 2023)	Strategically working with industry to strengthen workforce development	<ul style="list-style-type: none"> Commonwealth skills reform agenda and interest in linking industry and employment services Australian Universities Accord Tasmanian Government <i>Industry Compacts</i> 	<ul style="list-style-type: none"> Co-developed ideas for how Hubs can best contribute to large-scale industry initiatives Co-designed recommendations to enable this work and improve industry partnerships in line with Ambition for the RJH Initiative
CoP&P 5 (Nov 2023)	Reflections on the RJH Network's progress and the next phase of the CoP&P	The continuation of the RJH Initiative	<ul style="list-style-type: none"> Co-developed future strategic focus for RJH Network Identified accountabilities and ambition for next phase of CoP&P in line with model

Case study: Leveraging RJH network capability and resources to co-design effective partnerships with Industry

Challenge: Select Committee Inquiry into Workforce Australia Employment Services focus on how to foster better linkages between industry and employment services to meet current and future workforce needs.

Opportunity: CoP&P 4 examined Network learnings about effective practice and partnerships with industry, and the distinct role Hubs can and should contribute to upcoming industry initiatives, such as the Tasmanian Government's newly established *Industry Compacts*.

Response: Hubs identified clear ideas about the ideal role that Hubs can play in industry initiatives, and the conditions that need to be in place to perform this role. This included providing business support and education, facilitating connections between schools and industry, and acting as the region's '360 degree' conduit between actors to feed system blockages to government. They also generated a range of concrete recommendations for government to consider to help realise those ideas, including facilitating access to better data from industry around workforce demand, and addressing regulatory issues around Hubs providing industry exposure in schools.

Next Steps: Focused effort in the Tasmanian context to build on existing practice to deepen expertise as part of scaling and demonstrating effective work with industry.

Community of Policy & Practice

A mechanism to maximise system resources and expertise, inform policy design and accelerate scalable outcomes

Key findings	
A tried and tested structure and process is required to enable effective co-design and co-production	A formula for theme and agenda design, consultation, facilitation and follow up was tested and refined with the CoP&P. This includes: co-design of the theme with Jobs Tasmania aligned to a current policy opportunity and/or area for development to leverage Hub learnings (e.g. youth EET pathways); pre-CoP&P consultations with Hubs (Advisory Board representative and operational team) to reflect on their work in relation to the theme; structured outcomes-focused activities; and closing the loop on what came out of the previous CoP&P discussion. This structure was critical to the strategic focus of the CoP&P, ensuring it did not just become a network meeting where updates were shared.
Membership is critical	Having the right people in the room is key. Prior to the establishment of the CoP&P, network meetings involved representatives from the wider EET eco-system, and this was problematic for a number of reasons. Network trust had not been established and the presence of other EET players in the room hindered sharing of learnings and expertise, due to concerns 'IP' (intellectual property) would be co-opted by providers who were in competition for finite resources. This lack of trust and competition also meant problems were not raised, nor was collective expertise leveraged to try to solve for them – as providers were keen to emphasise strengths not challenges. The role of Jobs Tasmania in this group, as more traditional 'contract manager', further contributed to this dynamic. In the transition to a CoP&P this dynamic shifted, underpinned by a shared ambition, common model and language, and evolution of the role and contribution actors. Trust was established that enabled sharing of learnings and effective co-design and co-production. The mix of government, Advisory Board representatives and Hub operational staff ensured both levels of change (Hub and System) were kept in view.
Learning Partner role was critical to facilitating feedback loops	The role of the Learning Partner was critical in facilitating effective feedback loops that did not get lost and forgotten. Their structured role in the CoP&P process meant they were able to see learnings and innovations through, from Pre-CoP&P consultations and the CoP&P, to afterwards where they would follow up with relevant Network members, to the next CoP&P where these members would update on the topic and the Network would build on it. Learning Partners' position in the intermediary space was crucial to this as they were able to represent the priorities of the various CoP&P members.
Establishing shared foundations	Establishing a common language and shared understanding of the model took time and required active support from Learning Partners to build this network capability. However, once this was in place it sped up and deepened the quality of the discussion in service to both levels of the Ambition. Allowing time to establish this was critical.
Foundations are in place, but require ongoing attention to be sustained and to further develop	By the final CoP&P (within the evaluation period), a solid basis for collective work together had been established. However, the learnings outlined here will be key to sustaining and further developing the CoP&P to meet both levels of the Ambition.

RJH periodic reporting

A work in progress

The RJH Network is in the very early stages of implementing standardised data collection. The standardised data collection framework (known as the ‘periodic reporting template’) was developed to capture consistent activity data across the Hubs aligned to the features of the model, in particular supply, bridging and demand activity. It was designed with a dual purpose: to support the evaluation; and to provide Hubs with relevant data to reflect on their activity, contextualised to their region, ensuring they are working as strategically as possible. The content, format and reporting schedule for RJH periodic reporting evolved during Phases 1 & 2 of implementation of the Initiative. Some progress was identified across the network between periodic report 1 (June 2023) and 3 (November 2023), with comparable data reported in the table below. The next phase of implementation will require concerted effort to build Hubs’ data capability, and adapt CRM systems to enable standardised data collection across the network. Training and support should be provided to Hubs to enable them to embed consistent data collection, to support future impact evaluation and data-driven practice reflection and development.

Key findings	
Participant Age Profile: Hubs are consistently serving higher proportions of older and younger Tasmanians	35-44 and under 18 age groups are the least represented participants. This pattern aligns with population-level data which indicates that the younger adults (18-24) in Tasmania face high rates of unemployment (Mandala 2023: 9). Hubs are also supporting high proportions of older Tasmanians (45+) to find and retain work, which may help to offset potential State-wide and local economic challenges stemming from Tasmania’s aging population (COTA Tasmania 2018: 20).
Participant Gender Profile: The Network services more or less equal numbers of men and women	Some Hubs had a notably higher concentration of either male or female participants, however aggregate data indicates that across the Network this tended to balance out.
Length of Unemployment: Most participants who are seeking employment have been doing so for less than three months	As per those Hubs who reported this data field, most Hub participants who are seeking employment have been doing so for less than three months. This indicates Hubs may not be working with many job seekers who are in long term unemployment. However this may ignore those people Hubs are servicing who are neither employed nor job-seeking; that is, people who had never held jobs but for a variety of reasons had never actively sought work either.
Profile of Job Placements: Most participants are being placed in key regional industries	Most Hubs have demonstrated that they are placing their participants into jobs in key industries in their respective regions. Several industries were in the top three most represented in terms of job placements for at least half the Hubs across the Network. These include: accommodation and food services, and agriculture, forestry and fishing.
Employer Partnerships: Hubs are prioritising partnerships with employers in the key industries within their regions	Several industries were in the top three most represented in terms of employer partnerships for at least half the Hubs across the Network. These include: accommodation and food services; agriculture, forestry and fishing; health care and social assistance; and manufacturing.

RJH participant surveys

Hubs are providing person centred support, building trust and delivering meaningful outcomes for jobseekers and employers

A general survey was undertaken between August–September 2023, with different questions for jobseekers/learners and employers. Hubs utilised different distribution approaches for the survey using established communication channels, for example bulk email or SMS, newsletter, social media, or during 1:1 contact with participants. This may have contributed to variation in response rates across the network. There was also a higher response rate of jobseekers/learners than employers. Survey response data is shown in the tables below (by Hub and by Network), and key survey takeaways are presented on the next page.

Sample	Job seekers/Learners, N = 131		Employers, N = 48	
		%		%
Participant profile	Job seeker	81	Micro business (0-4 emp)	15
	Apprentice/Trainee	3	Small business (5-19)	32
	Student	2	Medium business (20-199)	36
	Other (e.g. 'employee'; 'sole trader')	11	Large business (199+)	17
Reason for engaging with Hub	Help finding a job	76	Help finding an employee	85
	Organising apprentice/traineeship	2.5	Help facilitating apprentice/traineeship	4
	Skills/confidence building	8	Business support	2
	Career guidance	4	Help connecting w/ schools	4
	Help finding education/training	1.5	Info/advice	2
	Info/advice	6.5	Other	
	Other	1.5		

Table 1. Participant profile

Sample	Job seekers/learners	Employers
BEST	N = 47	N = 11
Glenorchy	N = 25	N = 5
BODEC	N = 7	N = 15
NEBHub	N = 15	N = 10
SETN	N = 0	N = 2
SWN	N = 9	N = 10
WNWW	N = 17	N = 2

Table 2. Response rate by Hub

RJH participant surveys

Hubs are providing person centred support, building trust and delivering meaningful outcomes for jobseekers and employers

This data, while not representative of all Hub participants, was overwhelmingly positive and provides some indication into the value Hubs are providing to jobseekers, learners and employers. In the outcomes analysis the participant data was considered in combination with community stakeholder consultation data.

Key findings	Job seekers/Learners (N = 131)	Employers (N =48)
Hubs are successfully supporting people to find and retain a job and supporting employers to secure job ready employees	<ul style="list-style-type: none"> Over half (55%) of those respondents seeking work found a job through the Hub Of those respondents who found a job through the Hub, this employment was consistently matched to their interests, skills and career ambitions A large majority (87%) were still in those jobs 	<ul style="list-style-type: none"> Of respondents seeking an employee, around 85% were successful Of those who were connected to an employee by the Hub: <ul style="list-style-type: none"> 85% said the employee was sufficiently job ready for the role they needed them to do 91% said the employee was still working for them
Hubs are meeting job seeker and employer needs	<ul style="list-style-type: none"> Of the other reasons for engaging with the Hub (e.g. skills/confidence building; finding education/training) respondents overwhelmingly indicated that their needs had been met 	<ul style="list-style-type: none"> Of the other reasons for engaging with the Hub (e.g. business support; seeking information/advice) all respondents said that their needs had been met
There is a positive point of difference between Hubs and other employment services	<ul style="list-style-type: none"> 35% of respondents had used another employment service before. Some things they said were different about the Hub: <ul style="list-style-type: none"> More invested; Hubs genuinely care about helping Personalised support; Hubs listen to what you want Less box ticking and jumping through hoops 	<ul style="list-style-type: none"> 64% of respondents had used other employment services before. Some things they said were different about the Hub: <ul style="list-style-type: none"> Provide candidates matched to role, not just anyone Personal, tailored support that's responsive to needs Local and community-minded
The best aspects of Hubs are readily identified by stakeholders	<p>'Best aspect of your involvement with the Hub':</p> <ul style="list-style-type: none"> Friendly, professional and knowledgeable staff Ability to find work for job seekers Person-centred support 	<p>'Best aspect of your involvement with the Hub':</p> <ul style="list-style-type: none"> Tailored, personalised, professional support Friendly and enthusiastic Responsive and on-going support
The reputation of the Hubs is high	<ul style="list-style-type: none"> 95% of respondents would recommend the Hub's services to someone else 	<ul style="list-style-type: none"> 94% of respondents would recommend the Hub's services to someone else

Advisory Board focus groups

Community-level governance that leverages local knowledge and networks to maximise local employment opportunities and outcomes

Key findings*	
<p>Membership composition and member roles are consistent across the Network, and in line with the model</p>	<p>Each Hubs' Advisory Board (or 'Steering Committee', as some are called) comprise key stakeholders in the region, from industry and large employers, council, local chambers of commerce and business associations, education and training providers, and civil society organisations. Each member contributes their experience and knowledge of the community as well as their relevant expertise and networks to the Board.</p>
<p>Hub Advisory Boards are demonstrating a set of common functions across the Network in line with the model</p> <p>As implementation is progressing they are deepening their capability in exercising these functions, with opportunity for further development</p>	<p>The Hub Advisory Boards report that they are:</p> <ul style="list-style-type: none"> • elevating local insights and ideas to Jobs Tasmania and other government stakeholders, while feeding updates and critical information to the Hub's operations team to inform their work; • undertaking strategic planning that forecasts opportunities and challenges specific to the Hub region; • advocating for program funding or certain policy changes (e.g. improved community infrastructure); • utilising their local knowledge and community and industry partnerships to identify gaps and opportunities for the Hub to leverage
<p>Key differences exist, particularly in relation to the scope of local and state-wide engagement across the Network's ABs. There is opportunity to achieve greater consistency.</p>	<p>The Hub Advisory Boards report differences in:</p> <ul style="list-style-type: none"> • Level and frequency of engagement with Hub operations teams • Level and frequency of engagement with Jobs Tasmania • Governance set up (e.g. some Hubs are overseen by local council, while some are overseen by private industry)

Case study: Top-down, bottom-up governance can address quality and scope issues in EET eco-system, avoiding service duplication

Challenge: Through multiple local sources including the Hub's operations team, BEST's Advisory Board identified a regional education program which was not achieving its funded objectives. Program staff were also not delivering interventions in line with funding.

Opportunity: The Advisory Board identified how the Hub could address delivery gaps arising from the program, but it was wary of duplicating the local provider's existing service offering, thereby compounding the very funding inefficiency it sought to address.

Response: The Advisory Board spoke with Jobs Tasmania, who then brokered a connection between the Hub and the provider. The Board and the provider subsequently established an ongoing partnership.

Next Steps: BEST's Advisory Board is leveraging the Hub's expertise to support the provider and working with Jobs Tasmania to clarify respective roles and the purpose of the education program.

*NB: Focus Groups only ran with 5 of 7 Advisory Boards, as representatives from SETN and BODEC Advisory Boards were not available to participate in scheduled focus groups and as such these Hubs are not reflected in these findings.

RJH Community stakeholder focus groups

Building efficiency and effectiveness through intentional partnerships

Community stakeholders included representatives of education and training providers, not-for-profit organisations, community services and industry peak bodies, employers, and local government. There were eight community stakeholder focus groups in total: one for each Hub, as well as a state-wide group. Representatives were identified by each Hub in consultation with Jobs Tasmania to avoid ‘cherry picking’, and recruited by the Learning Partners.

Key findings

Common activities, tailored to place are occurring **between Hubs and community stakeholders across the Network** in line with the model

Across the eight Community Stakeholder focus groups it was evident that Hubs have developed common activities in relation to:

- job seeker and service participant referral pathways
- exchange of local knowledge and updates on ongoing work
- co-design of EET programs
- job matching: Hubs facilitate supply-side engagement for industry and employers, and demand-side engagement for schools, registered training organisations (RTOs), etc.
- participation on local governance groups, providing insights of what’s happening on-the-ground
- active engagement with school, especially through school visits

The **positive point of difference** of RJH model is **evident to Community Stakeholders**, in line with the Ambition and phased implementation of the model

Community Stakeholders reported that Hubs:

- presence in community fosters more authentic community connections and gives Hubs the ‘finger on the pulse’ of local region
- play a beneficial role as the regional employment gateway with local knowledge of industry needs, job seeker challenges, EET opportunities and pathways, and connections to job seekers and employers
- “non-compliance” model enables intensive, person-centred approach (i.e. not ‘tick and flick’) with a positive focus on opportunities, not barriers, helping participants to recognise and build their capability for sustainable employment
- provide a more welcoming, less judgemental service interface than Commonwealth employment programs, reducing anxiety for job seekers
- are guided by the pursuit of mutually beneficial outcomes
- are trusted, transparent partners that follow-through on their commitments
- cater to people historically disengaged from employment or social services

Case study: By playing an effective bridging role, Hubs can facilitate successful pathways from training to employment in relevant industries for participants

Challenge: Training churn due to lack of support and connection to supported entry-level pathway opportunities upon completion; TAFE access to interested course candidates.

Opportunity: TasTAFE (the largest Tasmanian public VET provider), has developed working relationships with each Jobs Hub identifying opportunities to co-design and co-deliver strategic education and training projects. For example, TasTAFE contacted WNWW and NEBHub in Northern Tasmania to source interested participants for a manufacturing course it planned to deliver.

Response: Both Hubs fulfilled this ask quickly, while also supporting participants before, during and after the course. They subsequently matched participants into job vacancies, enabling several to secure employment in the manufacturing sector. TasTAFE reported that the Hubs’ intimate understanding of their participants allowed them to respond promptly with interested job seekers.

Next steps: Encouraged by the success of its partnership with the Hubs, TasTAFE is recruiting a regional development officer to work across the four southern Hubs to develop responsive training solutions with Hubs.

Outcome testing consultations

The model's parts are interdependent and phased

Key findings

Place underpins any person-centred approach

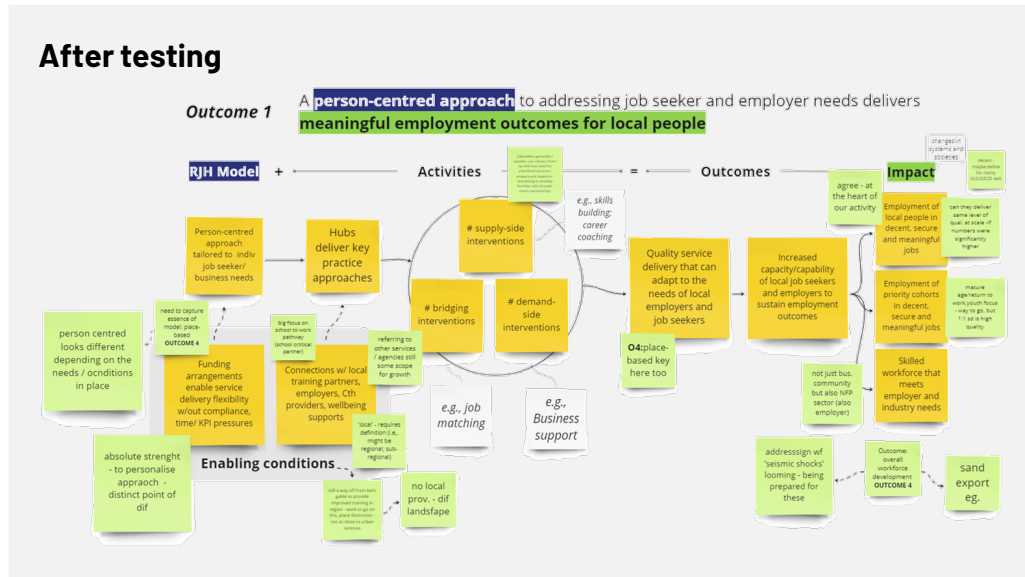
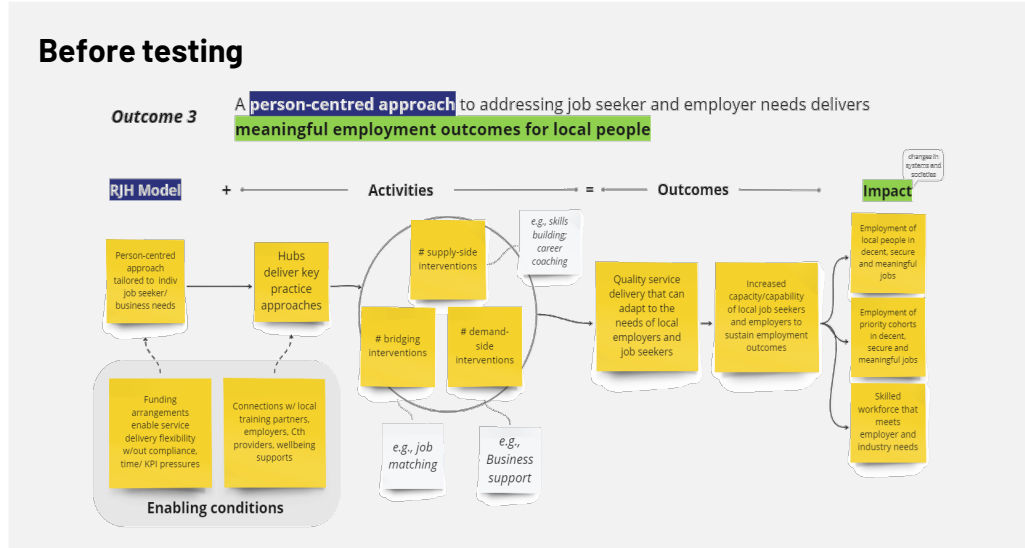
Before outcome testing, the person-centred approach was a standalone Design Feature. However, feedback was provided during testing that it is inherently connected to the place-based approach, as place intersects strongly with person-centred work; the two in combination produce meaningful employment outcomes for local people and employers. The Design Feature, and the outcome, were adapted accordingly.

Strategic learning is enabled by the networked model

Before outcome testing, there was a sixth Network-wide outcome on the impact of the Network's strategic learning (one of the [Change Domains](#)). Feedback was provided during testing that this occurs through the networked model. Strategic learning was therefore consolidated into the networked model Design Feature, and the sixth outcome was consolidated into Outcome 4.

Certain Key Design Features (and their outcomes) are more progressed than others, and there is a reason for this

During outcome testing it emerged that certain outcomes (e.g. those relating to the person-centred and place-based approach, and the bridging role) were more progressed than others (e.g. those on the governance architecture, networked model and Hubs' authoritative EET gateway function). It was identified that this was because the Design Features of the former are the core and intrinsic business of Hubs which pre-dated the Network, compared to those of the latter which were introduced with the Network and are therefore more aspirational. To reflect this, the outcome headlines were tweaked and the outcomes were re-ordered. For example, as seen to the right, what is now Outcome 1 was formerly Outcome 3.



Summary of evaluation activity findings

Evaluation phase	Activity	Findings
Developmental evaluation	Pre-CoP&P consultations	Regular one-on-one development opportunities with Hubs in advance of CoP&P meetings enabled and expedited Hubs' understanding and use of shared model concepts and language. This capability-building prepared Hubs for CoP&P co-design and co-production work.
	Community of Policy and Practice	The foundations of an effective Community of Policy and Practice are in place. This was enabled by the process for designing, preparing for, and following up from CoP&P meetings, getting the membership right, taking the time to build literacy and capability in applying the common model, and the functions of the Learning Partner. Ongoing attention must be paid to embedding these learnings to sustain the progress and development of the CoP&P. Consideration may be given to expanding its membership in the next phase of implementation, relevant to specific challenges or opportunities, now that foundations of trust and ways of working collectively are in place.
	Periodic reporting	Consistent and comparable data collection is in the very early stages of implementation and should comprise a key area for network development in the next phase of implementation. This will enable future impact evaluation and data informed practice reflection and adaptations at the Hub and CoP&P level. Training and support must be prioritised to enable consistent data collection, reporting and analysis, as should adaptations to CRM systems to support this.
	Surveys	While a relatively small sample size, surveys of RJH participants are overwhelming positive, and highlight Hubs are meeting those respondents' needs through their person-centred practice, and a focus on meaningful and sustainable outcomes. For those with previous experience with another employment service, Hubs provided a distinct offer. Hubs had a strong reputation amongst those respondents, evidenced by almost all respondents stating they would recommend the Hub services. These findings build an understanding of (positive) external perceptions of the Hubs, when brought together with data from community stakeholder focus groups.
	Focus groups	<p>Advisory Boards: There is relative consistency in the role, composition and functions of Advisory Boards across the network, although differences exist between the level of their engagement with Hub operational teams and Jobs Tasmania. Ensuring greater consistency in this engagement should be prioritised in the next phase of implementation to better maximise their contributions for all Hubs. Advisory Boards are developing increasing capability in playing a more strategic role in driving community-level systems change. In the next phase of implementation, further work is required to deepen this capability to fulfill the specified role of community-level governance towards achieving the Ambition of the Initiative.</p> <p>Community stakeholders: Community stakeholders reflected similar feedback to survey respondents, reporting Hubs were providing a distinct and effective EET offering that was responsive to local needs and conditions. Focus groups attributed this positive point of difference between Hubs and other employment services to their community embeddedness, centralised EET gateway function, tailored and person-centred practice which enables meaningful outcomes, agility to respond quickly as needs arise and Hubs' trusted reputation in community.</p>
Outcomes evaluation	Outcome testing consultations	Certain parts of the model (such as the person-centred and place-based approach, and the networked model and strategic learning) are closely connected in their impact. Certain Network-wide outcomes are more progressed than others based on how far along the implementation of their respective Key Design Feature.

3b. **Network-wide outcomes**

Understanding the impact of the Initiative so far

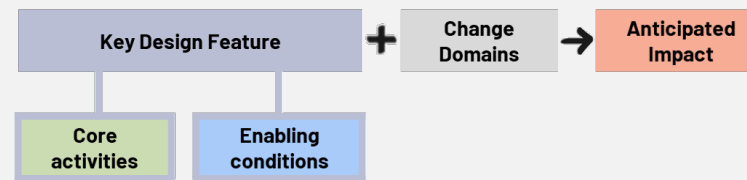
Introduction to Outcomes: How the model is contributing to impact

Slide sequence

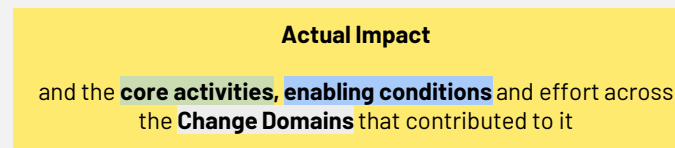
This section examines the key outcomes of the RJH Initiative towards the end of Phase 2 of implementation. These outcomes were the subject of the outcomes evaluation, the process for which is outlined in the [Methodology](#). Here, each outcome is detailed across a four-page sequence detailing:

- Anticipated impact***: the anticipated contribution of model to outcome (before outcome testing). This comprises the combined effort of:
 - one **Key Design Feature** (and its **core activities** and **enabling conditions**) assumed to be central to the outcome; and
 - the relevant **Change Domains** understood to enable this Key Design Feature's implementation.
- Actual impact**: the actual contribution of model to outcome (after outcome testing). This comprises the combined effort of:
 - the **Key Design Feature** (and its **core activities** and **enabling conditions**) central to the outcome; and
 - the relevant **Change Domains** that enabled this Key Design Feature's implementation.
- Examples**: case studies evidencing the actual contribution of model to outcome.
- Discussion**: a discussion of what this means for the Initiative and what the Network can do to progress this Design Feature further.

The rationale behind each outcome's **Slide 1** can be understood as:



The rationale behind each outcome's **Slide 2** can be understood as:



Data sources

These outcomes are drawn from the evaluation's mixed qualitative and descriptive quantitative data collection methods and have been tested with stakeholders within and beyond the Network. Detail on the data collection and outcome testing methods have been outlined along with their associated limitations in the [Methodology](#).

Interpreting progress: limitations

These outcomes have been subjectively assessed in an emergent model and based on evolving outcome measurement. The Hubs are also at different phases of implementation and operate within different regional contexts (as is detailed in [Section 1c](#)). The Network-wide outcomes have been identified with consideration of these factors.

*The Anticipated Impact was drawn both from our assumptions about the model's expected outcomes (as captured by the Ambition), and our initial findings from the evaluation.

Five headline Network-wide outcomes

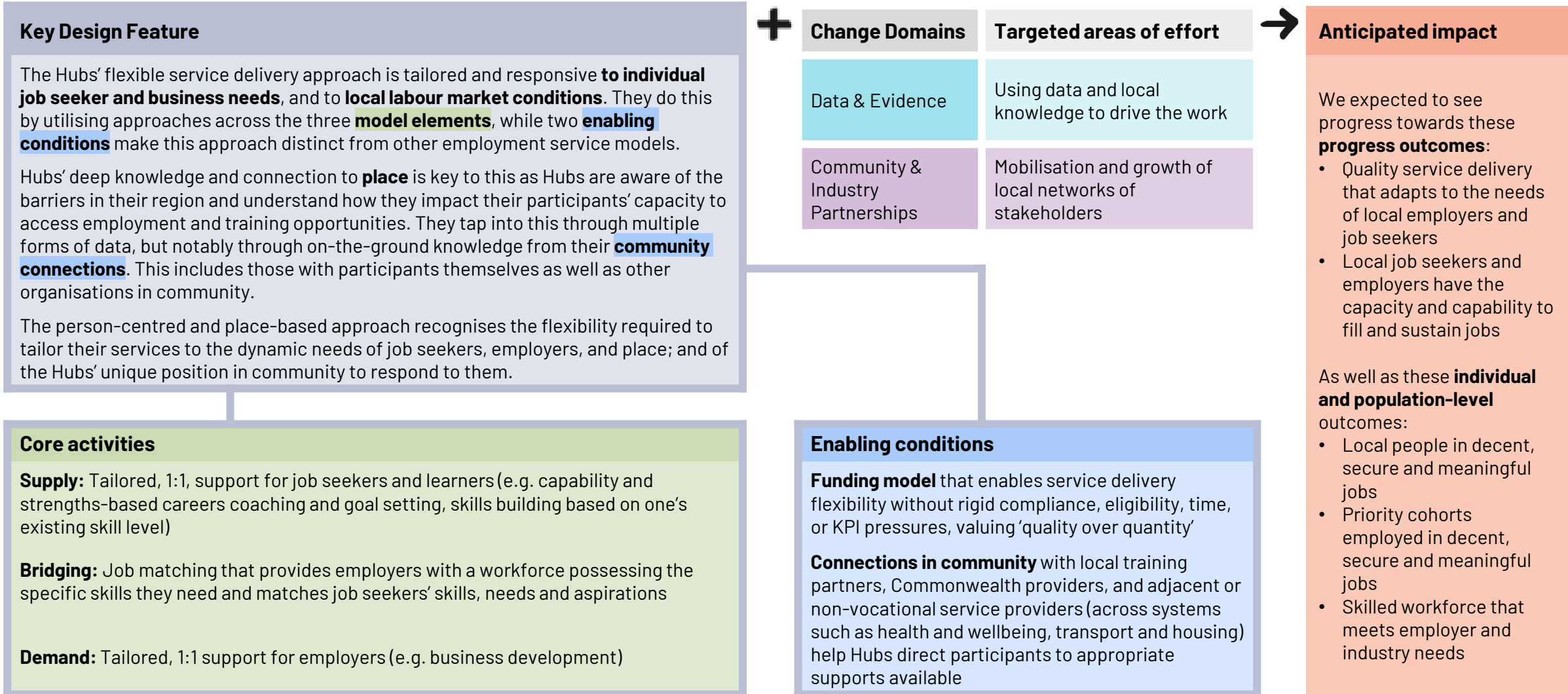
Key outcomes of the RJH Initiative observed at the end of Phase 2 of implementation, validated through [outcome testing](#)

For each **outcome**, one **Key Design Feature** was found to be central to its progress.

- ① The **person-centred and place-based approach** delivers **meaningful employment outcomes for local people and employers**
- ② Hubs' **bridging role** between local job seekers and employers can fill the **workforce needs of local industries**
- ③ The **multi-level governance architecture** underpinning the model enables Hubs to **shape and co-develop government policy and programs to address local need**
- ④ The **networked model** enables Hubs to share learnings, problem-solve common challenges and begin to **co-develop best practice approaches**
- ⑤ As an **authoritative regional EET gateway**, Hubs are beginning to facilitate **durable workforce solutions that respond to the region's current and future needs**

① ANTICIPATED IMPACT

The **person-centred, place-based approach** to enable placements that will last



① ACTUAL IMPACT

The person-centred, place-based approach delivers meaningful employment outcomes for local people and employers

The Hubs are enabling quality job placements

Hubs are facilitating secure, meaningful work outcomes for job seekers, while meeting local employer needs.

This is highlighted by survey results where:

- **87%** of respondents who found a job through Hubs were **still in those jobs**. Of those a strong majority said the role **matched their interests, skills and career ambitions**
- Of surveyed employers who found an employee through the Hub, **91%** said the employee was still working for them and **85%** said the employee was sufficiently job ready for the role.

This demonstrates that Hub participants are sustaining their job placements, avoiding the 'churn' of repeat engagements with employment services.

Trust and reputation of the Hubs' approach is engaging otherwise disengaged participants

On the **supply** side:

- Many job seekers and learners fall through cracks between service systems, often due to eligibility issues, complex and intersecting barriers to employment, or even fatigue from navigating the fragmented EET system.
- Hubs' person-centred approach, **free from compliance constraints** and marked by intensive, one-on-one engagements, builds strong connections with job seekers.
- In interviews and surveys, RJH participants said this patient, personalised support demonstrates genuine investment and care, and contrasts with their prior experience with employment services.
- Participants' confidence that they will receive the support they need from Hubs sustains their engagement with EET service systems.

On the **demand** side:

- Employers reported being let down by bridging services in the past, such as labour hire companies and the federal employment service system, that have matched them to job seekers not adequately skilled or suitable for specific roles. Some employers therefore see taking on job seekers as a financial risk.
- Hubs have mitigated these concerns through a more business-centred approach. This includes initial **outreach to employers** and a willingness to take the time to understand business needs, which enables Hubs to source the right candidates for a given position.
- Surveyed employers said this was unlike the job matching they had accessed elsewhere, and was a key factor in why they would recommend the Hub.
- Several Hubs have sought to harness this trusted reputation to shift employer attitudes to take on new candidates or those from priority cohorts, particularly young people.

As the above illustrates, Hubs' person-centred approach demonstrates the distinct role they perform in **expanding workforce participation** – particularly for cohorts furthest from the labour market. Hubs' trusted reputation with local employers also presents a unique opportunity to **activate employers previously disengaged** from the realities of local labour markets where a high proportion of available candidates may be from cohorts employers were formerly reluctant or unequipped to hire.

Hubs' service delivery complements rather than duplicates the existing service landscape

The **flexibility** of the RJH model to adapt to local needs and conditions allows Hubs to critically reflect on ways to use their person-centred work to complement their region's service landscape. Hubs identify where there are gaps in the delivery of personalised, quality services, and mobilise to fill those gaps accordingly. For example:

- On the **supply** side, several Hubs are providing intensive support to help job seekers become sufficiently 'job ready', before referring them to (often federal) providers to proceed with a job match.
- On the **demand** side, several Hubs mitigated the 'disconnect' between employers and the federal employment service system by sharing their own employer networks or advocating industry perspectives to federal service providers.

This complementary role, **leveraging existing strengths and resources across their local service landscape**, demonstrates how Hubs are agile to respond to gaps while avoiding duplication of effort. Over time this should improve efficacy of investment.

① EXAMPLES

The person-centred, place-based approach delivers meaningful employment outcomes for local people and employers

Example 1: Employment outcome tailored to a job seeker's specific needs

Challenge: A long-term unemployed job seeker who had not worked for the last seven years wanted to re-join the workforce to start a career in construction. She had no experience in the sector and lacked confidence and employability skills.

Opportunity: Through its networks, Glenorchy Jobs Hub knew a local civil construction company seeking staff for a large infrastructure project.

Response: The Hub provided resume review, interview practice and career coaching, as well as connections to a relevant training program and the construction company.

Next steps: The job seeker was able to gain employment with the employer.

Example 2: Guiding local employers to recognise and address areas of opportunity

Challenge: NEBHub cold-called a small to medium-sized business asking about potential vacancies. The employer initially responded that they had none.

Opportunity: The Hub spoke to the employer over the phone for about an hour and in the process, the employer had a 'lightbulb moment' that they have an aging workforce: their last hire was five years prior, and their last apprentice started 10 years prior. The employer said it was difficult to hire young people as they did not know how to connect with them, and they were not aware of opportunities to engage those that did not already have experience.

Response: NEBHub spoke to the local high school and Trade Training Centre to start to coordinate a tailored response. In the meantime, the Hub connected other young people (who were not in school) to this employer, and provided post-placement support while doing so.

Next steps: The Hub is now in the process of engaging a local Trade Training Centre and high school to coordinate training and tours of that workplace.

Progressing the person-centred and place-based approach

The Hubs are already realising multiple anticipated outcomes through their person-centred and place-based approach:

- Quality job placements tailored to job seeker interests, skills and aspirations, and to the skills needs of employers and industry;
- Sustainable job placements as a result of this;
- Increased labour market participation of priority cohorts.

However, there is still room for better alignment with existing EET ecosystem resources, and delineation of the most effective role the Hub can play within this ecosystem.

Areas for progress

Collaboration and advocacy for a more aligned system

Hubs are demonstrating an adaptability in their service delivery approach, recognising where there are gaps in the EET ecosystem, and/or in the quality of services being delivered (i.e. not meeting people's needs) and mobilising to fill those gaps accordingly. For the latter, it is important to note that whilst this fills an assessed gap in quality service *delivery*, it may duplicate existing *investment*. These fixes by the Hub are necessary and responsive to immediate community need, and exemplify the model's adaptive ability to do so. But at this stage of implementation, where Hubs have now fostered relationships across the Network (Outcome 4) and are developing policy capability (Outcome 3), the Network is in a solid position to concurrently consider medium-to-longer-term, proactive solutions to avoid a reliance on backfilling service gaps. To enable this, Hubs could collaborate further with adjacent federal employment services in their regions. Noting that Hubs have found this challenging due to reputational risk and high staff turnover within the federal employment services system, Jobs Tasmania could continue to foster vertical alignment with the Commonwealth to clarify roles and potential mechanisms to address quality gaps. The Network could also collectively harness their growing policy capability to advocate for policy changes (to commissioning approaches, for example) that enable, rather than constrain, quality service delivery.

Collaboration for better tailored support

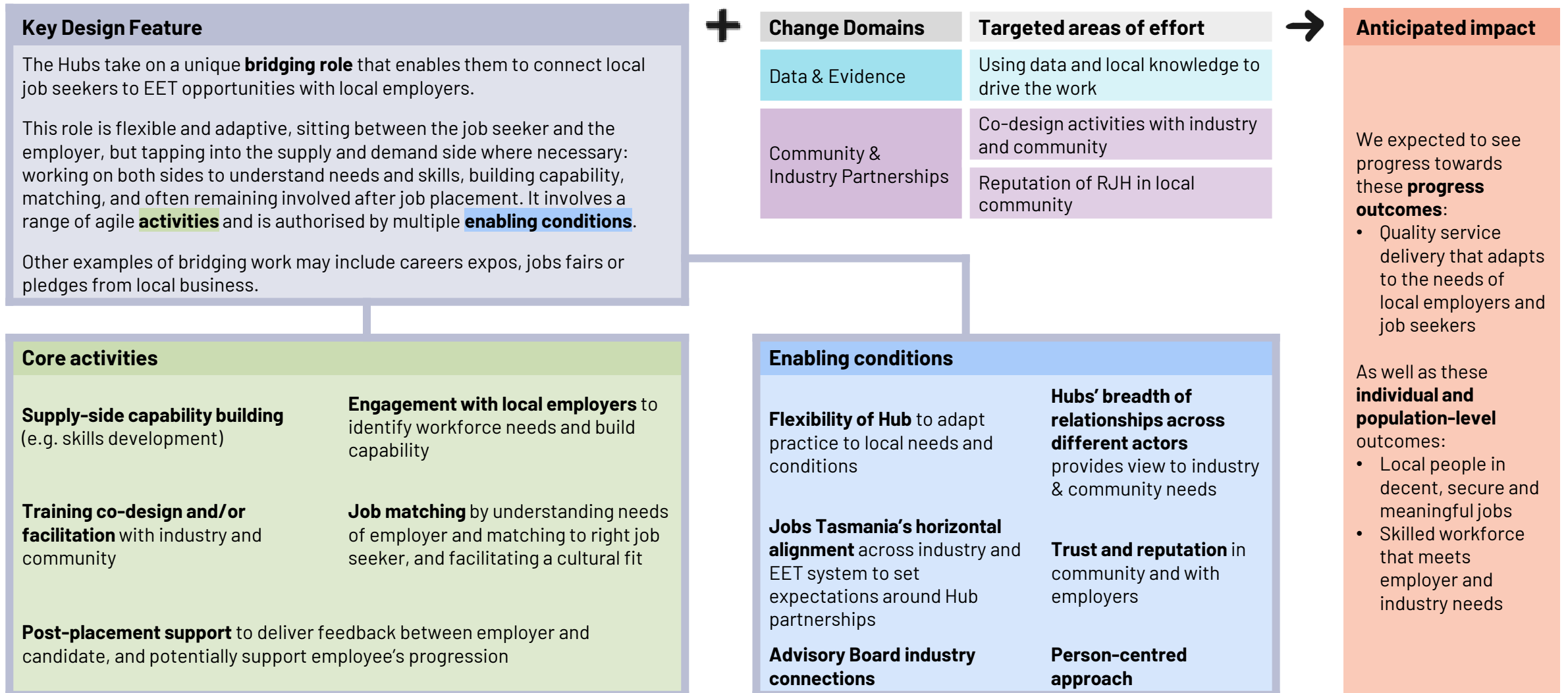
Hubs have delivered highly tailored interventions for many participants, enabled by their flexibility within the model to implement a range of supply, bridging and demand interventions. However, it is important that Hubs distinguish their role from being everything to everyone; understand where their role ends; and know when to link someone else in. This applies particularly on the supply side in supporting job seekers and learners with more complex needs or barriers to employment (as highlighted throughout outcome testing). Improving Hubs' collaboration with adjacent support services (e.g. disability services, mental health services, services for people from a migrant or CALD background, pre-employment services) and Jobs Tasmania's vertical facilitation would improve this awareness. Jobs Tasmania also has a role to play in guiding Hubs on where to focus their person-centred role. By improving referrals to other providers, participants receive appropriately specialised support where necessary, while Hubs will gain capacity to commit their time and effort to these priority areas as their workload is reduced.

Continued growth in capability across the model elements

Multiple Hubs also identified room to further develop capability in implementing the range of interventions across the model elements. Hubs recognised that they would need to free up more time and lessen their current workloads to be able to build their capabilities and output in these other areas of effort (as per Outcome Testing). Noting that each Hub's mix of supply, bridging and demand looks different based on their region, Hubs can continue to develop this in accordance with shifts in their region's labour market conditions, population and service landscape.

② ANTICIPATED IMPACT

A unique **bridging role** that aligns supply and demand



② ACTUAL IMPACT

Hubs' bridging role between local job seekers and employers fills the needs of local industries

Hubs are closely aligning supply and demand

Hubs are having great success in job matching via the bridging role: over 4200 participants have been placed into work, over 2000 into training and many job seekers are being placed into roles where there are workforce shortages. Hubs have also facilitated many tailored training offers, often **with direct involvement from industry in either the design or delivery of the program**, or in linking participants to an employment opportunity at its completion.

This is because the Hubs' bridging work is often **prompted by an identified need on the supply or demand side**. The **flexible model** means Hubs are free to **tailor a range of activities directly around this need**. With their coverage of activities, from **identifying a skills gap**, to **training job seekers** in the skills industry needs, **matching** them with local employers, and **supporting both through the placement process** and beyond, Hubs are thus able to fill labour shortages while fostering more durable placements job seekers.

Hubs are supporting ongoing pathways for participants under the bridging role

Under the bridging role, job matching is an ongoing, **flexible** process. This means the Hub can stay involved in various forms and capacities along a continued pathway for participants. **Post placement support** is a key component of Hubs' job matching role, with Hubs varying in the form and extent to which they carry it out. For example:

- Some Hubs are more actively and regularly involved throughout the placement process;
- Others with less capacity provide at minimum a first point-of-contact should an RJH participant need further support post-placement;
- Some Hubs are acting ably as a mediator between new employees and their employers, helping both to navigate potentially uncomfortable situations, such as delivering feedback to employees or raising employee workplace concerns to employers;
- Elsewhere, Hubs' post-placement support has enabled participants to progress from casual to permanent employment, or to retain a job by obtaining a required license. Then if a placement does not work out, participants can always return to the Hub.

The bridging role has also supported more adaptive solutions where regional labour market conditions mean participants have limited access to employment opportunities: for example, there may only be a short-term role available to a job seeker, or there may only be candidates available to an employer who do not possess all the job-specific skills desired. The Hub can provide an immediate 'stepping stone' placement that is the best option at the time, meaning job seekers can trial a role and gain experience while employers fill a role, before the job seeker returns to the Hub for the next step. Job seekers are therefore not 'stuck' without work, nor employers without workers, while neither are stuck in placements that aren't working out.

Hubs' ongoing support throughout the job placement process fills labour shortages for employers and industry; enables job seekers to overcome barriers to workforce participation; and prevents job seekers from disengaging from the system if initial placements do not work.

② EXAMPLES

Hubs' bridging role between local job seekers and employers fills the workforce needs of local industries

Example 1: Bridging industry-specific skills gaps between employers and employees

Challenge: Difficulty finding and attracting skilled employees for the construction industry in the south-central region.

Opportunity: SWN was approached by Keystone, a leading funder of building and construction training in Tasmania, to deliver a civil construction pre-employment program with a potential work placement upon completion at a large construction business involved in the region's major Bridgewater Bridge infrastructure project.

Response: The Hub canvassed construction businesses in the region for the specific qualifications and capabilities required of new employees, to ensure the program included relevant tickets and skillsets. To facilitate the program, the Hub played an intermediary role between the industry group, the employers and the RTO, while providing recruitment, pre- and post-placement support, and screening and mentoring of participants throughout the duration of the project.

Next steps: At the program's conclusion, at least seven participants received offers of employment.

Example 2: An agile and multifaceted service response linking in both supply and demand

Challenge: A job seeker who had recently migrated to Tasmania approached GJH for assistance in finding a job in engineering, which he had studied. He lacked practical industry experience, was initially on a student visa, was entering a highly competitive industry and lacked knowledge of Australian employment practices, making it challenging to find the right employer willing to hire.

Opportunity: The Hub determined that a long-term, multifaceted approach was required to increase his chances of finding an engineering role.

Response: The Hub found him an initial entry-level role in the construction industry, and concurrently helped improve his employability (e.g. providing resume review, interview practice, career coaching, invitations to industry sessions at the Hub, the March 2023 GJH Job Fair and Hub-facilitated training courses). During this time, GJH helped him build relationships with multiple construction and engineering companies.

Next steps: The job seeker was able to leverage these connections and his growing reputation to find opportunities directly. He ultimately received four separate employment offers and two others that were progressing before he decided on his current role.

Progressing the bridging role

As anticipated, the Hubs are already realising impact through their bridging role. This includes:

- tailoring quality service delivery to local job seeker and employer needs;
- matching job seekers into sustainable and meaningful jobs;
- facilitating appropriately skilled employees for employers and industry.

They are also utilising the bridging role to ensure that these placements can adapt to labour market shifts and challenges. However, this can be further progressed to plan more forward-focused, holistic career pathways for job seekers and learners.

Areas for progress

A more holistic approach to career progression

The flexibility of the bridging role allows Hubs to devise adaptive solutions to support participants' employment pathways. At times this is slightly reactive to the demand side (employers); strong employer partnerships are an important feature and point of difference of Hubs, and fill an identified gap in their local EET service landscapes. However, Hubs could also consider more proactive, longer-term solutions for job seekers' and learners' career pathways. This would see Hubs as less of a stop gap that participants return to between job trials and placements, and more pre-emptive and intentional in scaffolding the participant's pathway from the outset. Where a job in a participant's desired field is not readily available at the time of intervention, Hubs could look more to education and training pathways that are tied to participants' interests. Hubs could also look to data and their strategic plans, as well as engage other governance groups (e.g. their Advisory Boards and Jobs Tasmania), to assist in forecasting EET trends and planning the pathway.

This sets **participants** on a pathway that is related to their career goal, and concurrently provides an opportunity to upskill and enable future career progression and mobility. Increased education and training pathways are also equally important for the **workforce participation rate**, for in cases where the labour market is narrow, job seekers can remain engaged in a career pathway whilst waiting for the economy to bounce back.

3 ANTICIPATED IMPACT

Multi-level governance architecture provides the vehicle for systems change

Key Design Feature

The model's multi-level, top-down, bottom-up collaborative **governance 'architecture'** leverages the contributions of a range of community-, state- and federal-level stakeholders, including:

- **Hub operations teams and Advisory Boards** with strong local knowledge and networks, best placed to understand how programs and policies are working in community – insights they feed to government. They advocate for initiatives and infrastructure needed to support industry, the workforce and the Hub;
- **Jobs Tasmania**, who as 'System Steward' aligns programs, policy and accountabilities *horizontally* across state government divisions and *vertically* between local, state and federal levels of governance, to reduce duplication of effort and investment. It shares responsibility for decision-making with Hubs;
- The **RJH Network** which exchanges on-the-ground learnings, barriers, and enablers – evidence that informs its collective voice to government;
- **Learning Partners** who foster feedback loops and evaluation insights to support and link up different actors across each governance level. They build conditions for effective governance.

Core activities

Regular communication between Hub operations teams and Advisory Boards to establish operational and strategic priorities

Hubs and Advisory Boards feed local insights and issues to government which informs the design of policies and programs in place, and alerts government to system blockages as they arise

Network governance activities, such as discussing systems barriers and influencing policy and funding decisions through feedback loops. A joint board chair group also drives collective advocacy efforts on behalf of the Network

Hubs and Advisory Boards use data and local networks to build a comprehensive regional overview of the local labour market, social and physical infrastructure capacity, and existing EET investment and effort

Jobs Tasmania resolves system blockages and collaborates with the RJH Network to codesign EET solutions



Change Domains

Data & Evidence

Network Governance

Community & Industry Partnerships

Targeted areas of effort

Using data and local knowledge to drive the work

RJHs and JT advocating and influencing policy

Mobilisation and growth of local networks of stakeholders



Anticipated impact

We expected to see progress towards these **system-level outcomes**:

- Shared accountability between government and community for local needs being met
- Improvements to social and physical infrastructure that enable employment and workforce outcomes
- Policy that is receptive to local knowledge of what works in practice

We also anticipated these impacts:

- A more place-based, community-driven approach to tackling local challenges and opportunities
- A shared RJH Network policy agenda
- System blockages are quickly flagged and resolved

Enabling conditions

Jobs Tasmania's 'System Steward' role: Government is genuinely invested in listening to and sharing decision-making power with community

Design of policies and programs: Government includes mechanism for Hubs to contribute to development and design of initiatives, empowering local decision-makers

Board membership comprising key community stakeholders who have local knowledge and strong industry and community connections

③ ACTUAL IMPACT

The multi-level governance architecture underpinning the model enables Hubs to shape and co-develop government policy and programs to address local need

Hubs and Advisory Boards are shaping policy and programs to be fit-for-purpose and for place

All Hubs do this by regularly **conveying local learnings and insights to government** to provide feedback on how programs and policies are working on-the-ground, which is enabled by **their proximity to place**. This feedback has informed several **program and policy guideline changes** by JT (e.g. Example 1). JT's **System Steward role** also sees it relay these emerging RJH insights to other government stakeholders to help **inform state and federal policies and programs**, as it did throughout a series of conversations with the Select Committee on Workforce Australia Employment Services.

Blockages preventing Hubs' work can be resolved more efficiently

As highlighted in consultations with Advisory Boards, Hub staff and JT, Hubs now have a streamlined mechanism through which to **escalate issues** that are proving difficult to resolve themselves. This represents a design feature JT called 'circles within circles'. This involves informal conversations (e.g. phone calls) with their Advisory Board or JT, through which Hubs seek advice or workaround ideas in real time. If the blockage persists, it can be escalated to the next 'circle' – that might involve changing policy, or JT having conversations across government to resolve the issue (Example 2). This approach means Hubs are not stuck only focusing on short-term workarounds.

Shared accountability across government and community

Jobs Tasmania's **System Steward role** sees it share decision-making responsibility for the Initiative – and power – with Hubs. Changes to the Partnership Fund guidelines (Example 1) are but one of many examples where JT has sought and acted upon **Hubs' feedback**. This less hierarchical relationship is demonstrated daily, with JT and Hubs regularly checking in to share updates and ideas. Several Hubs report that such proximity and openness illustrates the strong trust built between the two. Moreover, by **acting upon community feedback** or **escalating it to other relevant government channels**, JT facilitates a community-driven employment model, demonstrating its trust in Hubs as genuine co-collaborators in shaping and driving the Initiative. Trusting community to take ownership of the work is, as one Hub observed, essential to the success of any place-based initiative.

The foundations for collective advocacy and a shared policy agenda are in place

In the Initiative's initial stages, collective decision-making across the Network proved difficult to coordinate. The RJH joint submission to the Commonwealth Employment White Paper demonstrated the Network's capacity to collaborate, however consultations later revealed that Hubs' contributions toward this effort were inconsistent and disorganised. As the Initiative progressed, however, this **'network governance'** has become increasingly robust, occurring through two vehicles: the **CoP&P**, and **collective board chair meetings**.

CoP&P meetings have so far served primarily as a breeding ground for solution ideas, and where rapport across the Network is built. Board chairs have also started to work together to surface strategic solutions to issues affecting the whole Network. At CoP&P 3, for example, board chairs workshopped ways to improve the Network's advocacy with key EET policy-makers at the federal level.

A consequence of this budding CoP&P collaboration was the establishment of regular board chair meetings, **involving JT**. On the back of this growing coordination, board chairs have begun to take **a more assertive role in driving the Network's influencing and reform agenda**. This was demonstrated when all seven chairs made a joint representation to the Minister for Skills, Training and Workforce Growth, to put forward their case for further RJH funding; and more recently, the board chairs put together a joint submission to the Tasmanian state budget.

3 EXAMPLES

The multi-level governance architecture underpinning the model enables Hubs to shape and co-develop government policy and programs to address local need

Example 1: Leveraging Network feedback loops to co-design a program that best responds to local needs

Challenge: Jobs Tasmania initiated a 'Partnership Fund' that gave JT responsibility for administering grants to non-government organisations to partner with Jobs Hubs on projects that address a service gap in their region. However, feedback was provided across the RJH Network that this program structure would result in projects that lacked transparency and responsiveness to local needs and conditions.

Opportunity: In response to the concerns, Jobs Tasmania undertook multiple rounds of consultation with the RJH Network and Learning Partners around an alternative approach to administering the Partnership Fund.

Response: The RJH Network advocated for a commissioning approach that would enable Advisory Boards to work with community to identify the target cohort and intended outcomes for the program, relevant to community needs. Hub operational teams would then partner with an NFP to design and implement the program. Jobs Tasmania amended the Partnership Fund guidelines to reflect this feedback. Key to this positive outcome was firstly the structure of the grant, which empowered and devolved power to the Advisory Boards to take a central role in deciding how it should be designed, and secondly JT's genuine commitment to act upon their feedback.

Next steps: Hubs are now implementing their Partnership Fund programs, which are better tailored to local needs.

Example 2: Utilising feedback loops through the System Steward to elicit a necessary shift to state government policy

Challenge: SWN identified a skills gap in its region in the transport sector.

Opportunity: After consulting with Jobs Tasmania, the Hub was encouraged to formally apply to Skills Tasmania for funding for a transport training program. However, Skills Tasmania informed SWN that only peaks or RTOs were eligible for such funding, and the request was denied.

Response: Jobs Tasmania discussed with Skills Tasmania the need for Hubs to have access to training funding to be able to respond to regional workforce skills shortages.

Next steps: Skills Tasmania ultimately revised its funding eligibility requirements so that Hubs can now be considered.

Progressing multi-level governance

Hubs, their Advisory Boards and Jobs Tasmania have shown progress toward realising much of the anticipated impact of the model's multi-level governance architecture, including:

- Hubs and Advisory Boards using their local knowledge of what works in place to inform government decision-making and program design;
- Greater responsiveness of JT to system blockages flagged by Hubs;
- Foundations for collective advocacy across the RJH Network have been established;
- A sharing of responsibility between government and community for the implementation of the model, and the two-level Ambition for the Initiative.

Despite this early progress, there are still several areas in which RJHs can seek to further embed and leverage the model's multi-level governance architecture.

Areas for progress

Develop more coordinated influencing effort across Hubs

Although Hubs' feedback to government is shaping state-wide policy and program design (as evidenced by changes to the Partnership Fund guidelines), this influencing work is still largely led by JT when it seeks community feedback. Moreover, it remains unclear whether RJH operations teams or Advisory Boards are driving this co-design work. Although some of the earlier Hubs had governance structures in varying forms, in most cases, the Hubs predated their Advisory Boards. This means that boards may be catching up with, rather than leading, some Hub operations teams. This may be a product of the close working relationships between Hub staff and JT, however it may also indicate that there is room for Advisory Boards to grow their advocacy effort. It also suggests that Hub staff and their Boards are not always aligned in how they each understand and approach the work.

Placing an emphasis on strengthening Hub governance structures and the capacity of boards to play their role in influencing policy and program design should be a priority. JT can seek to encourage governance groups to have more intentional conversations around influencing policy and funding decisions and ensure they are considering these efforts in their decision-making. This will allow Hubs to take up a more central role in determining the direction of the Initiative, further progressing the model toward its community-driven aspiration. Boards should strive to cultivate a vision for the direction of their Hub that it shares with their operations staff.

Evolve the Network's collective advocacy work

Encouragingly, the platform and desire for collective decision-making and advocacy through network governance channels such as the CoP&P appear to be in place. However much of this effort, particularly at CoP&P meetings, has been devoted to surfacing common issues and workshopping ideas – a symptom of the Network's early stage of development. While this is important work, the Network can aim to better communicate to government some of the more specific, tangible changes to policy and programs that are required at both local and state-wide levels. This will enable JT to develop responses to local workforce needs that are community-driven and tailored to place. Doing so as a unified, Network-wide voice also reduces competition for the attention of decision-makers in the advocacy space, enabling greater cut-through with government. Hubs and JT agreed that the Network's collective advocacy ambitions are a work in progress, and this work will continue to evolve as the model's governance mechanisms (for example, regular Board Chair meetings) are more firmly embedded. The next phase of the Initiative should seek to consolidate and deepen inter-board chair engagements and CoP&P activities aimed at generating more concrete policy advocacy outputs.

Progressing multi-level governance

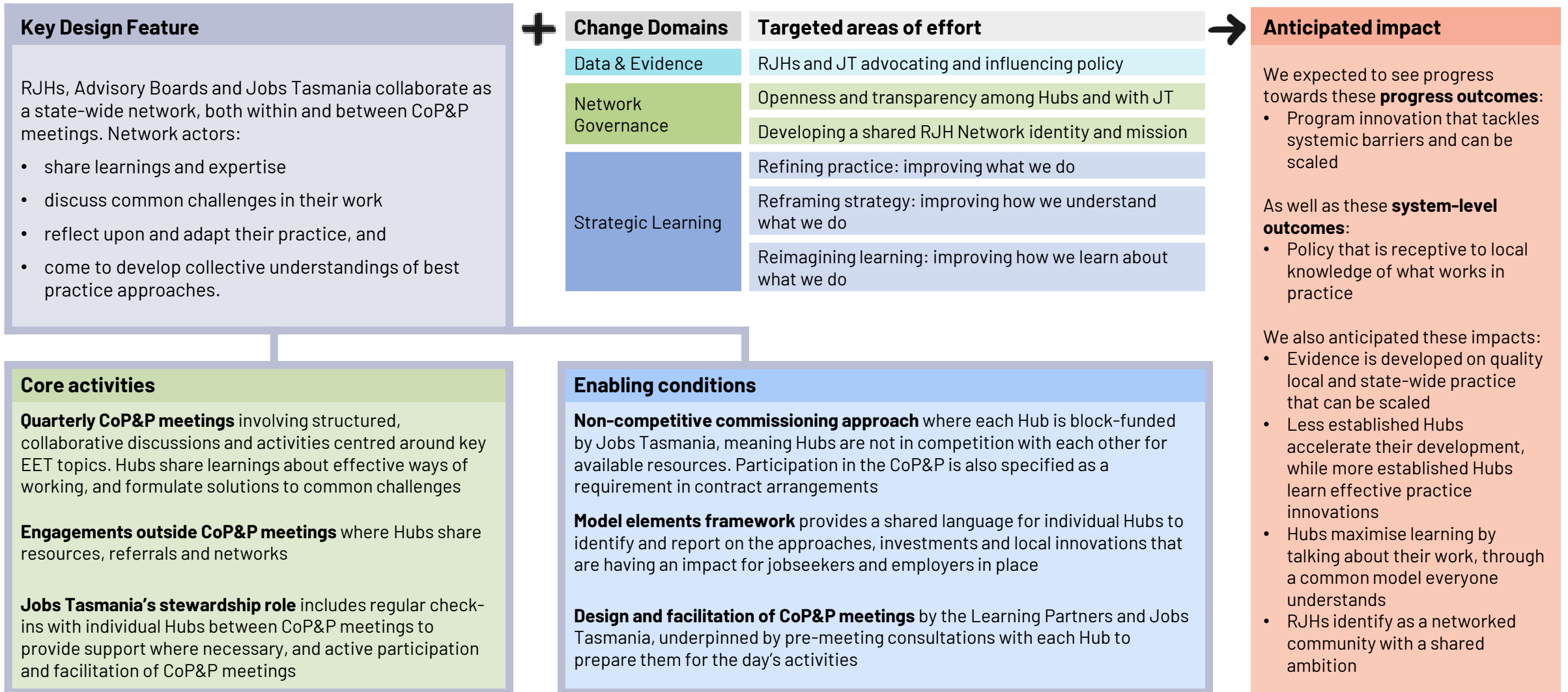
Areas for progress (continued)

Strengthen individual Hubs' ability to identify and flag system blockages

A notable feature of the work of Hubs is having the flexibility to quickly respond to issues as they arise in place. Escalating more stubborn issues to government for resolution is also at the core of the multi-level governance architecture, as it supports Hubs to trade short-term workarounds for more transformative and durable solutions. While some Hubs are doing this, there is still scope for Hubs to do so more proficiently and consistently. Key to this will be building their understanding of the governance architecture and how it can help them resolve system blockages, and their awareness of the appropriate actors beyond Jobs Tasmania who can be brought into this process.

4 ANTICIPATED IMPACT

A networked model that scales innovation across the state



The networked model enables Hubs to share learnings, problem-solve common challenges and begin to co-develop best practice approaches

The Network is beginning to formulate a blueprint for best practice

Quarterly CoP&P meetings provided a forum for Hubs to participate in structured, outcomes-focused discussions and activities. Enabled by a growing understanding and application of the **model elements framework**, Hubs in these meetings **shared learnings about effective ways of working**, which were then used to formulate blueprints for best practice on a given area of work (Example 1). Other CoP&P meetings have seen Hubs collectively develop solutions to common challenges they've faced, such as helping young people navigate transitions to EET (CoP&P 2), or working alongside local businesses and industries (CoP&P 4). Evidencing learnings in this way allows effective practice approaches to be scaled across the Network, reducing duplication of effort and enabling all Hubs to **improve their service delivery approach**, thereby strengthening the state-wide model.

Newer Hubs are accelerating their implementation of the model

More recently established Hubs are leveraging the expertise of their more experienced Hub colleagues to expedite their own development. This is taking place during discussions between Hubs at **CoP&P meetings** around effective practice approaches, and increasingly through **information exchanges happening outside these forums**. For example, Glenorchy Jobs Hub provided resources to SETN, the newest Hub, to support the setup of its staffing structure. Such collaboration has led newer Hubs to feel as though they do not need to 'reinvent the wheel' in how to implement the model. This will enhance the effectiveness and efficiency of the model, as newer Hubs take less time to build their practice capacity and capability.

A more connected RJH Network with common interests and goals

Consistent and evolving collaboration between Hubs and JT occurring over successive **CoP&P meetings** both generates and is **underpinned by trust** across the Network (see Example 2 for a CoP&P timeline).

Calls from Hubs for a further expansion of their role in leading CoP&P meetings – and establishing a 'leadership group' that steers and takes ownership of CoP&P coordination – demonstrate how **the Network is developing a collective ambition** moving into the next phase of the Initiative. Several Hubs reported **Jobs Tasmania** was critical in incentivising genuine, **open engagement** across the Network.

The networked model enables Hubs to share learnings, problem-solve common challenges and begin to co-develop best practice approaches

Example 1: Pooling expertise and ideas in response to a current policy opportunity

Challenge: Across the RJH Network, a view emerged that the federal employment service system was fragmented, inefficient and ineffective, and was not delivering sustainable, meaningful employment outcomes for local people and businesses.

Opportunity: The establishment of the Commonwealth's Inquiry into Workforce Australia Employment Services confirmed that there was real interest in changing how employment services operate in Australia.

Response: The central objective of CoP&P 3 was to clarify Hubs' strategic role working alongside federal employment services. Several CoP&P activities, designed and facilitated by Learning Partners and Jobs Tasmania, saw Hubs discuss how their strengths across the model elements, such as person-centred support and employer connections, can be most effectively harnessed to complement existing employment services. By the meeting's close, the Network had articulated what the Hubs' role can and should look like in a reimagined employment services ecosystem.

Next steps: This collective understanding helps guide the future focus of effort for Hubs, particularly those in the process of establishing their service delivery footprint, and will support future Network discussions with government around the redesign of the employment service ecosystem.

Example 2: Building a 'circle of trust' that enables strategic efforts as a group

Challenge: Prior to CoP&P meetings, Hubs acted as individual organisations operating in silos, who at times voiced concern about sharing expertise and insights.

Opportunity: The introduction of the CoP&Ps provided an opportunity for the Hubs to better understand, share and improve their work as a collective, guided by the Learning Partners and Jobs Tasmania.

Response: Over the course of successive CoP&P meetings, Hubs shifted toward acting and identifying as a Network:

- At **CoP&P 1**, Hubs started to develop a collective Network ambition, emphasising the value of sharing best practice and working on long-term solutions to structural EET barriers
- By **CoP&P 2**, Hubs were articulating the diversity of strengths, capabilities and 'power in numbers' that the Network can contribute to improving youth pathways to employment
- **CoP&P 3** marked the first sitting of the Advisory Board chairs 'round table'. Chairs worked together to identify strategies to improve their engagement with federal policy-makers
- By **CoP&P 4**, the Network had defined an 'ideal role' for Hubs to perform as part of the State Government's industry compacts and other large industry workforce initiatives
- At **CoP&P 5**, in a sign of the trust developed across the Network, Hubs called for an expansion of the CoP&P by establishing working groups that advance specific pieces of work started at CoP&P meetings, and a Hub-comprised CoP&P 'leadership group' to drive the agenda and outcomes across the Network
- **Post-CoP&P survey results** also indicate that Hubs overwhelmingly agree (>90%) that valuable learnings are being shared across the Network.

Next steps: Moving into the Initiative's next phase, the CoP&Ps will continue and the Network will continue to deepen its work towards collective solutions.

Progressing the networked model

Much of the anticipated impact of the networked model was in fact realised:

- Hubs are sharing learnings around effective practice approaches across the RJH Network, supporting less established Hubs to accelerate their implementation of the model;
- The Network is formulating shared understandings of best practice approaches; and
- RJHs are identifying as part of a networked community with a shared ambition.

Alongside this progress, we identified areas in which the RJH Network can further evolve the networked model.

Areas for progress

A more evidence-based demonstration of impact

There is scope for Hubs to share learnings across the Network more consistently. At this stage Hubs are largely sharing expertise across the Network during brief exchanges at CoP&P meetings, as they are often too busy with their caseloads to connect beyond these forums. Most of these learnings are presented anecdotally, without much sharing of quantifiable data. As the Network strives to formulate shared understandings of best practice approaches, it will become increasingly important that a more robust framework is developed to enable Hubs to share knowledge in a consistent, replicable way. Documenting effective practice like so will support activity measurement, enabling the Network to demonstrate the impact of the model to government and community. This will be vital to securing support and investment for the Initiative moving forward. The Network can strive toward a more fulsome commitment and use of data and evidence through:

- more consistent and extensive activity reporting;
- agreeing to a process and framework through which Hubs can communicate information about their activities to other Hubs;
- Build Hubs' capacity to better use the model elements framework in how they discuss their work, which will help them articulate types of employment interventions proving effective.

Operationalise learnings gained through the RJH Network

The networked model is enabling Hubs to learn how others across the RJH Network are effectively implementing the model. However, there is limited evidence that Hubs are applying these learnings in their own day-to-day practice. Network stakeholders suggested this may be a result of the Network still being relatively new (CoP&P meetings began in December 2022), and that Hubs' different operating models and regional contexts (i.e. geographical size) make it difficult to translate innovations. Supporting Hubs to better apply effective practice approaches learned through the Network will strengthen the state-wide model as less established Hubs can bypass much trial-and-error associated with early implementation of the model. Actions to help achieve this in the next phase of the Initiative, which have been supported by Hubs, include:

- structuring CoP&P meetings around reflection, planning and *action*, to ensure ample focus is given to operationalising the learnings that are being shared;
- establish working groups to advance specific pieces of work (e.g. youth-focused practice approaches) discussed at CoP&P meetings and elsewhere throughout the Network.

Progressing the networked model

Areas for progress (continued)

Consolidate Network's progress in sharing learnings

In CoP&P discussions and consultations, Hubs recognised the need for strong, consistent leadership of CoP&P meetings to maintain and evolve the intentionality of information sharing and problem-solving activities across the Network. It was acknowledged that progress in this area, while encouraging, was not a guarantee to continue. One suggestion Hubs raised was to retain the role of an enabling organisation or intermediary that can drive Network outcomes across the RJH Network, and particularly at CoP&P meetings. Continued investment may be required to facilitate this role.

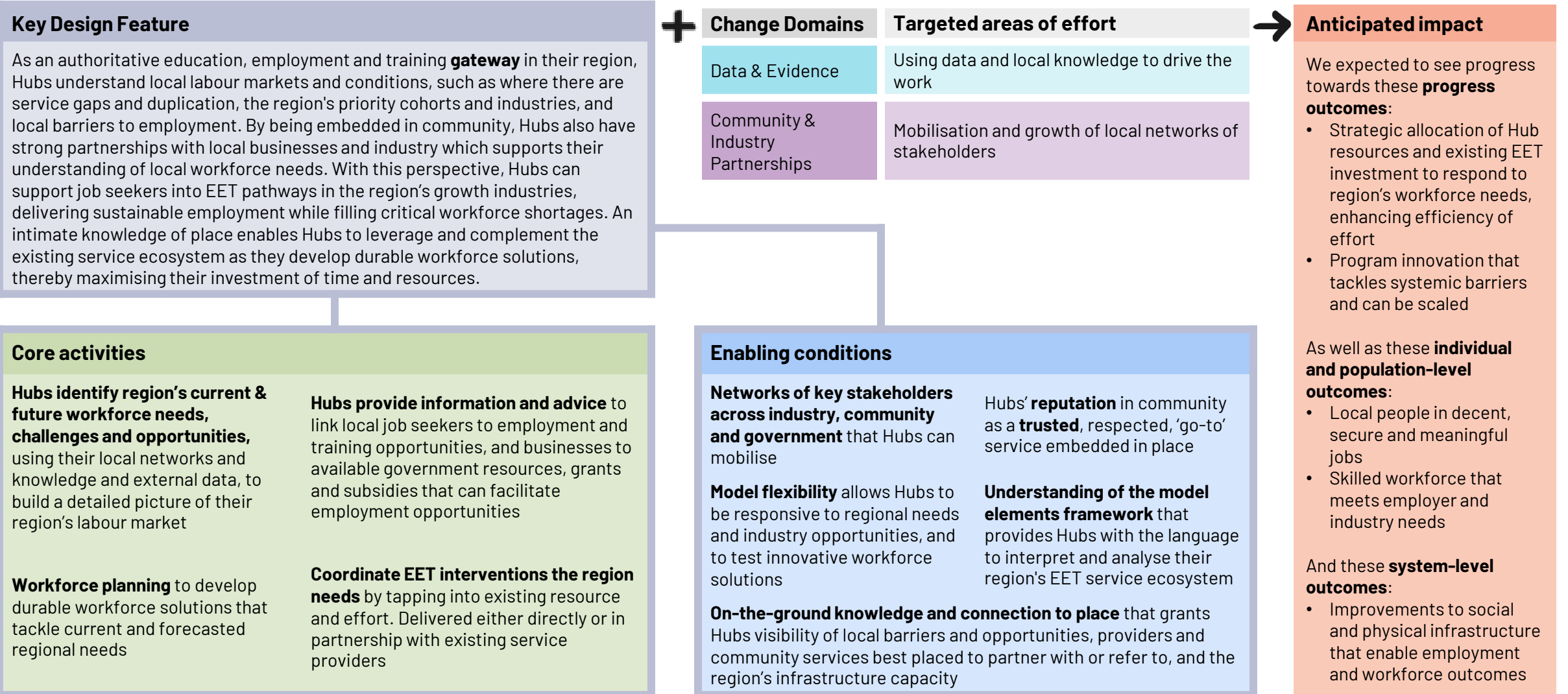
Deepen trust across the Network

Over the course of this phase of the Initiative, RJHs came to identify as part of a networked community with shared challenges and goals. Several Hubs stated a focus of the Network moving forward should be on how this trust can be sustained and further enhanced. Realising this ambition can help drive further collaboration between Hubs, which supports the scaling of innovation across the state, and may also underpin the Network's collective advocacy efforts (see Outcome 3 for more detail). While trust between Hubs should grow through continued collaboration, we recommend building Hubs' capabilities to take a greater role in leading Network activities. This may include:

- Establishing a CoP&P 'leadership group' comprised of Hubs, with rotational membership, that steers and takes ownership of the CoP&P's agenda and coordination;
- Continued investment in JT's System Steward role that incentivises participation across the Network and can equip a potential CoP&P leadership group to perform its functions;
- Continued investment in an enabling organisation or intermediary that can build leadership capability of Hubs in the CoP&P.

5 ANTICIPATED IMPACT

An authoritative EET gateway that facilitates what the region needs



⑤ ACTUAL IMPACT

As an **authoritative regional EET gateway**, Hubs are beginning to facilitate **durable workforce solutions that respond to the region's current and future needs**

Responses to systemic barriers and regional needs that are tailored to place

Hubs are **using their extensive knowledge of local labour market conditions and barriers to develop workforce solutions** that can adapt to the region's current needs. This work involves **coordinating with key growth sectors** to shape industry-informed training pathways, such as NEBHub's work with the local renewable energy sector; and tailoring to the region's priority cohorts, such as in Glenorchy, where the Hub's board chair, through **local connections** with schools and youth services organisations, **recognised the need to prioritise a youth-focus in the Hub's work**. This saw the Hub pursue (and ultimately receive) funding for its Youth Connector program.

As described in community stakeholder consultations, Hubs are also using their understanding of how adjacent systems (e.g. transport, housing, mental health) exist in place to sufficiently support job seekers beyond the workplace to facilitate successful job placements.

Some Hubs are also undertaking proactive **workforce planning** to prepare local jobseekers, businesses and industry to respond to the various EET opportunities and challenges the Hub has forecast for the region (Example 1). This demonstrates Hubs' capacity to keep abreast of investments coming into the region and the opportunities they present to local job seekers and businesses.

More strategic allocation of Hub resources & existing EET investment

Flexibility to determine their ideal role in their local service ecosystem enables Hubs to be more strategic in how they direct their time and resources. One way this is apparent is when Hubs choose to **partner with another service provider** to deliver an intervention needed in the region, rather than directly deliver it themselves. For example, NEBHub does not itself deliver training, but instead partners with providers it has identified that are already funded to deliver training programs in the region. This complementary approach minimises unnecessary duplication of effort, and as the Initiative progresses, stands to increase the efficiency of investment in the region. Crucially, it depends on **Hubs' on-the-ground knowledge** of who to partner with or refer participants to.

Hubs are also reducing investment wastage by exploring how existing funding can be more effectively harnessed. This may involve identifying unused funding, such as NEBHub's approach above, which resulted in almost 100% completion and employment of training participants; or submitting applications for additional funding streams Hubs have identified.

A trusted community gateway

Hubs have established a **reputation** in their respective regions as a 'go-to' gateway service where local job seekers and businesses can access the support and connections they need. Response data from surveys of RJH job seekers shows that across the Network, of those job seekers seeking it, a majority received a job (55%), an apprenticeship (67%), job-ready skills or confidence (90%), career guidance that met their needs (80%), relevant education or training (100%), or satisfactory information and advice (88%). 95% indicated they would recommend the Hub's services.

For employer participants surveyed, 85% were connected with an employee through a Hub, of which nearly 90% were considered sufficiently job ready; while 91% were still employed. All employers seeking business support or information had their needs met. 94% of employers would recommend the Hub's services.

This reputation is why employers are voluntarily promoting the work of Hubs, and RJHs are able to establish themselves as a go-to service for workforce solutions in their region (Example 1).

5 EXAMPLES

As an **authoritative regional EET gateway**, Hubs are beginning to facilitate **durable workforce solutions that respond to the region's current and future needs**

Example 1: A strategic partnership in community facilitating a coordinated response to future workforce needs

Challenge: The Hobart Airport Terminal Expansion Project slated in the state's south-east will require a skilled and varied workforce not only for the airport redevelopment itself, but for its range of adjacent amenities. By some estimates there could be up to 8000 jobs generated by the redevelopment.

Opportunity: Learning of this project through its extensive local networks, BEST identified an opportunity to contribute its skills in workforce development to the project.

Response: This saw BEST broker a strategic partnership with Hobart Airport, establishing the Hub as the go-to provider for the project's workforce development needs. In preparation for the redevelopment, BEST undertakes skills planning to ascertain the skills and qualifications that will be needed, and the training that will need to be delivered to meet workforce needs. The Hub also undertakes extensive community engagement to provide information about opportunities presented by the project to relevant stakeholders in community. With a deep understanding of local barriers to employment, the Hub has also helped communicate to government the need to expand the availability of local housing to enable workforce participation.

Next steps: Although at an early stage in its involvement with the Hobart Airport redevelopment, BEST is already planning strategies to further unlock employment opportunities, such as connecting local young people into potential career pathways that are offered by the project.

Example 2: Addressing region-specific non-vocational barriers that enable industry to mitigate urgent labour shortages

Challenge: On the state's east coast, the hospitality sector has been desperately seeking staff. A housing crisis and limited transport options make it difficult for employers to attract staff, and for prospective employees to access job opportunities in the region.

Opportunity: With its knowledge of the challenges facing local hospitality businesses and the employment barriers specific to the region, and in conjunction with its local networks across community, BODEC saw an opportunity to perform an intermediary role, linking the various actors across supply and demand.

Response: BODEC brought together a local hospitality business that was seeking staff, a Workforce Australia service provider with available local jobseekers, and a local transport operator providing transport between towns.

Next steps: This collaborative, complementary approach facilitated employment for four people with the hospitality business, enabling the business to keep operating.

Progressing the EET gateway role

Hubs across the RJH Network have shown significant progress in performing this EET community gateway role. We see this in their use of local knowledge and networks to understand regional labour market challenges and priorities, which is informing their focus of effort; community stakeholders and employers reporting Hubs as trusted community actors; and examples of strategic, future-focused workforce planning. Notwithstanding these green shoots, there are still several areas where RJHs can strive to fulfil the ambition of their gateway function.

Areas for progress

Build gateway capability across the Network

There was considerable variation in the levels to which Hubs across the Network are embedded in their community as an authoritative EET gateway, coordinating workforce solutions for the region. Reasons given for this variation across the Network were that Hubs are at different stages of development, or that there may be structural difficulties in being a central gateway in large and dispersed geographic regions. Sharing learnings across the Network should support more recently established Hubs to accelerate the development of their gateway functions.

Adopt a more strategic, forward-focused approach to developing workforce solutions

Most Hubs' work is still largely focused on day-to-day concerns, filling identified gaps and responding to employer demand as it arises, without as much attention on developing more durable, place-informed workforce solutions. Some Hubs have commented that they have limited capacity to do more of this strategic work as they are preoccupied with servicing a high caseload. Difficulties stemming from trying to chart and then navigate complex service ecosystems were also flagged as considerable roadblocks. Being more proactive in addressing future needs and systemic challenges can ensure priority industries have a workforce when they need it, and enable greater workforce participation, particularly for disadvantaged cohorts. Shifting Hubs' orientation from immediate to longer-term outcomes may involve:

- More data-driven workforce planning to ascertain growth industries and priority cohorts which can inform each Hub's areas of focus and resource investment;
- Greater emphasis on tackling systemic EET barriers, such as by improving social and physical infrastructure that can enable workforce participation;
- More intentional Network collaboration around future workforce planning, supported by government;
- Expanded coordination with the State Government's industry compacts; and
- Long-term funding (e.g. five-year terms) that can enable and encourage Hubs to prioritise long-term projects.

Progressing the EET gateway role

Areas for progress (continued)

Maximise the effectiveness of resource and investment

Some Hubs are demonstrating more strategic allocation of resource and investment, particularly by adopting a complementary approach that values service *coordination* as well as direct delivery. This aspect of the gateway function can reduce service duplication and therefore increase the efficiency of government spend. Others who aren't yet at this level are nonetheless showing a greater awareness of their local service ecosystem, allowing better identification of service gaps, gluts and growth opportunities. There is scope for this work to be further expanded across the Network. To this end, Hubs may seek to strengthen their local networks – of service providers, schools, training providers, peak bodies – whose support and resources they can look to tap into. Greater workforce planning should also lead to more effective distribution of Hub resources.

Increase visibility of gateway role and its value to community

Community stakeholders reported that the visibility of some Hubs in their regions can be improved. Visibility is critical to the reputation of Hubs in their respective communities. A good reputation is needed for Hubs to perform their gateway role, as it means job seekers and employers will trust that the Hub can adequately support them. It can also open up further workforce development opportunities, and support relationship building with actors external to the Network. Outcome 4 shows that Hubs now have a platform of trust within the Network; with this established, the Network should prioritise relational work beyond the Network. This will be crucial to key projects moving forward in the context of the Youth Jobs Strategy and federal reform. An emphasis on governance will support this, with Advisory Boards and Jobs Tasmania setting up these relationships, expectations, and a collaborative culture from the top, for Hub operational teams to mobilise.

Summary of Network-wide outcomes

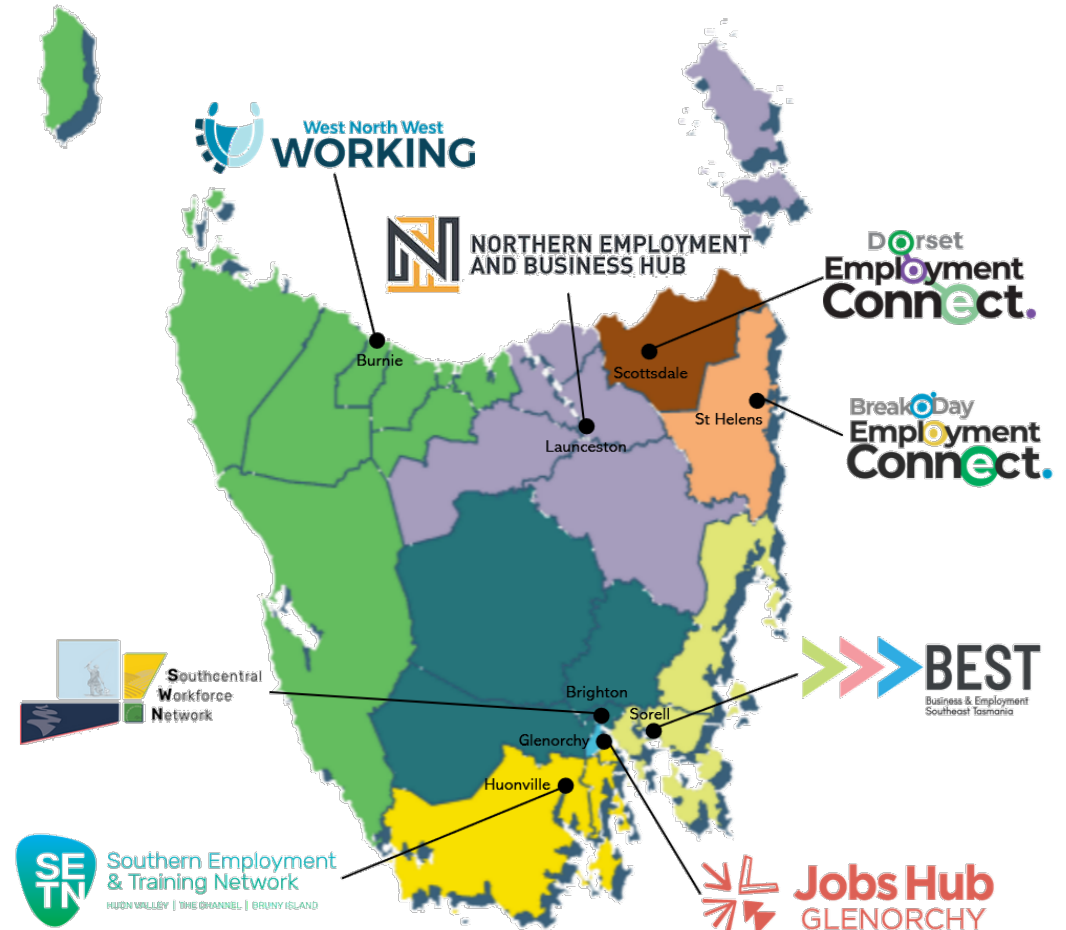
Outcome	Findings
<p>1. The person-centred and place-based approach delivers meaningful employment outcomes for local people and employers</p>	<p>The Network has made significant progress in this outcome and can look to better align this effort in individual regions as well as in adjacent systems. To do so, it could shift focus more towards proactive, longer-term solutions by utilising: collaboration with other EET actors in each region’s service landscape; Jobs Tasmania’s vertical alignment; and the Network’s growing policy capability. Collaboration with Hubs’ local service landscapes and Jobs Tasmania’s vertical alignment could also facilitate more specialised person-centred support. The Hubs also have space to grow capability in interventions across the model elements.</p>
<p>2. Hubs’ bridging role between local job seekers and employers can fill the workforce needs of local industries</p>	<p>The Network has made significant progress in this outcome area and this can only become more strategic. To further this progress, Hubs could be more pre-emptive and intentional in scaffolding career pathways on the supply side and better harness education and training pathways to this end.</p>
<p>3. The multi-level governance architecture underpinning the model enables Hubs to shape and co-develop government policy and programs to address local need</p>	<p>The Network has made great progress in this outcome but there is space for all Hubs to increase their understanding of, and better leverage, the governance architecture. To do so, Hubs could grow their advocacy efforts from the bottom up with Advisory Boards taking the lead; consistently communicate more tangible EET solutions to Jobs Tasmania; and escalate more stubborn system blockages to and across government.</p>
<p>4. The networked model enables Hubs to share learnings, problem-solve common challenges and begin to co-develop best practice approaches</p>	<p>The Network has made great progress in this outcome, particularly in sharing expertise and building rapport through the Network, and there is still plenty more that it can do. The Network could use more consistent and robust data and evidence to demonstrate and share best practice; better operationalise and apply shared learnings; consolidate these learnings at strategically structured CoP&Ps; and sustain and deepen trust across the Network.</p>
<p>5. As an authoritative regional EET gateway, Hubs are beginning to facilitate durable workforce solutions that respond to the region's current and future needs</p>	<p>Hubs have demonstrated encouraging green shoots in establishing and performing their regional EET gateway function, however there remains considerable variation and inconsistency across the Network. To advance this progress, Hubs could share learnings across the Network to build gateway capability; consider more long-term workforce solutions; increase collaboration and planning around their local regions to maximise investment; and increase their visibility and collaborative relationships in community.</p>

3c. High-level individual Hub findings

A snapshot of each Hub's evolution

Interpreting the evolution of individual Hubs

The table on the following page summarises each Hub’s demonstrated areas of strength, as well as some areas to progress in the next phase of model implementation. A more detailed analysis of individual Hub progress against the Outcomes Framework was undertaken and provided to Jobs Tasmania to inform its direct support to individual Hubs and its stewardship of the Network. This level of detail has, however, been omitted from this report due to data privacy concerns and to avoid comparison between Hubs. This latter point is important since Hubs’ operating models, labour market dynamics and even their understanding of what success and impact look like vary region to region. Each Hub’s implementation journey and timeline is different, and a comparison of progress between Hubs ignores their progress as a Network.



Summary of Individual Hub progress

The table below summarises each Hub’s key areas of strength over the course of the evaluation, as well as areas to progress in the next phase of model implementation.

Hub	Findings
BEST	As the longest running Hub, BEST has strong community and industry partnerships and lines of sight to its region’s industry and training landscape. Armed with these networks and knowledge, BEST is undertaking more strategic workforce development and impactful influencing work with government stakeholders at state and federal levels. It has shared its experience and capability to support the work of other Hubs, but could look to do so more consistently, both formally within the Network (e.g. in CoP&P meetings) and with other employment services beyond the Network
BODEC & DEC	BODEC and DEC have demonstrated a strong operational focus and commitment to collaboration within the Network. They have also shown capability in policy discussions, and in collaborating with other employment service providers in their region. However, their operational focus means they have less capacity to do this work in a more proactive, strategic manner; this can be an area for growth and one the Hubs can potentially take a lead in driving within the Network
GJH	GJH is efficiently servicing a high caseload of job seekers. It has deep knowledge of intersecting barriers in its region and this is supported by proficient CRM use and activity reporting. The Hub has acknowledged a need and intention to focus more on the demand side, and although this is challenging with a high caseload, it is well underway, evidenced by its growing community and industry partnerships and the recruitment of a Business Liaison Officer
NEBHub	NEBHub has strong industry partnerships and has demonstrated policy impact through its influencing work with government. To maximise its effectiveness, the Hub can seek to improve collaboration both within the Network, by better leveraging the model’s governance architecture; and with prospective local EET partners, by more proactively driving work that harnesses collective resource and investment across the region
SETN	SETN is only recently operational. However, it has a strong focus on data which has enabled a deep understanding of the region’s service and EET landscape. This is informing the Hub’s strategic planning around where it needs to foster community and industry partnerships, how it can fill gaps rather than duplicate, and in turn how it can best complement the region’s service landscape
SWN	SWN has strong industry partnerships on the demand side and a well-developed understanding of where participants’ pathways can break down on the supply side. The Hub is aware of duplication in the region, in training and services; to resolve such issues SWN can strive to act more proactively, and with a more systems-focused lens, to coordinate the region’s service delivery needs
WNWW	WNWW is particularly strong in its policy influencing capability and understanding of systems. It too is recently established and has made great progress in a short time, but is still working to overcome barriers that it has quickly identified in its region, including a supply shortage and duplication in services. Leveraging the network’s governance architecture as well as community and industry partnerships will support this

3d. **Jobs Tasmania outcomes**

Stewardship that drives effective implementation from the top

Role of the System Steward

Driving effective implementation from the top

Collective Stewardship is an integral Design Feature of the model. Accountability for effective implementation is laid out across five streams and is shared between the Network’s three key governance bodies (Jobs Tasmania, the RJH Advisory Boards, and the RJH operational teams), as detailed in the [Appendix](#).

Stream of effort	Governance	Strategy and Policy	Partnership Development	Strategic Communications	Data-driven Effort
	<i>To carefully and responsibly manage</i>	<i>Designing and planning responses to achieve the RJH goals</i>	<i>Developing essential relationships to achieve RJH goals</i>	<i>To highlight the work and intent of the RJH Initiative</i>	<i>Data and evidence to drive the RJH work and demonstrate value</i>

As System Steward, Jobs Tasmania leads this effort in a policy agenda that is necessarily inclusive of effective implementation. This is typically ignored in other models but was intentionally built into the RJH model with specified activities to assess progress. Jobs Tasmania’s activity reporting demonstrates that it is performing many of its core responsibilities in stewarding the RJH Initiative. This encompasses day-to-day interactions with Jobs Hubs, other levels and divisions of government, industry and community, as well as more formal initiatives in service to its systemic change ambition.

Jobs Tasmania

Stream of effort	Governance
	<i>To carefully and responsibly manage</i>
Activity highlights	<ul style="list-style-type: none"> • Facilitated additional funding for RJH Initiative (December 2022) • Developed complementary, evidenced-informed programs such as Area Connect, Youth Connectors, Partnership Fund • Regular meetings with Minister to strategise and communicate RJH agenda • Regular policy and program updates to Hubs (e.g. around Career Connector, Youth Jobs Strategy) • Developing governance capability across RJH Network, including around data usage and board training • Implemented approx. 24 grant deeds with the RJH Network to provide additional flexibility to service delivery and support community driven project planning and implementation
Area of strong progress	<p>Over the course of the RJH Initiative JT has established a workable ‘top-down, bottom-up’ governance approach that activates decision-making at the community level. This shared governance approach signifies a ‘devolution’ of power to the RJH Network, and is evident in JT gradually stepping back from a central leadership role of the CoP&P to enable greater ownership by RJHs of its direction</p>
Areas for further growth	<ul style="list-style-type: none"> • Strengthen Hub governance structures and the capacity of Advisory Boards to play a more central role in influencing program design. This will further progress the model toward its community-driven aspiration • JT can look to better coordinate initiatives and activities in play across RJH Network to avoid duplication, achieve consistency and share innovation across the Network • Support Hubs to take greater ownership of CoP&P. This may involve equipping Hubs to establish a proposed CoP&P ‘leadership group’ or other such capability building efforts • Explore potential for longer-term funding (e.g. five-year terms) that can enable and encourage Hubs to prioritise long-term projects and workforce development

Case study: Devolving power in response to community insights: ‘state-led, community driven’

Challenge: The establishment of Jobs Tasmania’s Partnership Fund enabled Hubs to partner with local NFPs to develop and test innovative solutions to service gaps for priority cohorts and to enhance local collaboration. The original design of the program saw Jobs Tasmania administering funding through a centralised grant process. Concerns were raised that this top-down approach to decision making around the fund would not be attuned to local conditions and relationships.

Opportunity: In response to the concerns, Jobs Tasmania undertook multiple rounds of consultation with RJH Network and Learning Partners around an alternative approach to administering the Partnership Fund.

Response: The RJH Network advocated for a commissioning approach that would enable Advisory Boards to work with community to identify the target cohort and intended outcomes for the program, relevant to community needs. Hub operational teams would then partner with an NFP to design and implement the program. Jobs Tasmania amended the Partnership Fund guidelines to reflect this feedback. This critical change demonstrates Jobs Tasmania’s genuine commitment to first listen and then respond to community voice.

Next Steps: Hubs are now implementing their Partnership Fund programs, which are better tailored to local needs.

Jobs Tasmania

Stream of effort	Strategy and Policy
Activity highlights	<i>Designing and planning responses to achieve the RJH goals</i>
Area of strong progress	Jobs Tasmania’s role in driving the development of the <i>Youth Jobs Strategy</i> highlights its progress not only in leading policy reform in Tasmania, but harnessing the contributions from community, through the RJH Network at CoP&P meetings and over individual consultations, and industry and government, as it did throughout the Youth Pathways consultation process in mid-2023
Areas for further growth	<ul style="list-style-type: none"> The next phase of the Initiative can seek to consolidate and deepen capabilities of RJH governance groups (e.g. inter-board chair meetings and the CoP&P) to generate more concrete policy advocacy outputs Continue to strengthen the coordination of the RJH Network with the State Government’s <i>Industry Compacts</i>, which can support Hubs to take advantage of workforce development opportunities with large industries across the state

Case study: Policy co-design that harnesses community expertise

Challenge: Addressing high rates of youth unemployment, low participation and poor educational outcomes in Tasmania.

Opportunity: Jobs Tasmania is leading the development of the State Government’s *Youth Jobs Strategy* (YJS), announced in the Premier’s 2023 State of the State address to Parliament. To inform the development of the YJS, Jobs Tasmania commissioned the Learning Partners to facilitate a series of consultations and workshops with members of the youth Community of Policy & Practice (YCoP&P), inclusive of the Hub network.

Response: The RJH network and wider YCoP&P contributed local insights, learnings and expertise around the challenges and opportunities affecting young people as they transition to employment. These insights were translated into a set of recommendations which has informed the development of the YJS strategy. Throughout the development of the YJS, Jobs Tasmania provided regular, comprehensive updates at CoP&P meetings on the approach, ambition and progress of the YJS.

Next Steps: Jobs Tasmania is in the late stages of finalising the YJS. The YJS clearly articulates the role the Hubs will play in supporting its objectives.

Jobs Tasmania

Stream of effort	Partnership Development <i>Developing essential relationships to achieve RJH goals</i>
Activity highlights	<p>Jobs Tasmania has established, and continues to maintain, partnerships across industry, government and community. These include (but are not limited to):</p> <ul style="list-style-type: none"> • C'wealth Department of Workplace Relations and its state manager, who is a member of the Youth Employment CoP&P, supporting alignment between federal and state initiatives and objectives • Department for Education, Children & Young People and Department of Premier & Cabinet, particularly in relation to the Youth Jobs Strategy and its connection to the Child and Youth Wellbeing Strategy • Businesses and peaks across priority sectors including mining, manufacturing, construction, forestry, aged care and disability, community services, dairy, transport and hospitality • All teams within Department of State Growth, such as Business and Skills Tasmania, to drive alignment of programs and policy (e.g. whole-of-government <i>Industry Compacts</i> co-development)
Area of strong progress	<p>Although already a strength, JT only continued to deepen and expand its network of key partners across government, industry and community, which it has tapped into to advance several key programs including the <i>Youth Jobs Strategy</i> and <i>Industry Compacts</i></p>
Areas for further growth	<ul style="list-style-type: none"> • Identify stakeholders across industry, community and particularly government who can help resolve system blockages flagged by Hubs more effectively and efficiently • For Hubs to shift their responses to more proactive, long-term, durable workforce solutions, greater collaboration with adjacent employment services may be needed. To enable this, Jobs Tasmania can continue to developed partnerships across government to facilitate this collaboration

Case study: Horizontal and vertical alignment that effectively leverages resources and expertise

Challenge: Misalignment between skills development, local job pathways and opportunities in large industries.

Opportunity: Jobs Tasmania is supporting Skills Tasmania to design and implement its *Industry Skills Compacts*. Each *Industry Skills Compact* sets out a framework for its signatories (government and industry peaks) to work collaboratively to deliver a sustainable and highly skilled current and future workforce in Tasmania.

Response: Jobs Tasmania has engaged extensively with industry and employers, as well as other relevant government divisions, to ensure the *Compacts* align with its jobs and workforce participation agenda. Each *Compact* specifies roles and accountabilities for actors in an accompanying Action Plan.

Next Steps: As of November 2023, six *Industry Compacts* have been signed across different sectors, with several others still in development. Hubs will play a key role in the implementation of the *Compacts* in the regions.

Jobs Tasmania

Stream of effort	Strategic Communications
	<i>To highlight the work and intent of the RJH Initiative</i>
Activity highlights	<ul style="list-style-type: none"> Developed Jobs Tasmania Marketing Communications Strategy 2023 with aims to build visibility of Jobs Tasmania and the RJH Network with key audiences and bolster engagement across digital and legacy media; Launched new Jobs Tasmania website which provides a central gateway to the RJH Network, with information around other available EET programs; Delivered multitude of presentations to promote RJH Network to audiences across all levels of government, education and training providers, industry peak bodies, and RJH Boards
Area of strong progress	Jobs Tasmania has promoted the distinct value add of the RJH Initiative to a range of key audiences. The recent release of the C'wealth Select Committee's <i>Final report on Workforce Australia Employment Services</i> highlights the impact of this advocacy effort, with the RJH Initiative featuring prominently as a model for place-based approaches to employment services
Areas for further growth	<ul style="list-style-type: none"> In light of community stakeholder feedback that some Hubs need to improve their visibility in community, JT should emphasise efforts to increase awareness of the work and impact of RJHs in place

Case study: Timely, intentional and tailored communication approach

Challenge: Ensuring key stakeholders have visibility and understanding of the Regional Jobs Hubs Initiative, and associated Jobs Tasmania funded EET programs, is critical to maximising the uptake of these resources.

Opportunity: Jobs Tasmania recognised the need to develop a systematic and sustained approach to strategic communication about the RJHs and related initiatives.

Response: Jobs Tasmania developed its *Marketing Communications Strategy 2023* to build awareness and visibility of the Regional Jobs Hub Network (among other initiatives) with key audiences, developing engaging content to improve digital engagement. This Strategy is guiding Jobs Tasmania's communications activity. For example, Jobs Tasmania has presented on the impact of the RJH Initiative to the Department of Premier and Cabinet's (DPAC) Deputy Secretary, Infrastructure Tasmania, Business Tasmania, and Skills Tasmania's Industry Compacts Team, and to the federal Department of Social Services. Jobs Tasmania has also prepared several minutes and issues briefs to the Minister for Skills, Training and Workforce Growth; revisions of the RJH Question Time Brief; estimates briefs on the RJH Network; and supported the Minister in the drafting of letters between ministers at the state and federal levels.

Next Steps: A member of Jobs Tasmania is currently working with the Hubs and an SEO consultant to improve the visibility and usability of Hubs' individual websites.

Jobs Tasmania

Stream of effort	Data-driven Effort
	<i>Data and evidence to drive the RJH work and demonstrate value</i>
Activity highlights	<ul style="list-style-type: none"> Developed CRM with RJH Network to support the Hubs to report on how they engage with industries, employers, and individuals, and to measure the impact of this work; Supported the RJH Network to develop storytelling and communications capabilities, covering social media, marketing plans, event management, content creation and ministerial engagement; Co-developed evaluation reporting framework with BSL and RJH Network; Regularly shares regional labour market and population data to support RJH strategy, operations and program development.
Area of strong progress	The Learning Partners initiated the development of a new data collection framework, with the aim to drive greater consistency of data across the RJH Network. Over the course of the Initiative, Jobs Tasmania took a lead role in advancing this work, particularly in coordinating Hub involvement in the co-design process, signalling an intention to elevate the Network’s data-driven effort.
Areas for further growth	<ul style="list-style-type: none"> Develop more robust and consistent activity reporting to capture effort and impact across five streams of collective stewardship Support RJHs to build capability: <ul style="list-style-type: none"> using the CRM to evidence activity and impact; preparing and completing periodic reporting to assist future evaluation efforts; across the model elements framework, which can support Hubs to identify and articulate which types of employment interventions are proving effective.

Case study: Building and enabling data capability to measure what matters

Challenge: Inconsistent and non-comparable activity reporting across the Hub Network due to lack of common data framework with agreed measures for the RJH Initiative.

Opportunity: The RJH evaluation required standardised data collection to assess Network progress and activity. This provided an opportunity to design and develop a data framework that could support the evaluation while ensuring Hubs were collecting relevant data to inform their work.

Response: Learning Partners developed a draft data collection framework (‘periodic reporting template’) aligned to the RJH model. Jobs Tasmania then led consultations with the RJH Network to test the suitability of the data framework, with adaptations made based on its feedback. Critically, JT recognised the importance of designing measures that matter to the Hubs. Jobs Tasmania have provided ongoing one-on-one support to Hubs to implement the data collection framework, recognising the need to build Hubs’ data capability. Implementation learnings have been conveyed to the Learning Partners to inform further review and refinement.

Next Steps: In the next phase of implementation, Jobs Tasmania will need to provide training and support to embed the data framework and build Network capability in consistent data collection, reporting, monitoring and analysis, and Hubs’ proficiency with their CRM systems to facilitate this.

Summary of System Steward findings

Stream of effort	Findings
Governance	Jobs Tasmania has established a genuine top-down, bottom-up governance approach in the RJH Initiative, and is also feeding insights from this via governance levers beyond the Initiative (e.g. with Ministers). As a result, Hubs are taking more ownership of the work. Moving forward, Jobs Tasmania can further enable Hubs in this pursuit by developing their governance capability
Strategy and Policy	Jobs Tasmania is leading a policy agenda to align efforts across the EET system, working with adjacent Tasmanian departments and also influencing at the Commonwealth level. This could be strengthened by growing the Network’s policy and advocacy capability to inform this, and continuing to bring them into shared work with adjacent departments
Partnership Development	Jobs Tasmania has established, and continues to maintain, partnerships across community, industry and government. To benefit Hubs even more, Jobs Tasmania could leverage these partnerships to help resolve system blockages identified by Hubs, and set up partnerships with adjacent employment services from the top
Strategic Communications	Jobs Tasmania has increased its efforts to highlight the work and intent of the Initiative in community, industry and government. This could be strengthened in the community setting so more prospective participants and partners are made aware of Hubs’ services
Data-driven Effort	Jobs Tasmania has helped build Hubs’ capabilities in demonstrating their efforts, and involved them in developing a shared approach to data collection. The latter is very much still a work in progress. To strengthen Hubs’ data capabilities for both internal and public-facing use, Jobs Tasmania can continue the process of co-developing a consistent framework for activity reporting, and building Hubs’ capabilities in this

3e. **Synthesis of findings**

What we know at this stage of implementation

Considering the findings collectively

The findings allow us to consider the Network's progress both as a collective and individually, by data collection activity, Hub and steward.

Understanding the Network-wide outcomes

The RJH Network has demonstrated the most significant progress in achieving outcomes stemming from two Design Features: Hubs' **person-centred and place-based approach**, and their **bridging role**. This is because these outcomes – employment outcomes for local people, and the workforce needs of local industry being met – comprise Hubs' core business. These two Design Features are also key Hub operations which most Hubs have been honing prior to their evolution into a Network. There was consensus across outcome testing consultations that the Hubs' work in these areas is both strong and key to their success; this is echoed in individual Hub and Jobs Tasmania findings, where the value of their adaptability to people and place, and their flexibility working between supply and demand, was demonstrated.

The Network has also shown significant progress in implementing and leveraging three other Key Design Features – **multi-level governance architecture**, the **networked model** and Hubs' role as an **authoritative regional EET gateway** – and advancing their attendant outcomes. However, representing more recently developed components of the Initiative, these three aspects are currently more aspirational than the aforementioned two, with further development required as the Network moves into the next phase of implementation. In pursuing the Ambition of the Initiative, the phase of implementation just completed – for which this evaluation is concerned – placed greater emphasis on establishing the Hubs' person-centred and place-based work and bridging function. With these foundations in place, and as is reflected in our observations of individual Hubs and Jobs Tasmania, the Network is well placed to

leverage the model's governance architecture more intentionally, operationalise learnings from the networked model, and be more strategic and effective in the Hub's role as an authoritative EET gateway.

Prevalent areas of strength

Across all the findings, several areas emerged as strengths of the Network:

- Flexibility and adaptability around a common model (and the authorising environment for this)
- Non-competitive environment (and the authorising environment for this)
- Industry partnerships
- Community trust
- Embedded learning loops

Prevalent areas in progress

Some areas also emerged that the Network should further develop:

- Data capability
- Proactive development of workforce solutions (i.e. future focused) alongside responsive work
- Strengthening quality and breadth of partnerships with adjacent services to maximise and sharpen role of Hubs in EET eco-system
- Policy capability
- Deepening Network collaboration to maximise learnings and expertise, and for impactful, proactive Network advocacy
- Embedding and growing capability in model to structure and strengthen work
- Maximising the contribution of community-level governance

Section 4

Implications

What we can take from the findings

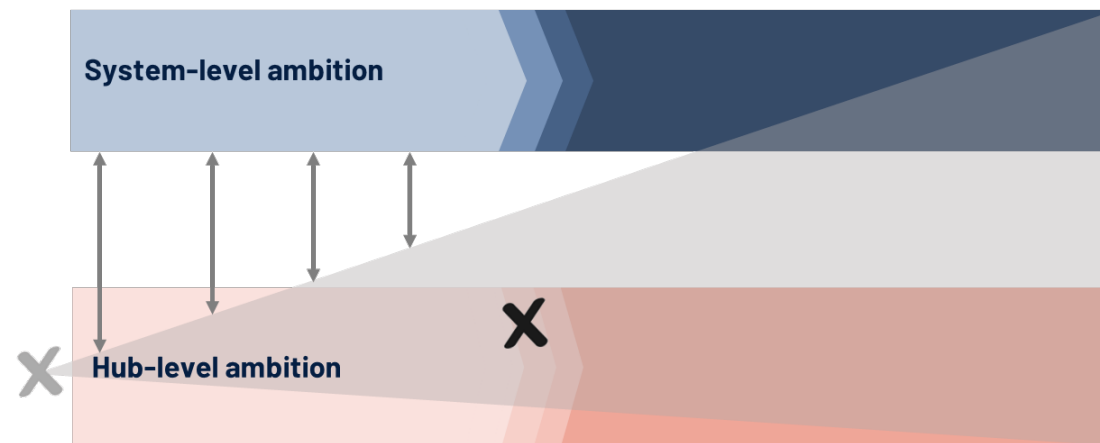


Ambition progress at the Hub level

Where is the Initiative up to and what next?

The RJH Initiative is making the most progress and change at the Hub level of the Ambition, while concurrently making progress in the System level. Progress at the System level is occurring at a slower pace at this phase of implementation, and is witnessed more at the local level through shifts to systemic conditions in place, than in EET policy design and resource alignment that is shaped by local needs and opportunities. However, the Network’s impact on the Commonwealth’s proposed employment service system re-design is not to be understated, and shows great promise for the Initiative to accelerate its System-level impact by deepening its Hub-level impact. The next phase of implementation will better enable such work.

Five Key Design Features have been critical in this phase of implementation, with the other five Design Features enabling progress – though all 10 Design Features remain pertinent. Moving forward, there is still a road to travel in the implementation of some of the Design Features. Once this happens, and with maximised utilisation of data and the governance architecture, the Network will be well-placed to expand its existing System-level work in realising policy alignment. In doing so, the role of some Design Features may shift under a renewed purpose, and with the model fully implemented, it will be sustainable, enduring and fit for scaling.



Ambition learnings at the System level

We can take some key learnings from the Initiative’s progress towards its two-level Ambition: first for why these aspects are so important for the **Initiative**, and secondly for how they could apply in the model’s pursuit of **a reimaged employment service system**.

Key learning	Where this is happening, and why it’s important	Key learnings to enable the Systemic Ambition
<p>To establish a genuine place-based, networked model, government must change its stewardship role</p>	<ul style="list-style-type: none"> • Reduced duplication of effort and investment as ‘System Steward’ Jobs Tasmania aligns programs, policy and accountabilities across state government divisions (horizontal alignment) and between local, state and federal levels of governance (vertical alignment) (Network Outcome 3; Collective Stewardship: Strategy and Policy) • Hubs are accessing opportunities and overcoming system blockages due to consistent assistance from JT (Network Outcome 3, 4) • Collaborative top-down, bottom-up governance devolves power to community to drive the work, fosters community buy-in, and means program and policy responses are better tailored to realities on the ground (Network Outcomes 3, 4) • A funding model aligned to the current phase of implementation, with specified accountabilities for agreed milestones and – increasingly – outcomes and impact of the evolving model, ensures effort and activity is aligned to the outcomes and impacts the Initiative sets out to achieve. Regular feedback loops between Hubs and JT provide transparency around how RJHs are tracking towards targets and enable JT to address challenges to achieving outcomes as they arise (Network Outcomes 3, 4) • JT is commissioning for collaboration, adopting a non-competitive commissioning approach between Hub providers that reduces overlap between jurisdictions and incentivises collaboration. CoP&P participation is also built into contracting arrangements (Network Outcome 4; Collective Stewardship: Governance) 	<ul style="list-style-type: none"> • Traditional top-down project and contract management by government stifles collaboration and innovation and denies community input that is necessary to drive outcomes in place • Adopting a transparent, non-competitive funding approach with clearly defined accountability for outcomes enables providers to focus on effective practice and effort to achieve those outcomes without undue pressure from rigid performance measures; and encourages collaboration between providers that will strengthen the networked model • As System Stewards, government requires a mindset shift from managing to enabling service providers across the service ecosystem by performing a much more active role in how outcomes are realised. As the RJH Model demonstrates, providers profit considerably when government is attentive to implementation, walks alongside service providers and unlocks its resources to support practice improvements, rather than policing those that do not deliver to certain standards

Key learning	Where this is happening, and why it's important	Key learnings to enable the Systemic Ambition
<p>Hubs' embeddedness in place is critical to the success of the RJH Initiative, highlighting the priority that employment service systems should give to actors entrenched in community</p>	<ul style="list-style-type: none"> • Interventions are tailored to place: Hubs leveraged local knowledge and relationships they hold with business and industry, schools, education and training providers, and community organisations, to identify and respond to community needs (Network Outcomes 1, 2, 3, 5) • Decision-making is community-driven: Hubs and Advisory Board members, living and working in community, contribute insights to government around how policies and programs are working on the ground (Network Outcomes 3, 4) • Hubs were able to develop a strategic outlook of their region's workforce challenges and opportunities, now and into the future (Network Outcome 5) • Community trust: Hubs' trusted reputation is borne of their familiarity and visibility in community and by offering a single point of contact. The true value of this reputation is most apparent when compared to the widespread distrust that prevails across the federal employment services system (Network Outcomes 2, 5) 	<ul style="list-style-type: none"> • Place-based employment service models should be prioritised, with Hubs embedded in community who have the knowledge, networks and flexibility to coordinate what their region needs • The membership of Advisory Boards should be limited to local stakeholders to ensure decision-making is community driven, and its makeup should reflect local EET conditions and priorities. Involvement at board-level of state (or federal) government has the potential to dilute this community leadership. It may also present a conflict of interest where the Hub wishes to lobby government for resourcing or a particular policy or program change. Government may be better utilised on state-wide governance groups, such as a future state-wide advisory group.

Key learning	Where this is happening, and why it's important	Key learnings to enable the Systemic Ambition
<p>A person-centred approach to supporting individual job seekers and employers, unbound from time constraints or compliance requirements, is key to delivering meaningful, lasting education, training and employment outcomes</p>	<ul style="list-style-type: none"> • Job seekers are realising their immediate and long-term goals through greater attention to their individual circumstances, barriers and aspirations. Through the Hub, they explore the range of career pathway options across not only employment but education and training (Network Outcome 1) • Increased workforce participation as participants' wellbeing and non-vocational barriers are addressed (Network Outcome 1) • Better career mobility and progression for job seekers, and employee recruitment and retention for employers, as the Hub provides intensive support to increase capability and capacity (Network Outcomes 1, 2) • Successful job placements as Hubs take the time to facilitate not just <i>any</i> job match but the <i>right</i> job match for job seekers and employers (Network Outcome 1, 2) • People who want a service can receive one due to the absence of eligibility requirements to access Hub support (Network Outcome 1) 	<ul style="list-style-type: none"> • Avoid compliance requirements and rigid performance measures to grant service providers the flexibility necessary to respond effectively to the diversity of individual needs • Build accountability into contract arrangements through milestones and outcomes agreed by government and providers that do not drive perverse practice and behaviours (e.g. prioritising any job outcome over meaningful, relevant outcomes; stacking job outcomes) • Encourage and establish framework for outcome measurement that emphasises quality and durability of EET outcomes over quantity. This may include measuring decent, secure and sustainable job outcomes and participant opinions of 'valued work' • Effectiveness of Hubs' person-centred approach suggests community and/or state-level employment services have a key role to play on supply-side, as this enables more effective bridging and demand side work (i.e. by providing an end-to-end pathway) • The voluntary nature of engagement with the Hubs alongside widespread uptake of Hub tailored service offerings (including those already connected to the federal employment service system) could be looked to in support of arguments to decouple employment services from social security benefits

Key learning

Only Hubs and state government have the employer and industry connections to work effectively on the demand-side and as a bridge between job seekers and businesses

Where this is happening, and why it's important

- Hubs are developing **tailored and innovative workforce solutions for local employers and industry**, by leveraging their close demand-side relationships to identify specific needs and responding accordingly (Network Outcomes 1, 2, 5)
- **Local businesses trust Hubs as the go-to service for employment solutions** that can provide suitable candidates for available roles, minimising their perception of risk in recruitment. This stands in contrast to their prior experience with the federal employment service system and labour hire companies (Network Outcomes 1, 2)
- **Industry and economic development that attends to regional workforce needs** is being driven through Jobs Tasmania's cross-government relationships, across education, skills and training and business, and its policy reform agenda (Stewardship: Strategy and Policy).

Key learnings to enable the Systemic Ambition

- The 'System Steward' role played by state government is absolutely critical to effective workforce development and industry-focused initiatives due to its strong:
 - regional industry and economic development lens;
 - relationships with industry peaks, training providers, schools and other key actors across the wider EET eco-system in the state; and
 - relationships across state government divisions, which the Commonwealth does not have
- Bridging supply and demand happens in place, where job seekers live and employers operate. As such, Hubs are and should be central to delivering supply, bridging and demand-focused interventions in community, particularly in light of perceived limitations of those provided within the federal employment service system (Outcome 1)
- Industry and employers will benefit from proactive work with Hubs to inform the co-design of skills, training and workforce solutions. Advisory Boards should mobilise their networks to facilitate these strategic connections, with regional and state-wide priority industries.

Key learning	Where this is happening, and why it's important	Key learnings to enable the Systemic Ambition
<p>Innovation from the ground-up supports efficiency and efficacy of investment, enabled by an independent Learning Partner</p>	<ul style="list-style-type: none"> • Flexible model elements enable Hubs to test innovations tailored to their region (Network Outcomes 1, 2, 5) • The networked model enables sharing of learnings and practice expertise particular to local and state context, diffusing best practice (Network Outcome 4) • Accelerated development of less established Hubs can reduce the cost of the Initiative as it takes less time for them to build capability (Network Outcome 4) • The CoP&P serves as an 'innovation zone' where Hubs can co-design effective service delivery approaches and problem-solve for shared challenges (Network Outcomes 3, 4) • Learning Partners help the Network translate its work into a common language and to identify leverage points with which to elicit further improvements and innovation. Jobs Tasmania helps the Network elevate or scale innovations as needed (Network Outcome 3) 	<ul style="list-style-type: none"> • Model flexibility is essential to enable service providers to adapt their service delivery approach to emerging insights around what is working well elsewhere, and to changing circumstances in place • Establish networks (such as CoP&Ps) that bring together service providers across different regions, contexts and jurisdictions, that are attentive to jurisdictional variation, and where open collaboration and the exchange of expertise can happen • An authorising environment is needed to enable, test and validate shared innovations. This requires government as System Steward to vertically and horizontally align effort (across departments and levels of government), as well as the support of an enabling organisation (e.g. Learning Partner role) to facilitate feedback loops and learnings

Section 5

Appendices



5. Appendices

5a. The Ambition

5b. Methodology

i. Overview of methodology

ii. Developmental evaluation

iii. Outcomes evaluation

5c. Individual Hub outcomes and progress

5d. Detailed model and evaluation resources

5e. Glossary

5f. Reference list

5a. **The Ambition**

and the model to realise it

Developing quality employment solutions for jobseekers, employers and industry in local communities across Tasmania that will grow economic productivity and wellbeing

Reaching for systems change

The RJH Initiative is not just another employment program. It is a state-led, community-driven EET initiative designed to achieve EET systems reform in policy and places across Tasmania that connects local people to local jobs and develops lasting workforce solutions for employers and industry. It is also designed to demonstrate what it takes to achieve this Ambition.

A two-level change Ambition

To disrupt business as usual in the EET system and services, and to achieve impact, change is required at both the system level and the Hub level. For this reason, the Ambition has two change levels:

System-level change will be reflected in state-wide EET policy development and alignment.

Hub-level change will be reflected in effective implementation of the RJH model across the RJH Network and individual Hubs.

These change levels are inter-dependent and mutually reinforcing: change in the Hubs can drive change in the systems, and vice versa.

Two key drivers of change

The Initiative is founded on the assumption that effective implementation of the structural elements of the model ([Design Features](#)), together with impactful effort across the practice elements of the model ([Change Domains](#)), will advance the RJH Network towards its Hub-level Ambition, and contribute to wider systems change.

System-level Ambition

FROM business-as-usual siloed EET systems

TO a re-imagined EET system that aligns effort in place and policy

Outcomes

Hub-level Ambition

FROM 7 individual, independent Hubs

TO a Network driving a state-led community-driven EET Initiative

Outcomes

The model to realise the Ambition

Design Features

+

Change Domains

System-level Ambition

Hub-level Ambition

Measuring progress towards the Ambition

Both levels of the Ambition are accompanied by specified, measurable **outcomes** that demonstrate change. These are detailed in subsequent pages and furthermore in the [Outcomes Framework](#).

An evolutionary Ambition

The Ambition for the RJH Initiative has evolved with the model over the course of its implementation, from the initial high-level [Theory of Change](#). It will continue to evolve in the next phase of the Initiative as the model is refined.

This is the current Ambition for the Initiative as it stands at this phase of implementation, against which we can and have compared the Network's progress at this stage.

System-level Ambition: a re-imagined employment service system

FROM... business-as-usual employment system

System-centric: people work for or around the system

Commonwealth funded system indifferent to state policy, community priorities and challenges, and state-funded EET systems

Government at arms-length, managing and regulating from the top-down

Competitive tendering producing fragmented services and duplication

Compliance-driven

One-size fits all

Individual community organisations service individual jobseekers, where possible intentionally linking with local employers to fill current vacancies

Values any job outcome, resulting in short-term employment, economic insecurity, training churn, untapped economic productivity and limited career mobility

TO... a re-imagined employment service system

A system that works for people, places and the Tasmanian Community

An adaptable employment service system, stewarded by State Government to ensure it is shaped by state-wide and regional conditions and concerns, that can be integrated into a federal framework for regional employment systems

A community-driven, place-to-population approach where the concerns, issues and opportunities in community are reflected in state-wide policy and investment, that is enabled by genuine top-down (government) and bottom-up (community) collaborative governance

Funding and programs work effectively together, supported or achieved through intentional collaborative and complementary commissioning

An employment system designed for a 21st century labour market that builds people's capability

Person centred, tailored to population and place, identifying and addressing industry needs

Community embedded Hubs lead a place-based employment approach that builds a skilled workforce for the short and long term, while also working together as a network to drive state-wide systemic change across the whole education, training and employment eco-system

Mutual accountability and investment that supports people to move in and out of meaningful education, training and work, and that aligns aspirations with sustainable employment pathways in growth and/or priority industries

High level system-level outcomes that demonstrate this change

Improvements to social and physical infrastructure that enable employment and workforce outcomes

Policy that is receptive to local knowledge of what works in place

Shared accountability between government and community for local needs being met

Hub-level Ambition: from Individual Hubs to a Hub Network

FROM... a group of individual Hubs

Government at arm's length; contract manager

Hubs working independently, with some informal sharing of expertise and learnings

Lack of clarity about where best to focus effort (filling gaps, duplication to address quality issues)

Local governance overseeing contract

Individualised advocacy on behalf of Hub and region

Responsive partnerships as needs arise

Limited and varied data collection

Hubs 'work around' systemic barriers, such as social and physical infrastructure challenges

TO... a Network driving a state-led community-driven Initiative

Government as System Steward: steering not rowing

Hubs working as a Network to share learnings and innovations, adapted to place

Clear and intentional approach around supply, bridging and demand

Local governance providing strategic leadership across supply, bridging, demand, with effective feedback loops to government

Networked advocacy

Strategic partnerships that can be mobilised to address workforce needs and enable Hubs to be a community gateway

Consistent and relevant data that guides effort

Governance that can elevate and resolve systemic challenges

Progress outcomes that enable and demonstrate this change

Quality service delivery that adapts to the needs of local employers and job seekers

Local jobseekers and employers have the capacity and capability to fill and sustain jobs

Hub resources and existing EET investment are strategically allocated to respond to region's workforce needs, enhancing efficiency of effort

Program innovation that tackles systemic barriers and is scaled

Individual and population-level outcomes that demonstrate this change

Local people in decent, secure and meaningful jobs

Priority cohorts employed in decent, secure and meaningful jobs

Skilled workforce that meets employer and industry needs

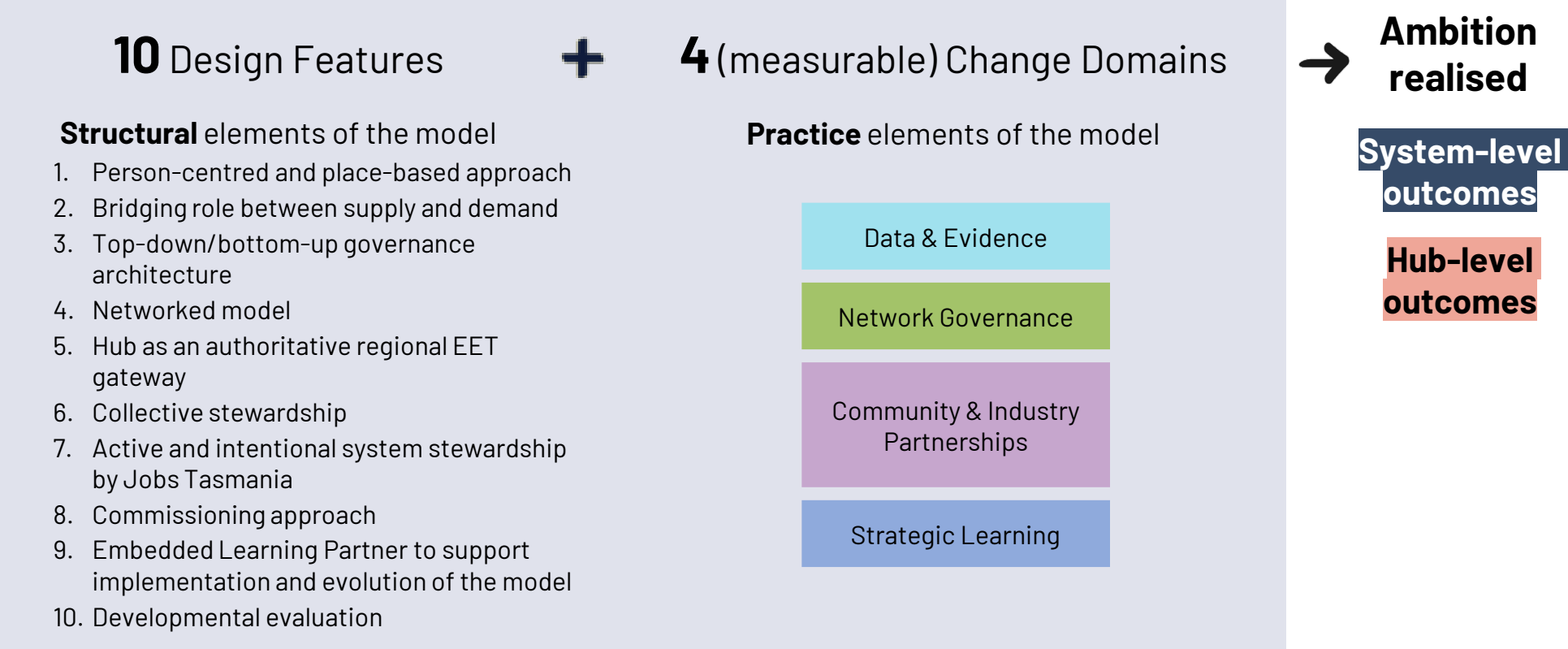
Population-level employment outcomes

Realising the Ambition with the model

Outcomes and impact of the RJH Initiative are achieved through effective implementation of the RJH Initiative **'model'**. The **model** is comprised of two key drivers: the **Design Features** and the **Change Domains**.

The Design Features are the **structural elements** of the model, and the Change Domains are the **practice elements** of the model. Effective implementation of the Design Features, together with targeted effort across the Change Domains, should advance the RJH Network towards its Hub-level Ambition, and contribute to wider systems change (System-level Ambition).

Key assumption:



Design Features that contribute to Network-wide outcomes

The Design Features of the model were originally designed based on Tasmanian, Australian and international evidence about policies, strategies and interventions that improve EET outcomes for job seekers, business and community; as well as on initial semi-structured consultations held with RJHs and Advisory Boards to gather local expertise and learning. They were then adapted over the course of the developmental evaluation until 10 were finalised in the outcomes evaluation.

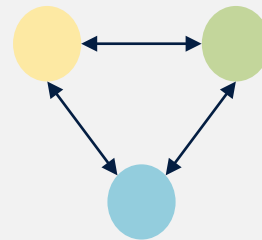
The 10 Design Features are outlined on the subsequent pages.

- Five of the 10 have been identified as 'Key' Design Features, as they were each key to a Network-wide outcome;
- The remaining five Design Features have played a critical enabling role;
- All 10 are interdependent.

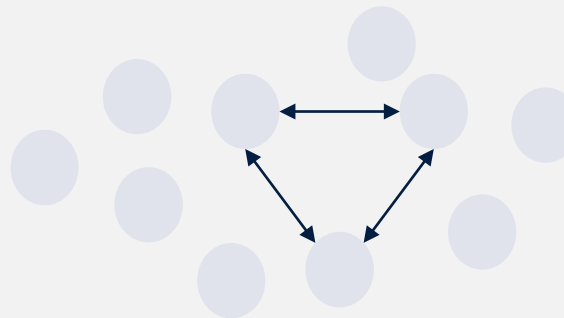
Note: The five Key Design Features were integral to Phases 1 and 2 of implementation, however their role may shift as the Initiative moves into the next phase. Bedded down, these Key Design Features may shift into an enabling role, with other features of the model becoming more critical to the next implementation phase that seeks to deepen and widen scalable outcomes. Additional Design Features may also emerge.

An evolving model

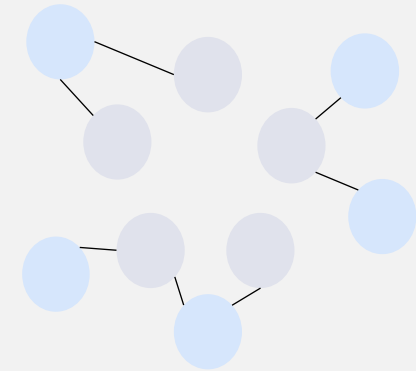
1. We started with three features, which we called the RJH Model



2. Through the developmental evaluation, seven more Design Features emerged



3. In the outcomes evaluation, five of the 10 Design Features were identified as key to Phases 1 and 2, and the other five as playing a critical enabling role



4. In Phase 3, these roles may shift



Realising the Ambition with the model: Design Features

Five 'Key' Design Features have been identified at this stage of implementation as they were each central to a Network-wide outcome

Design Feature	Description	Related outcome
<p>1. Person-centred and place-based approach</p>	<p>The Hubs' service delivery approach outlined in the model is intended to demonstrate a person-centred approach:</p> <ul style="list-style-type: none"> • It is not bound by strict performance and time constraints; • It is voluntary to anyone who seeks it; • It is tailored and responsive to needs identified by the job seeker, employer or educator/trainer; • It accounts for a person's interests and aspirations; • It can include strengths-based careers coaching and goal setting, skills building based on one's existing skill level, and job matching to provide employers with a workforce possessing the specific skills they may need <p>Place informs the person-centred approach:</p> <ul style="list-style-type: none"> • Hubs are adaptable to local labour market conditions and region-specific barriers to employment • Hubs hold and develop connections to adjacent or non-vocational service providers that can be leveraged according to individual needs and circumstances (e.g. across health and wellbeing, transport, housing, childcare) 	<p>Outcome 1: delivers meaningful employment outcomes for local people and employers</p>
<p>2. Bridging role between supply and demand</p>	<p>Under the employment interventions typology (adapted from BSL 2023 and Bredgaard 2017), Hubs are designed to engage in three categories of employment interventions for people and employers in place:</p> <ul style="list-style-type: none"> • Supply-side interventions which build the capacity (skills, confidence, knowledge) of job seekers to enter and move around the labour market; • Demand-side interventions which develop employment opportunities, or employers themselves, to meet skilled workforce needs; and • Bridging interventions that link, match and support job seekers (supply) with employers to respond to appropriate work opportunities (demand). <p>These model elements structure the work of the Hubs and provide a shared language across Hubs and government, enabling Hubs to identify points of similarity, difference, best practice, and opportunity, within the network and in each Hub region's local service ecosystem. Of these the bridging role is key, supporting job seekers (supply) and employers (demand) to enable each to better respond to appropriate work opportunities, thereby meeting the future workforce needs of local industry. For job seekers and learners, this may include skills development and training aligned to available employment opportunities; whilst for employers and industry this may comprise activities that support recruitment and retainment of employees, and co-designing training offerings tailored to employers' skills requirements. Hubs sit between job seekers and employers and can match both to facilitate employment opportunities. Post-placement support is provided to both jobseekers and employers to enable sustainability of outcomes.</p>	<p>Outcome 2: fills the workforce needs of local industries</p>

3. Top-down/ bottom-up governance architecture

The RJH Initiative’s multi-level, top-down, bottom-up collaborative governance ‘architecture’ ensures contributions from a range of community-, state- and federal-level stakeholders are leveraged and actioned, underpinned by monitoring to ensure accountability. Feedback loops established between Hubs, their Advisory Boards and decision-makers in government allow community-level actors to communicate local insights to government, and for Jobs Tasmania to relay critical updates and resources regarding EET opportunities to Hubs. This bottom-up, top-down governance ensures that a community-led voice through the Hubs can influence policy and funding decisions, and that government can utilise Hubs’ local expertise when designing local education, training and employment solutions.

Community level: RJH Advisory Boards

- Community governance through Hubs and their Advisory Boards determines each Hub’s focus of effort (i.e. priority industries, training effort, partnerships), and designs solutions around local challenges and opportunities.
- Comprised of key stakeholders from their Hub region, Advisory Boards represent a range of community and industry perspectives across the EET ecosystem. They set the Hub’s strategic direction, broker and manage strategic partnerships with community and government, oversee Hub performance against its grant deeds, identify complementary funding opportunities to resource the Hub, and advocate for policies, programs and infrastructure that meet regional needs.

Community level: Regional Jobs Hubs

- Hubs know who is best placed in their region to deliver on training gaps and can identify the social infrastructure (like housing and transport) and policy conditions that are needed to support emerging industries and workforces.
- While Hub operations teams share many of the activities of Advisory Boards, they are more focused on service implementation and managing finite resources to deliver what their community needs.

Community to State-level: The RJH Network

- The RJH Network is another key governance component of the model. Through the Network, Hubs share innovations and best practice with each other and government, agree to terms of reference and a shared ambition, act as a collective voice informing government’s policy and program development, and identify system blockers (see below, ‘Networked model’ for detail).

Government level: Jobs Tasmania (as System Steward)

- Shared governance arrangement requires state government (Jobs Tasmania) to shift from arms-length ‘purchaser’ to active co-producer of employment services with the Hubs. Jobs Tasmania’s specified role as a ‘System Steward’, managing practice, program and policy effort between local, state and federal initiatives, and BSL and UTAS as ‘learning partners’, is critical in facilitating this governance structure (see below, ‘Role of the System Steward’ for detail).

Outcome 3: shapes and co-develops government policy and programs to address local need

4. Networked model

The Regional Jobs Hubs, their Advisory Boards and Jobs Tasmania work as a state-wide network that advances regional issues to collectively inform state-wide policy and program implementation. This involves sharing and harnessing diverse expertise and learnings through a common model, identifying as a networked community with a shared ambition and policy agenda, and collaboration between the Hubs and government. This work takes place both within and between Community of Policy and Practice meetings.

Outcome 4: facilitates sharing of learnings and co-development of best practice approaches

5. Hub as an authoritative regional EET gateway

The Hubs act as an authoritative community gateway for education, employment and training opportunities in their region by connecting networks, incentives and investments for jobseekers and business, and providing information and advice around these connections. This work is enabled by the trust and reputation that they hold in their communities.

Outcome 5: facilitates durable workforce solutions that respond to the region's current and future needs

These next five 'enabling' Design Features play a critical enabling role for the Key Design Features, and hence in the Network-wide outcomes too. The outcomes would not have been realised without the interplay of these enabling Design Features with the Key Design Features.

6. Collective Stewardship

Accountability for effective implementation of the model is laid out across five streams of Stewardship, and shared (and specified) across the Initiative's three key governance bodies: Jobs Tasmania, the RJH Advisory Boards, and the RJH operational teams (see: [Collective Stewardship](#)).

The five streams are:

- 1. Governance:** to carefully and responsibly manage
- 2. Policy and Strategy:** designing and planning responses to achieve the RJH goals
- 3. Partnership Development:** developing essential relationships to achieve RJH goals
- 4. Strategic Communications:** to highlight the work and intent of the RJH Initiative
- 5. Data-driven Effort:** data and evidence to drive the RJH work and demonstrate value

7. Active and intentional system stewardship by Jobs Tasmania

Alongside Governance, Jobs Tasmania fulfils the role of ‘System Steward’ through focused activity across the five streams of ‘collective stewardship’. Jobs Tasmania in its role as System Steward is leading a policy agenda that pays close attention to effective implementation and the time that this requires, rather than seeing it as merely operational. Jobs Tasmania steers employment outcomes by actively seeking to align policy, programs, and resources **across** the divisions of the Department of State Growth and other relevant State Government Departments (horizontal alignment); and **upwards**, so that learnings and local data and knowledge from the Hubs and their Advisory Boards can inform state and federal policies and programs (vertical alignment).

This alignment helps to strengthen employment outcomes for individuals, community, and employers by:

- providing a more efficient and effective use of funding tailored to community and labour market needs;
- identifying and responding to the duplication of services, enhancing efficiency in a resource stretched employment, education and training system; and
- demonstrating how the regional training funds can be co-funded with commonwealth skills funding to be more effective.

This role sees JT share power with RJHs so local communities can influence policy and funding decisions to better address the needs of local people and businesses.

Critically, the State rather than Commonwealth government is designated as the System Steward as state government is best placed to understand challenges and opportunities in communities for local people, employers and industries. State government can also leverage and align complementary state-funded and administered programs across education, skills, health and wellbeing and business to support jobseekers into employment.

8. Commissioning approach

Regional Jobs Hubs are block funded by Jobs Tasmania. While funding arrangements ensure strong accountability to specified milestones, and increasingly – in line with implementation phase - to outcomes and impact, Hubs are not bound by strict compliance or standardised performance requirements and instead are granted the flexibility to tailor their work to what is best for their participants and their region. It also means that they are not in competition with each other for available funding, fostering a culture of collaboration.

9. Embedded Learning Partner

Providing research, evaluation, data and service development to support the implementation and evolution of the model, the independent Learning Partner (currently BSL) facilitates the critical linking work across key actors to align strategy, policy and programmatic investment to the needs of local labour markets, communities, and industry and employers. The Learning Partner promotes learning and feedback loops between the top-down and bottom-up governance to test, refine and adapt the RJH model, and to ensure the conditions and mechanisms to realise the systemic Ambition of the RJH Initiative are created.

10. Developmental evaluation

Developmental evaluation supports the development and implementation of the Regional Jobs Hubs model by ensuring that emerging evidence is used to define and progress a state-wide community employment model that adapts to place. For example, real time data is used to drive the agenda in the Community of Policy & Practice. A developmental evaluation approach underpins the systemic change methodology.

Change Domains: the practices that count in realising the Ambition and outcomes

In a systemic change initiative, equal attention must be paid to the effective *implementation* of the features of the model and the conditions that enable implementation, as to the establishment of these features.

For the RJH Initiative, **Change Domains** were initially formulated from systems change and implementation science literatures, and emerging evidence from EET research and practice. Further analysis and iteration sought to contextualise the Change Domains to Tasmania’s unique labour market and demographic contexts. Together with the RJH Network and Jobs Tasmania, the Learning Partners refined these domains and areas of effort in line with evidence which emerged during the model’s phased implementation. Four Change Domains were ultimately identified. Effort across these four Change Domains contributes to the progress outcomes, and subsequently the individual- and system-level outcomes, of the Initiative.

An evolving model

1. We started with six Change Domains



2. Through the developmental evaluation, the Change Domains were adapted based on emergent insights and tested with the Network, including some new Domains



3. In the outcomes evaluation, four finalised Change Domains were used to understand progress and impact



4. The next phase of implementation should continue to focus on shifting conditions and practice through these areas of targeted effort



Realising the Ambition with the model: Change Domains

Each Change Domain is comprised of measurable practices ('targeted areas of effort') that support effective implementation of the Design Features.

It was found that attending to these areas of effort not only supported effective implementation of the model, but also shifted critical systemic conditions that contribute to the Initiative's System-level Ambition.

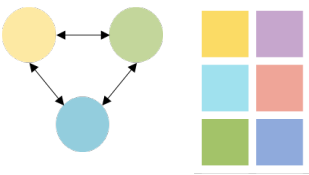
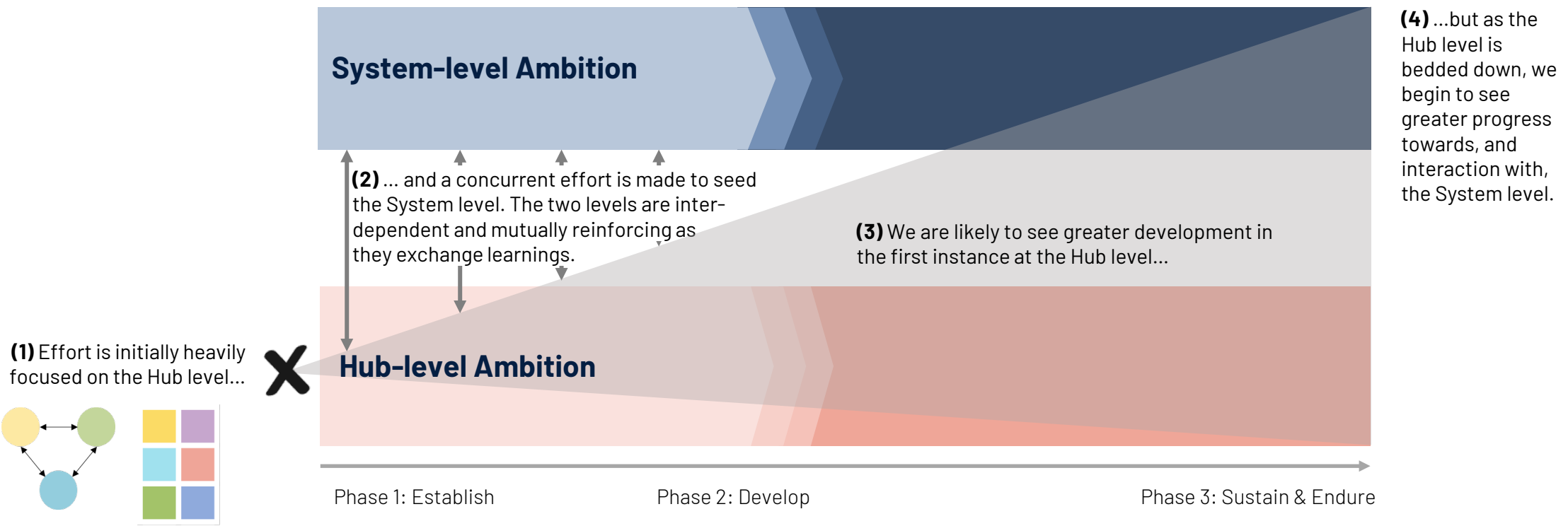
The full Outcomes Framework can be found [here](#).

Change Domain	Targeted areas of effort
Data & Evidence	Using data and local knowledge to drive the work
	Evidence-based communication of RJH impact
Network Governance	Collaborative decision-making among Hubs and with JT
	Openness and transparency among Hubs and with JT
	RJHs and JT advocating and influencing policy
	Developing a shared RJH Network identity and mission
Community & Industry Partnerships	Mobilisation and growth of local networks of stakeholders
	Co-design activities with industry and community
	Reputation of RJH in local community
Strategic Learning	Refining practice: improving what we do
	Reframing strategy: improving how we understand what we do
	Reimagining learning: improving how we learn about what we do

The two-level change Ambition

Connecting local people to local jobs in and across the Hub Regions; *and* policy and resource alignment that supports this and equips local people and industry for jobs of the future

The Design Features and Change Domains drive the Hub-level (implementation), as well as the System-level (systems change) Ambition. In these kinds of systems change initiatives, early work is focused on effective implementation in place while maintaining a view of long-term systems-level change to policies, resources and infrastructure. In short, the two levels of change happen at different speeds.



5b. **Methodology**

Evidence-making that drives effective implementation

5b. Methodology

- i. Overview of methodology
- ii. Developmental evaluation
- iii. Outcomes evaluation

5b. i. **Overview of methodology**

An adaptive approach to measuring outcomes

Evidence-making that drives effective implementation

Driving and measuring outcomes of innovative systemic change initiatives such as the RJH Initiative is complicated. They are dynamic: constantly changing and evolving over time. Evaluation must adapt to these conditions, especially in the early phases of an initiative. For this reason, we employed an adaptive methodology for the evaluation of the RJH Initiative. It comprised two interrelated streams of evaluative research*:

- i) a **developmental evaluation**; and
- ii) a **formative outcomes evaluation**.

The developmental evaluation was the key focus, spanning the intensive implementation phase of the new Initiative (see [Evaluation Timeline](#)).

About the developmental evaluation

In a developmental evaluation, the model and evaluation develop, influence and evolve alongside one another, and in collaboration with the subjects of its research. The approach is designed to walk alongside and inform real time implementation in place (Hart 2017). This meant that as the model was refined, the Learning Partners were able to identify the mechanisms and conditions that enable progress, particularly the kinds of change that need to be measured to inform an effective state-wide community employment model. Multiple measures are needed, including outputs, indicators, and progressive and final outcome measures. While some were known from the outset, others needed to be created and collected.

Approach to the developmental evaluation

Mixed qualitative and descriptive quantitative methods (outlined in Section 5b) were employed to: document the model; develop the [initial Theory of Change](#); identify preliminary measures; and identify what is working and how, utilising data collection and established feedback loops.

This enabled Learning Partners to:

- understand the conditions that enable the delivery and progress of the Regional Jobs Hubs model;
- generate evidence that enables Hubs to adapt their practice based on emerging insights and learnings;
- inform, develop and refine progressive indicators and outcome measures which will identify and track Jobs Hubs' value and impact over time;
- develop the necessary program documentation to enable effective measurement of the RJH Initiative's outcomes;
- use emerging evidence to test and refine the model; and
- understand stakeholder perceptions of the RJH model compared to other place-based employment initiatives.

**Ethics approval for the evaluation was obtained from the Brotherhood of St. Laurence's (BSL) Human Research Ethics Committee (HREC) in March 2023.*

Evidence-making that drives effective implementation

About the outcomes evaluation

The data from the developmental evaluation formed the basis for the evaluation of outcomes to date. The outcomes evaluation is formative. It was undertaken during the early phases of model implementation and is focused on understanding the contribution of the model to outcomes. This is important: it will enable high quality implementation and replicability of the model in and across Tasmania and beyond. It also supports the RJH Network to develop further by building on learnings to date as the Initiative enters its next phase.

Approach to the outcomes evaluation

Our approach to identifying the Initiative's outcomes combined elements of **contribution analysis** and **outcomes harvesting**.

Contribution analysis is interested in understanding how and why certain changes occurred, identifying the contributions the model made toward them. Its attention to the impact of external factors is also useful to evaluate an initiative as broad in scope and reach as this.

Our assumptions about how model activities contributed to the observed outcomes were laid out in 'outcomes chains'. These outcome chains were informed by the theories of change identified in

the contribution analysis. These chains helped us identify weak points in our understanding of the model's contribution to outcomes.

Contribution analysis emphasises clearly defined theories of change, which is tricky to achieve in iterative, developmental innovation projects. In these projects, including the RJH Initiative, there is always significant potential and indeed encouragement of variability in the implementation of the model.

To address this issue of an evolving Theory of Change we complemented the contribution analysis techniques with an **outcomes harvesting** approach. Outcomes harvesting accommodates complex program contexts where the specific nature of the activities being delivered over time are not fixed or easily defined. Moreover, it is useful when there is less certainty about the relations of cause and effect. A harvesting approach involves working backwards from observed outcomes to ascertain if and how the model contributed to those changes. Testing the plausibility of these assumptions with key stakeholders is a feature of both contribution analysis and outcomes harvesting.

Detailed steps involved in this method are covered [in Section 5b. iii.](#)

Developmental evaluation: testing the model

Design Features Change Domains

1. The **RJH Model** was designed based on two strands of evidence:
- Tasmanian, Australian and international evidence about policies, strategies and interventions that improve EET outcomes for job seekers, business and community;
 - initial semi-structured consultations held with RJHs and Advisory Boards to gather local expertise and learning.

The model was designed to adapt over the course of the developmental evaluation, to identify the Design Features of the testable model.

2. The **initial Change Domains** were concurrently developed and informed by:
- systems change literature;
 - evidence from EET research and practice, contextualised for Tasmania's unique labour market and demographic contexts.

They are underpinned by measurable indicators of progress in each area of effort. The Change Domains were also designed to adapt over time and had three core purposes:

- **Evaluative:** to understand how the model was contributing to shifting systemic change conditions;
- **Model efficacy:** to embed ongoing accountability to attend to conditions for change (Change Domains) which enable effective implementation of the model (Design Features);
- To act as a **tool** to help identify and refine targeted areas of effort.

3. The **data collection activities** were selected based on the Change Domains. As the multiple and interacting data collection activities took place over the course of the developmental evaluation, both the model and Domains were tested with the RJH Network and adapted based on feedback and emergent insights.

4. By the end of the developmental evaluation, after continued adaptation and refinement, the Learning Partners ended up with:

i) the **Design Features**;

The Design Features are structural features of the model that were identified throughout the developmental evaluation as core to the Initiative's success.

ii) the **Outcomes Framework**.

The Outcomes Framework included **four** final change domains, each with a suite of associated indicators, *as well as* identified '**progress outcomes**', '**individual and population-level outcomes**', and '**system-level outcomes**' that the change domains were understood to collectively contribute to.

Outcomes evaluation: testing the contribution of the model to outcomes

Design Features Change Domains

5. To assess the outcomes (particularly the contribution of the model to the outcomes), the Learning Partners systematically triangulated data from the developmental evaluation to identify key Network-wide outcomes to date. Drawing on theoretical systems and place-based literature as well as learnings from the developmental evaluation, the team then assigned and attributed one **Key Design Feature** to each of the key outcomes to simplify the analysis and subsequent testing. The outcomes and the attributions of Design Features to the outcomes were then tested with the RJH Network and key community stakeholders, as outlined [in Section 5b. iii.](#)

6. Following the outcome testing, the Learning Partners identified and finalised an understanding of the contribution of the model to Network-wide outcomes. This covered:

The **10 Design Features**, with five Key Design Features and five enabling; and

Five key Network-wide outcomes, each with a respective Key Design Feature.

The evaluation has assessed up to the furthest possible point at this stage of implementation. As the RJH Network moves into its next phase of implementation:

The Design Features will continue to be refined;

and although the Change Domains and Outcomes Framework have served their **evaluative purpose**, they should continue to serve their role in **model efficacy** and as a **tool** to support the model's refinement.

5b. ii. **Developmental evaluation**

Learning in real time to enable effective implementation

Data collection activities

The developmental evaluation included six key forms of (qualitative and quantitative) data collection including consultations, participant observation of network meetings, periodic and activity reporting, surveys and focus groups. Together, these data sources facilitated an understanding of model implementation activity and progress per the indicators of change set out in the initial Change Domains. Emergent findings from the data collection also informed model development and refinement (i.e. Design Features and Change Domains). The resultant outcomes are laid out in [Section 3](#).

Activity	Design	Purpose
Hub consultations and Pre-Community of Policy & Practice (Pre-CoP&P) meetings	<ul style="list-style-type: none"> The Learning Partners facilitated a series of formal and ad-hoc consultations held throughout the evaluation (July 2022–December 2023) with RJH operations managers, staff and occasionally Advisory Board members This included initial site visits and consultations, and Pre-CoP&P meetings held individually with each Hub before each CoP&P meeting 	<ul style="list-style-type: none"> Understand the work of the Hubs, including challenges and successes Prepare for co-design and co-production in CoP&P meetings by: <ul style="list-style-type: none"> Introducing the chosen CoP&P theme and its parameters; providing an opportunity to ask questions and shape the CoP&P agenda; enabling understanding of content so RJHs could think through and/or prepare case studies or ideas to share in advance of the meeting. Enable regular qualitative data collection from the Hubs on their implementation (e.g. updates on staffing, Advisory Board membership, community and industry partnerships, status of projects)
Community of Policy & Practice (CoP&P) meetings	<ul style="list-style-type: none"> Quarterly meetings involving RJH operations managers, select operations staff (one per Hub per CoP&P, at discretion of Hub managers, based on expertise relevant to CoP&P topic and for capability building), Advisory Board chairs, additional Advisory Board members (at Hub’s discretion), JT staff, Learning Partners (BSL and UTAS), and occasionally RJH participants as part of Hub-facilitated ‘panels’ focused on their experiences engaging with the Hub Five were staged between December 2022 and November 2023 Rotating locations, including Launceston, Hobart, Pontville, St Helens and Devonport Comprise a half-day of activities and discussions, designed and facilitated by BSL and Jobs Tasmania Each CoP&P has a theme, co-developed by BSL and Jobs Tasmania, that aligns with a timely policy opportunity A short online survey at meeting’s close captured CoP&P attendee feedback on session 	<ul style="list-style-type: none"> Foster connections and collaboration across the RJH Network Hubs share practice expertise, solve collective problems, and co-design policy recommendations for JT to consider Platform for JT to provide policy and program updates to Network Post-CoP&P surveys capture Hub feedback of meetings to inform future CoP&P design, canvass RJH attitudes toward CoP&P Participant observation for the evaluation

Activity	Design	Purpose
RJH periodic reporting	<ul style="list-style-type: none"> • RJH activity reporting on a bi-monthly basis • Co-designed by BSL, Jobs Tasmania and the RJH Network • Activity categories framed around employment interventions typology, including, for example, type and number of services delivered, referrals, job placements, filled vacancies, employer partnerships • Non-identifiable participant demographic information also captured • Three reports delivered in June, September & November 2023*(*only NEBHub and WNWW provided November reports) 	<ul style="list-style-type: none"> • Capture the range of activities carried out by each Hub • Evaluate the nature and extent of RJHs’ activity across supply, bridging and demand interventions
RJH participant surveys	<ul style="list-style-type: none"> • Two online surveys of RJH participants: <ul style="list-style-type: none"> • One for job seekers and learners • One for employers • Carried out over a one-month period in August and September 2023 • Designed by BSL with feedback from RJH Network and JT to improve language accessibility • Participation was voluntary and anonymous • Surveys were distributed by Hubs, using established communication channels(e.g. bulk email or SMS, newsletter, social media, or during service delivery) • Included a range of multiple-choice and open-ended questions, focusing on topics such as participants’ experiences engaging with RJHs, how they heard about the Hub, opportunities or services the Hub delivered and/or connected them to, and what was most beneficial and/or unique about their involvement with the Hub. 	<ul style="list-style-type: none"> • Capture RJH participant feedback relating to their service experience • Gauge reputation of Hubs from their participants’ perspective • Measure whether Hubs’ services are supporting participants to pursue their personal career aspirations and interests
Focus groups	<ul style="list-style-type: none"> • Facilitated by BSL, involving RJH Advisory Boards and community stakeholders across the state • 13 hour-long focus groups held over May and June 2023(BODEC and SETN Board focus groups did not take place due to scheduling challenges) • Two focus groups per Hub: <ul style="list-style-type: none"> • One for their Advisory Board • One for a group of key EET stakeholders from their community, as determined by JT in conjunction with each Hub • Staged an additional focus group with ‘state-wide’ community stakeholders who operate across multiple regions 	<p>Advisory Board focus groups:</p> <ul style="list-style-type: none"> • Understand inner workings of each Hubs’ governance setup • Identify common aspects and points of difference in Advisory Boards’ functions across the Network <p>Community stakeholder focus groups:</p> <ul style="list-style-type: none"> • Highlight the various conditions and factors that contribute to an effective partnership between Hubs and key local actors
Jobs Tasmania activity reporting	<ul style="list-style-type: none"> • Fortnightly meetings between JT and Learnings Partners • Delivery of one comprehensive, formal activity report in March 2023 across the five streams of Collective Stewardship(Governance; Strategy and Policy; Partnership Development; Strategic Communications; and Data-driven Effort) 	<ul style="list-style-type: none"> • Meetings as key mechanism for regular activity updates, sharing of evaluation and implementation learnings; part of wider feedback loops between System Steward, Learnings Partners • Comprehensive report evidences activity and impact of Jobs Tasmania’s stewardship role and areas for future improvement

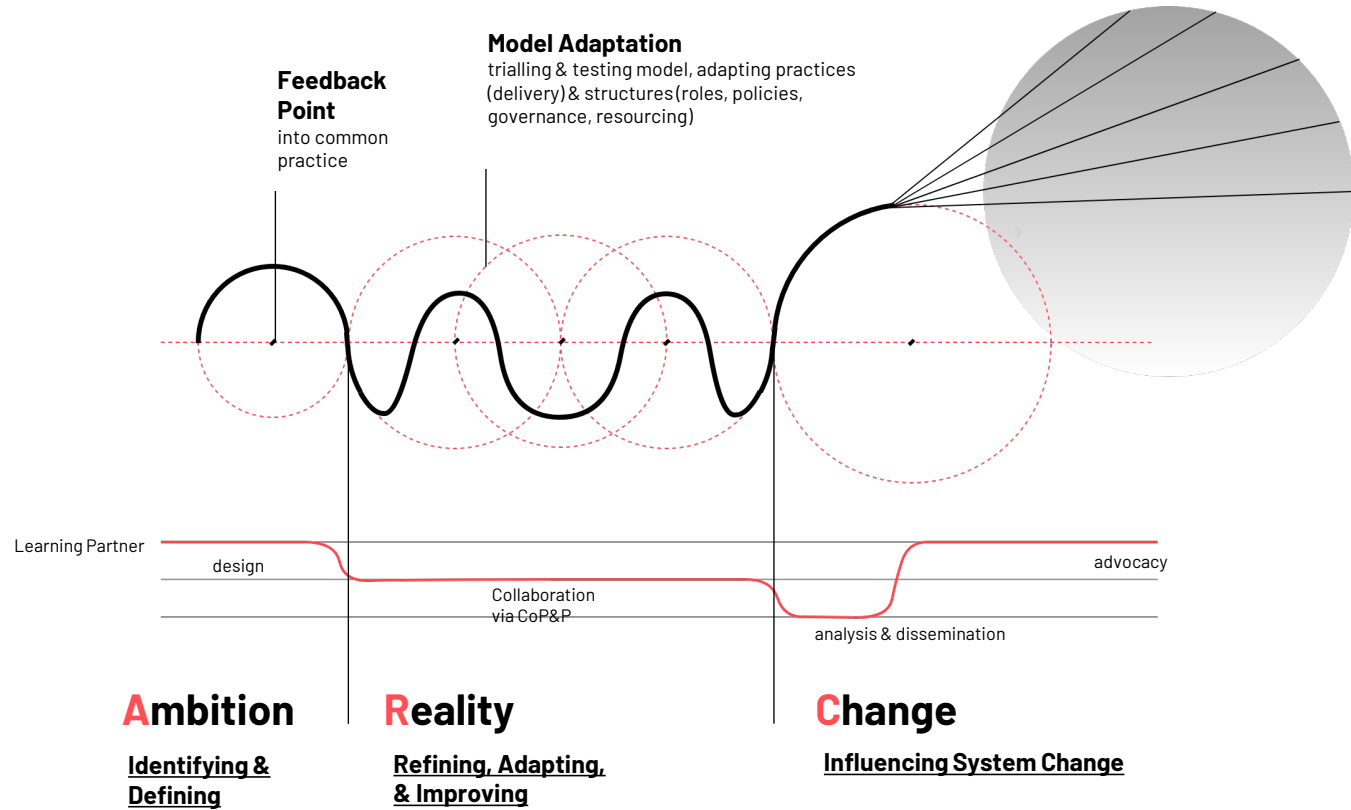
Data collection limitations

Due to the iterative nature of the developmental evaluation approach, and the early stage of the RJH model, the data collection activities employed throughout the project faced some challenges in generating the evidence that was anticipated. The table below details these limitations.

Activity	Limitations
Periodic reporting	As RJHs are at different stages in establishment, there are considerable discrepancies in their activity reports, with some completing them in their entirety, and others reporting only on the activities relevant to where they are at in their development. Hubs expressed difficulties finding time for reporting, which was an added administrative burden on top of existing reporting requirements to government and the day-to-day Hub operations. Hubs also reported issues around using the CRM system to generate reports, specifically their own capacity to use the software, and limitations in the software itself. Due to these challenges, the evaluation relied on qualitative data to contextualise Hubs’ activity reporting. Moreover, the inconsistency of the data set restricted measurement of progress across time, and comparison between Hubs. Reporting improvements were observed across the Network since the first June report, with all Hubs now reporting, and several widening the range of data fields they are reporting on. Future evaluation of the Initiative would profit from a focus on capability building for Hubs around data reporting and using CRM systems.
Focus groups	Due to difficulties in arranging a suitable time to meet, focus groups with SETN and BODEC Advisory Boards did not take place. For this reason, our understanding of those Hubs’ internal governance processes and activities were limited to conversations held during Pre-CoP&P consultations, CoP&P meetings and their outcome testing consultations. An additional limitation of our focus group data is that only one round of data collection was performed due to limited capacity of the Learning Partners. This limits the extent to which we can measure progress over time, both for the activity and impact of Advisory Boards and in the partnerships Hubs hold with community stakeholders.
Surveys	<p>Surveys of RJH participants produced a relatively small sample size of responses, which is particularly apparent when analysing the data relating to individual Hubs, as for some only a handful of responses were received. This challenges the validity of any findings pulled from individual Hub survey data sets, and the extent to which they are representative of the wider cohort of RJH participants.</p> <p>In addition, the recruitment of survey respondents may have influenced survey results, and should be kept in mind when interpreting our survey findings. Hubs were responsible for sharing the surveys with their participants while the Learning Partners and Jobs Tasmania stayed at arm’s length from the recruitment process, to protect the confidentiality of RJH participants. While this was a necessary precaution, there is the potential for bias if Hubs select participants who are predisposed to submit more favourable feedback of the Hub in the survey. Although most Hubs indicated they aimed to share the survey via mass communication channels (e.g. bulk email or SMS, newsletter, social media), some flagged that they were required to engage their participants individually to boost survey take-up and avoid those who aren’t RJH participants completing the survey, the latter of which risked skewing the data.</p>
Jobs Tasmania activity reporting	Only one formal activity report was submitted, which limited the extent to which we could measure Jobs Tasmania’s progress and evolution against the five streams of Collective Stewardship over time. This was mitigated by the range of other feedback loops established between JT and Learning Partners, such as fortnightly meetings and other forms of regular, ad hoc communication.
Data party	An extensive data collection exercise was undertaken at the final CoP&P, with the aim to fill gaps in knowledge key to the evaluation resulting from these limitations. This exercise involved all Hub managers as well as Board chairs and operations staff present at the CoP&P meeting. Ad hoc requests for data and information from individual Hubs have also supplemented the evaluation’s data sets.

Adaptive ARC

Testing the model and measures



Over the life of the DE, the multiple data sources were analysed – singularly and/or in combination – and then presented to the CoP&P, individual Hubs and Jobs Tasmania for critical analysis and feedback. Drawing on the expertise of project partners through these intentional feedback loops, the Learning Partners then refined the structural (Design Features) and practice elements (Change Domains, with accompanying progress indicators) of the model to both reflect and support its effective implementation.

This diagram shows one tool that we have developed to foster collaboration and learning. We call it the Adaptive ARC, with ARC referring to how we take innovative models through iterative stages of defining an *ambition*, to testing in *reality* and onto influencing system *change*. The Adaptive ARC works through shared practice reflection which creates feedback loops. These loops drive continuous improvement and refinement of the innovative model.

5b. iii. **Outcomes evaluation**

Understanding the model's contribution to impact

Outcome harvesting activities

Activity	Design	Purpose
Identifying outcomes	<ul style="list-style-type: none"> Learning Partners analysed all available data generated through the evaluation that evidenced effort across the Change Domains Per the Outcomes Harvesting approach, the team collated the strong and positive outcomes* and from this, several key Network-wide outcomes emerged For each outcome, the Learning Partners designed an ‘outcome chain’ including the Design Features that their analysis attributed to that outcome 	To bring together all evidence from the DE to attribute particular Design Features, core activities, enabling conditions and Change Domains of the model to observed outcomes.
Testing outcomes	<p>10 one-hour online ‘outcome testing’ consultations held over November and December 2023 and facilitated by BSL, including:</p> <ul style="list-style-type: none"> 7 x Regional Jobs Hubs (one per Hub, each comprising both operations manager and Advisory Board chair) 1 x Jobs Tasmania staff 2 x sessions with community stakeholders assessed by JT to have considerable visibility of the Initiative across multiple regions 	To strengthen our understanding of the model’s impact with key stakeholders with visibility of the Initiative across multiple regions, while providing key stakeholders an opportunity to clarify or challenge our observations and attributions.
Finalising outcomes	The Learning Partners revised its observed outcomes based on insights gleaned through outcome testing consultations, to ensure our understanding of the model’s impact is informed by a range of key perspectives, strengthening the validity of our analysis. Outcomes validated through this process are documented in Section 3b .	To refine and validate observed outcomes for the purpose of the Final Evaluation Report.

**Given effort is required across all Change Domains to shift structural conditions, the Learning Partners did not disregard areas where effort across the Change Domains was less strong. This is analysed on a Hub-by-Hub basis in [Section 5c](#).*

Outcome harvesting limitations

Activity	Limitations
Testing outcomes	<p>The chosen outcome evaluation approach diverged from traditional outcomes harvesting in the way it sought to substantiate the outcomes by incorporating input from independent stakeholders external to the project. Community stakeholders were consulted throughout the outcome testing process, whose insights contributed to our understanding of which outcomes were realised, and how. This was a necessary perspective to include in an analysis of a community-driven model that is meant to complement existing regional service landscapes. However, the geographic diversity of the RJH Network meant that these community stakeholders were familiar with only a few individual Hubs at most, and of those they had interacted with, these relationships were often limited to specific aspects of each Hub’s activity. Without a line of sight to all RJH Network activities, this independent verification of our findings was somewhat limited.</p>

Outcome testing

Testing and validating how the model contributes to impact

The outcome testing approach

1. Identify the key questions the evaluation sought to answer (i.e. what were the specific Design Features of the model, and what impact did they have?)
2. Analyse evaluation data to identify where the model's *anticipated impact* (as captured by the Ambition outcomes) appeared to occur, as well as any other unanticipated outcomes
3. Determine whether those observed outcomes can plausibly be attributed to any Design Features, activities and/or enabling conditions of the RJH model
4. Draft succinct outcome descriptions and 'chains', taking into account:
 - What happened, and how;
 - Our assumptions of what caused, or helped cause it to happen;
 - The nature and strength of that contribution (e.g. strong/weak; direct/indirect; etc.)
5. Test observed outcomes, as illustrated by outcome chains, with RJHs, Advisory Boards, Jobs Tasmania and key community stakeholders, to:
 - Gauge agreement that it was indeed an outcome of the Initiative, and if so, that it can be attributed to the indicated Key Design Feature;
 - Identify anything missing from our understanding of impact;
 - Correct the order in which we posited change to have occurred;
 - Gauge the extent to which the outcome was achieved, and what needs to happen to bring about further progress;
 - Identify any additional outcomes or explanations for how that outcome was achieved
6. Analyse and interpret the revised outcome chains to formulate evidence-based answers to the evaluation questions established at the outset.

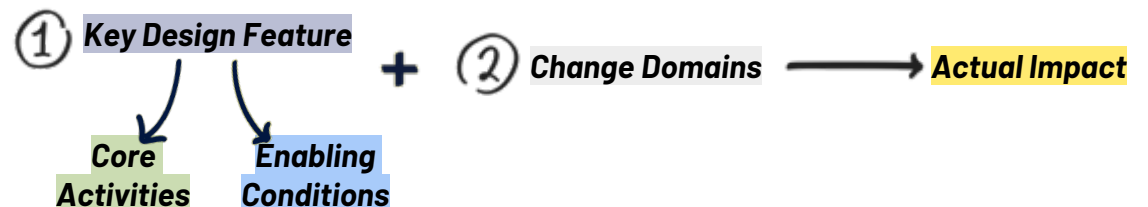
Before outcome testing (identifying how change occurred)

For each Network-wide outcome we observed, we attributed one *Key Design Feature* (comprising *core activities* and *enabling conditions*) and any effort across the *Change Domains* that we assume enables this Design Feature's implementation. (While only one *Key Design Feature* was attributed to each outcome, often [other model Design Features](#) comprised core activities and/or enabling conditions for that *Key Design Feature*.) The *Anticipated Impact* was drawn both from our assumptions about the model's expected outcomes (as captured by [the Ambition](#)), and our initial findings from the evaluation. 'Impact' as used here is defined as the overarching effect of all relevant outcomes across the three outcome levels (progress, individual and population-level, system-level).



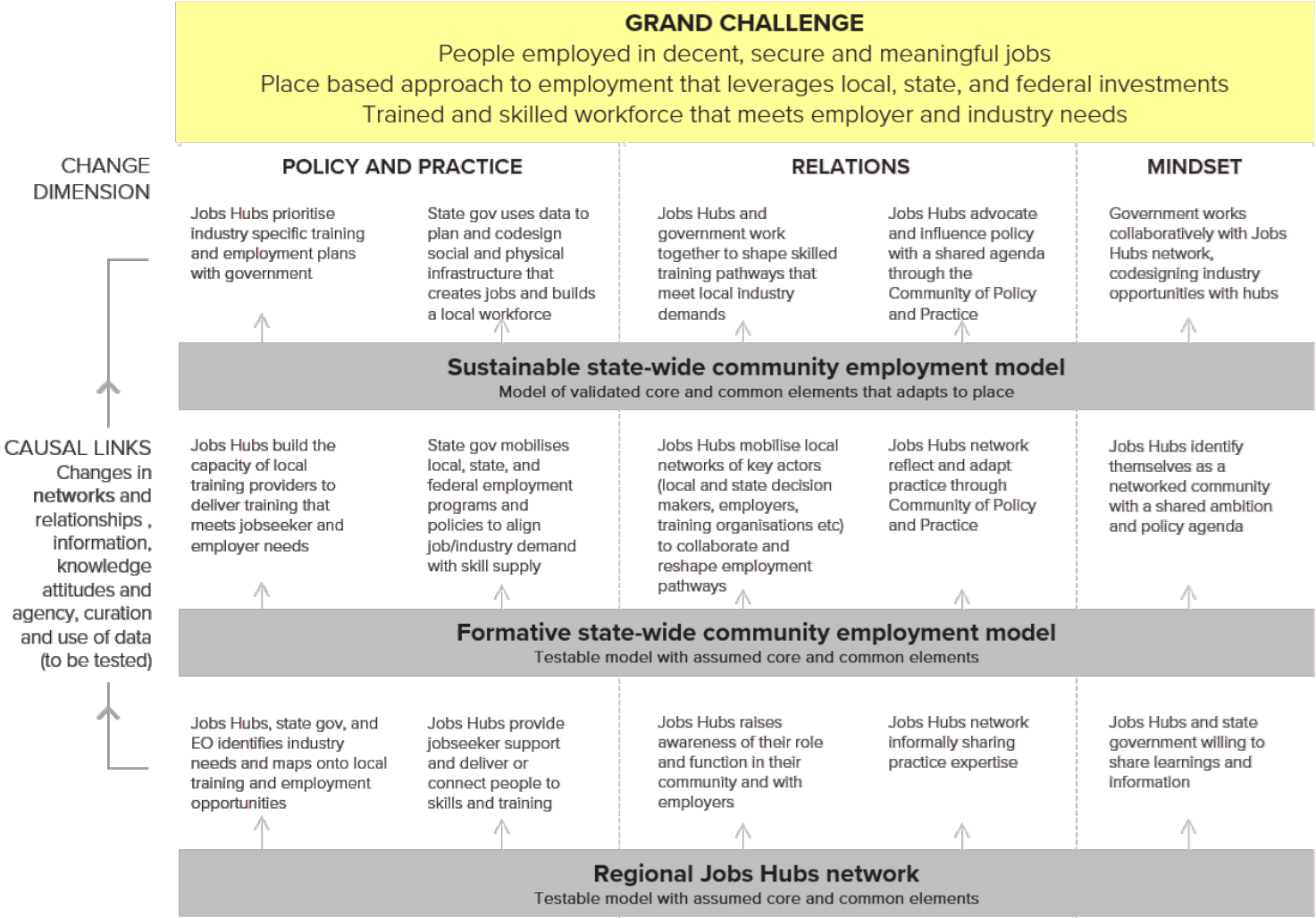
After outcome testing (verifying how change occurred)

Through outcome testing we validated the outcomes of the Initiative, clarifying our understanding of how change (i.e. outcomes) actually occurred. These outcomes may or may not have aligned with the impact we assumed the Initiative would have (as set out in the Ambition). Any other, unanticipated outcomes were also noted. Where necessary we also refined our assumptions about how any core activities, enabling conditions and/or Change Domains contribute to impact.

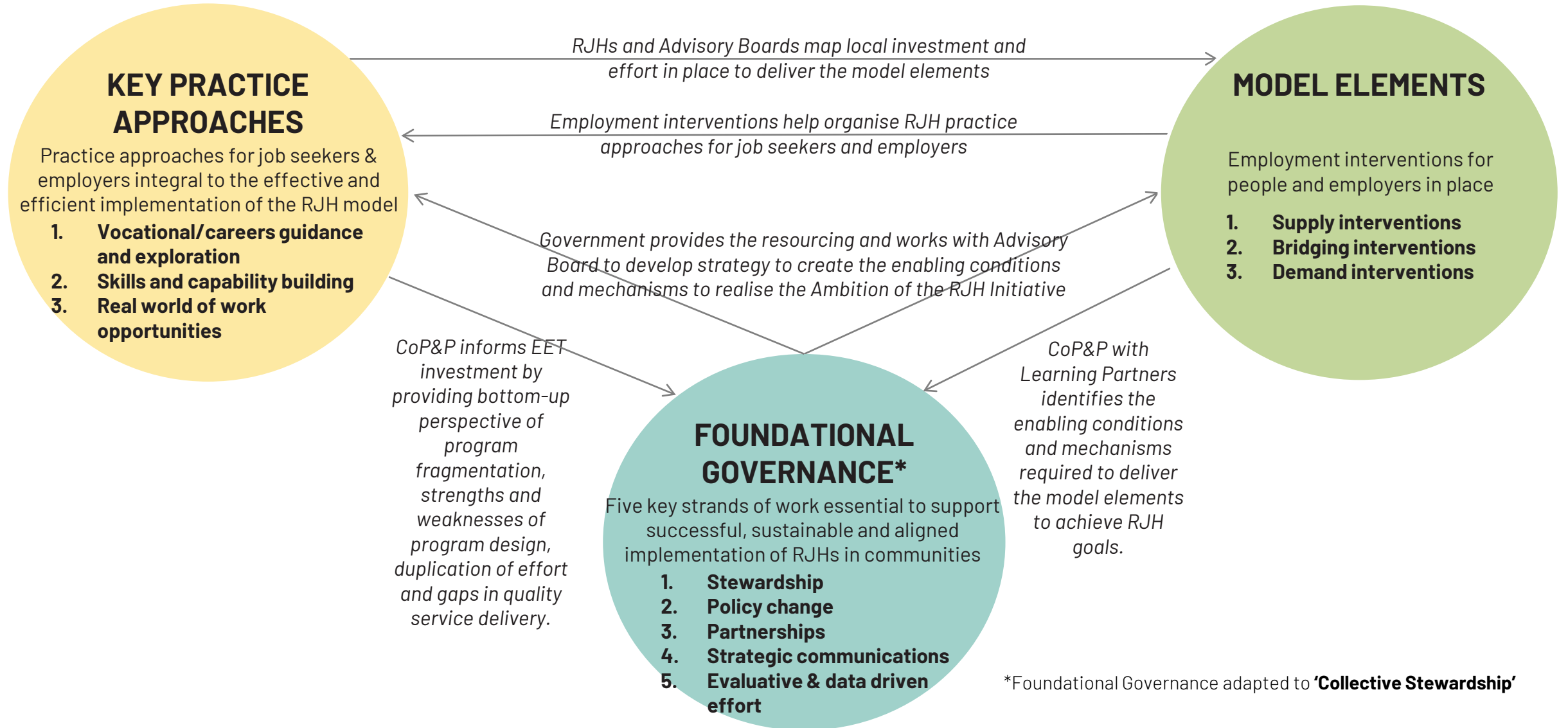


5c. Detailed model and evaluation resources

Initial Theory of Change (Sept 2022)



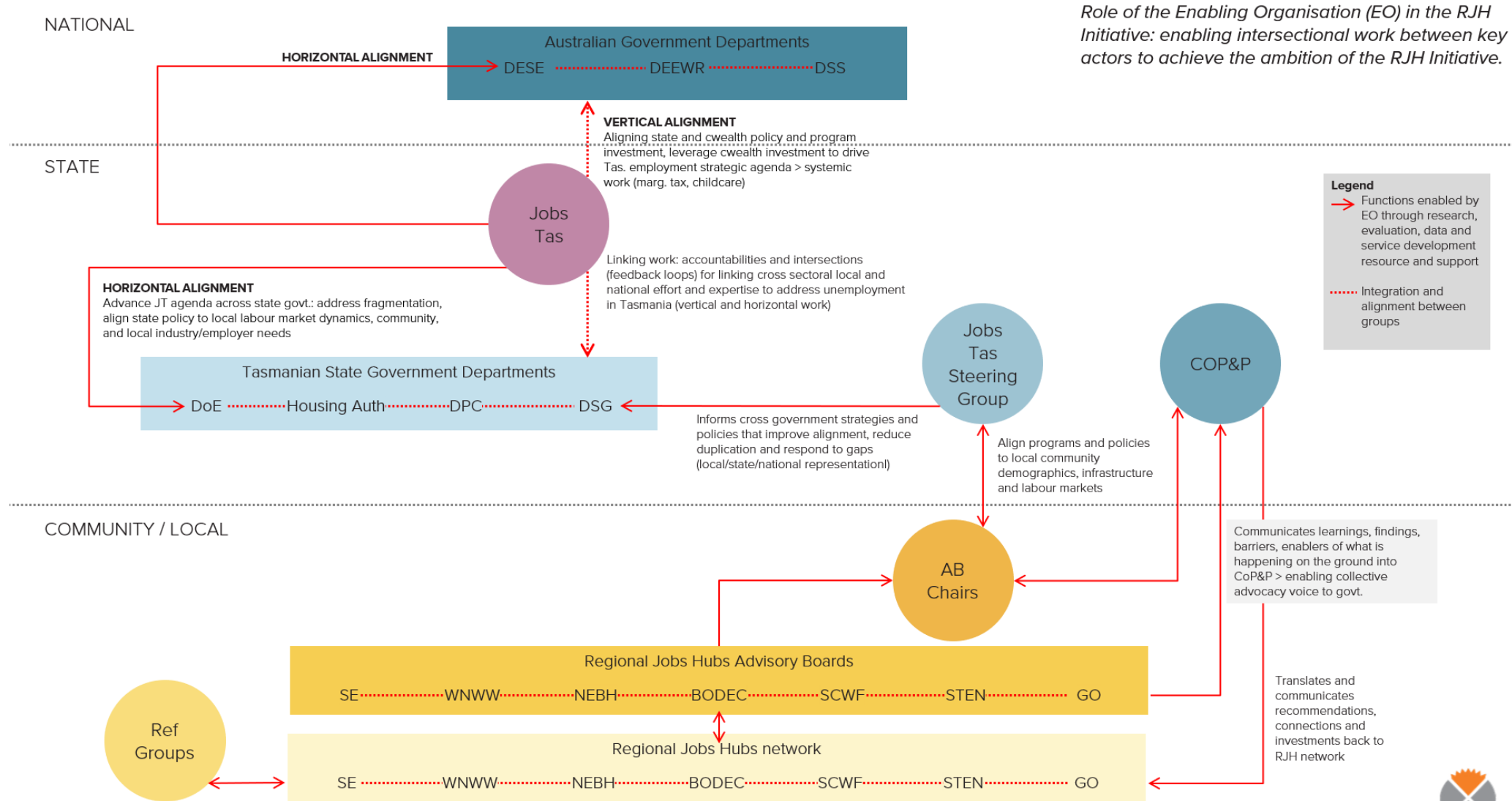
Initial RJH Model (Sept 2022)



Collective Stewardship

	GOVERNANCE <i>To carefully and responsibly manage</i>	POLICY AND STRATEGY <i>Designing and planning responses to achieve the RJH goals</i>	PARTNERSHIP DEVELOPMENT <i>Developing essential relationships to achieve RJH goals</i>	STRATEGIC / INTENTIONAL COMMUNICATIONS <i>To highlight the work and intent of the RJH Initiative</i>	EVALUATIVE / DATA DRIVEN EFFORT <i>Information, data and evidence to drive the RJH Initiative and demonstrate value</i>
Jobs Tasmania State-wide Jobs Hubs (SJH) Service Delivery Unit	<p><u>State-wide RJH Stewardship</u></p> <ul style="list-style-type: none"> Establish JT Service Delivery Unit Commission, contract manage and fund RJH Develop and commission evidenced informed employment programs Establish governance framework and governance structure Drive RJH Governance leadership and facilitation Build capability and capacity across the whole system through governance groups and Identify and implement key tools and resources to guide effective strategies, stewardship and operations of the RJHs Embed Community Voice (Tas citizens) in all aspects of the Initiative 	<p><u>Strategy</u></p> <ul style="list-style-type: none"> Develop State-wide Strategic Plan and priorities (2021-2024) Develop State-wide implementation plan (priorities staged over 3 years) <p><u>Policy</u></p> <ul style="list-style-type: none"> Develop and advance JT policy agenda across government 	<p><u>State-wide Partnership/ engagement plans with:</u></p> <ul style="list-style-type: none"> Commonwealth Government (DEWR & Skills) Dept. of Education Dept. of Premier and Cabinet Priority industry sectors Regional Job Hubs and Advisory Boards 	<p><u>State-wide RJH Communication planning</u></p> <p><u>Communication of Outcomes and Impact</u></p> <p>Connect community, business and industry to the programs and agenda</p>	<p><u>State-wide Data and evidence development</u></p> <p><u>State-wide reporting on evidence of impact</u></p> <p><u>Support Hubs with Regional Data and research</u></p>
Regional Jobs Hubs Advisory Boards	<p><u>Stewardship of RJH Initiative</u></p> <ul style="list-style-type: none"> Oversee performance of RJH against grant deed, contract management Identify complementary income streams (federal, state and local, industry, philanthropy, community) that may resource the RJH Strategic plan in place that outlines key objectives, expected outcomes and resource allocations Identify the key priority groups to direct investment and allocate resources Ensure Community Voice (Tas citizens) is embedded in all aspects of the Initiative 	<p><u>Strategy/ Policy for RJH</u></p> <ul style="list-style-type: none"> RJH Strategy development that link to and is monitored through an implementation plan Develop and implement an industry engagement plan Develop and implement a skills development plan <p><u>Regional policy and program development</u></p> <ul style="list-style-type: none"> Develop an advocacy plan to inform state-wide EET policies and programs that better align with their regions Identify and inform government around system blockers and enablers Identify and inform the government about community infrastructure (physical and social assets) that's required to facilitate and connect people with job opportunities 	<p><u>Partnership development</u></p> <ul style="list-style-type: none"> Activate and build networks: leverage opportunities, and resources across business, skills, ed and community sectors) Develop Partnerships to ensure key agencies understand their role and contribution to improving employment outcomes. Establish regional partnerships that can be leveraged for the RJH across business, community, government, services and philanthropy 	<p><u>Strategic and intentional Communication</u></p> <ul style="list-style-type: none"> Establish and embed a mechanism for community (including people experiencing unemployment) to inform, develop and review the Hubs strategic plan Provide two-way information flow on policy/programs trends, from sector leads on the AB about how it can better align its effort to achieve improved EET outcomes. 	<p><u>Evaluative data driven effort</u></p> <ul style="list-style-type: none"> Utilises data, service mapping information and local expertise in the labour market to inform strategy and planning, identify job opportunities and codesign pathways to employment for local people Identify what's working well as evidenced by data to enable local people into meaningful work and strengthen these initiatives Workforce development profiles, local labor market trends, regional demographics and priority groups
Regional Job Hubs Operations	<p><u>Stewardship of the RJH resources & Operations</u></p> <ul style="list-style-type: none"> Manage a finite resource allocation: <ul style="list-style-type: none"> Facilitate and leverage existing complementary investment (state/community programs, wage subsidies, training funding) in community - brokering, linking, matching Develop a comprehensive knowledge of existing resources available to improve EET outcomes in the community Develop a comprehensive knowledge about place, EET expertise, quality service provision and roles in community that contribute to achieving improved employment outcomes 	<p><u>Strategy/ Policy for RJH</u></p> <ul style="list-style-type: none"> Inform the further development of the state-wide employment framework Inform the development of policy and programs that enable the delivery as well as directly deliver the key elements of the state-wide community employment model Inform operational improvements to ensure the Job Hub continues to be effective and efficient 	<p><u>Partnership development</u></p> <ul style="list-style-type: none"> Strategically leverage AB networks to create employment opportunities and keep abreast of policy and program trends. Develop and sustain operational partnerships across business, community, government, services and philanthropy that have the expertise and resources to deliver the key elements of the RJH model 	<p><u>Strategic and intentional Communication</u></p> <ul style="list-style-type: none"> Establish and embed a communication platform that's accessible and relevant to key stakeholders (jobseekers, employers, community) about the RJH offer and opportunities Sharing and amplifying education, employment, training expertise through RJH CoP&P 	<ul style="list-style-type: none"> Use data to inform practice across model elements (supply, demand, bridging work) Inform /shape RJH outcomes measures Embed action learning approach within CoP&P to further development of state-wide employment model Collection of CRM / admin data Embed and update EET service mapping within regions and across the state

Multi-level governance architecture



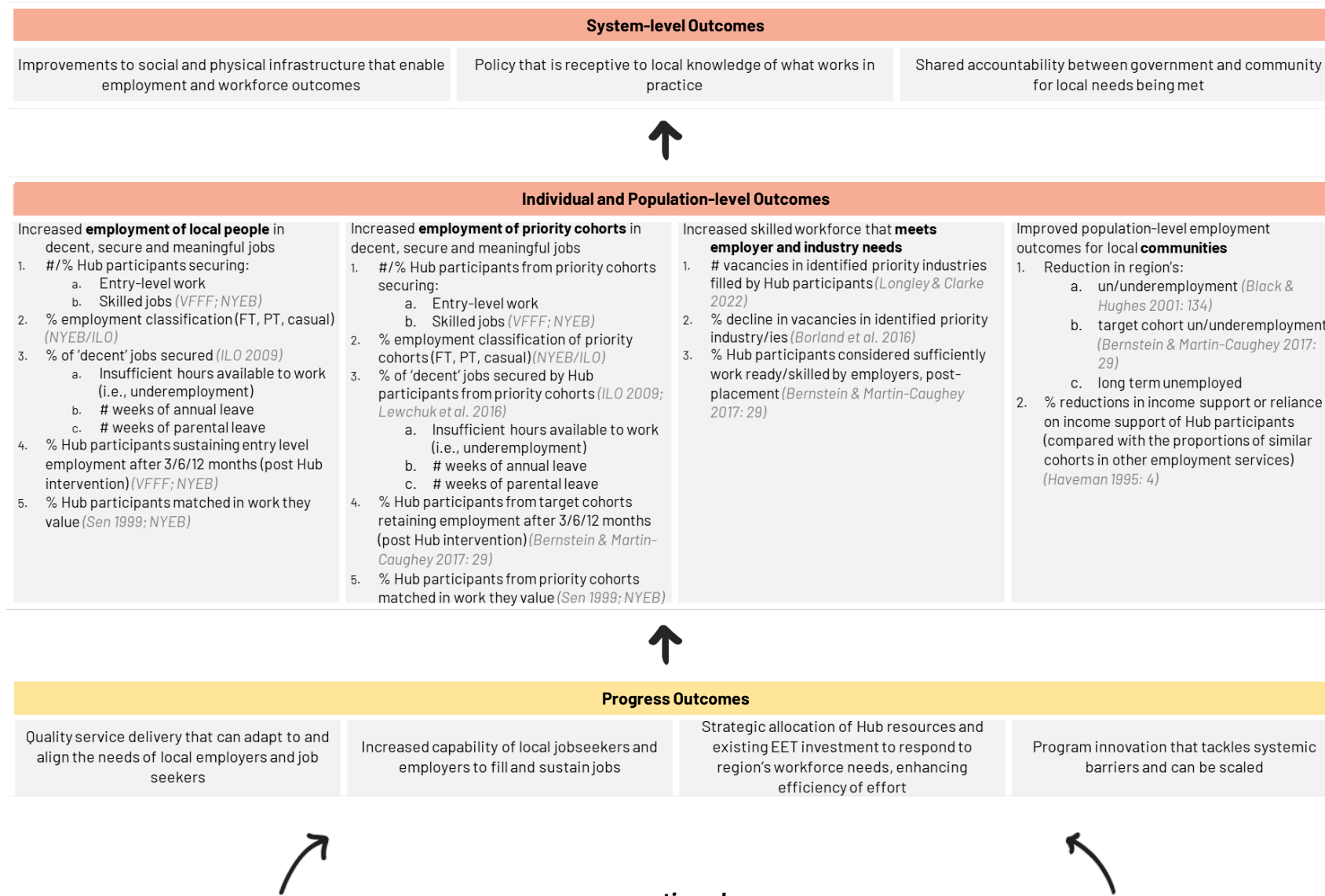
Role of the Enabling Organisation (EO) in the RJH Initiative: enabling intersectional work between key actors to achieve the ambition of the RJH Initiative.



Evaluation timeline

Evaluation phase	Month	Evaluation activities
Developmental evaluation: data collection period	AUG '22	<ul style="list-style-type: none"> • Network Meeting
	NOV '22	<ul style="list-style-type: none"> • Progress Report 1
	DEC '22	<ul style="list-style-type: none"> • Pre-CoP&P 1 consultations • CoP&P 1(+ survey)
	MAR '23	<ul style="list-style-type: none"> • Pre-CoP&P 2 consultations • CoP&P 2 (+ survey) • Jobs Tasmania activity reporting
	MAY '23	<ul style="list-style-type: none"> • Progress Report 2 • Two rounds of focus groups, one each with Jobs Hub Advisory Boards and key community stakeholders
	JUN '23	<ul style="list-style-type: none"> • RJH periodic reporting • Pre-CoP&P 3 consultations • CoP&P 3(+ survey)
	JUL '23	<ul style="list-style-type: none"> • Youth pathways consultations
	AUG '23	<ul style="list-style-type: none"> • RJH participant surveys
	SEP '23	<ul style="list-style-type: none"> • RJH periodic reporting • Pre-CoP&P 4 consultations • CoP&P 4 (+ survey)
	NOV '23	<ul style="list-style-type: none"> • RJH periodic reporting • Pre-CoP&P 5 consultations • CoP&P 5 • Progress Report 3
Outcomes evaluation	DEC '23	<ul style="list-style-type: none"> • Outcome testing with key stakeholders (Jobs Tasmania, RJHs, Advisory Boards, community stakeholders)
	JAN '24	<ul style="list-style-type: none"> • Preparing final Evaluation Report
Final Evaluation Report submission	FEB '24	<ul style="list-style-type: none"> • Delivery of final Evaluation Report

RJH Model Outcomes Framework (Nov 2023)



Domains and Progressive Indicators		
Data and Evidence	Network Governance	Community Partnerships
<p>Increased role of data in driving and shaping the work of RJHs</p> <ol style="list-style-type: none"> Hubs, Advisory Boards and JT consistently use data to identify local needs (i.e., place-based barriers; skills gaps; target cohorts) (McLoughlin et al 2019: 330) Evidence of Hubs, Advisory Boards and/or JT changing regional workforce development plans based on emergent data 	<p>Improved collaborative decision-making among Hubs and with JT</p> <ol style="list-style-type: none"> # joint decisions/agreements between Hubs at CoP&Ps (Bernstein & Martin-Caughey 2017: 29) Hubs agree, with JT, to collective ambition (i.e., Terms of Reference) of CoP&P (Bernstein & Martin-Caughey 2017: 14; Dreier et al 2019: 22) <p>Increased openness and transparency among Hubs and with JT</p> <ol style="list-style-type: none"> Each Hub contributes data/perspective (i.e., talks) at each CoP&P (Snowden & Boone 2007) % Hubs sharing information/resources with other Hub outside CoP&P meeting # referrals made by Hub to other Hubs # strategic opportunities communicated by JT to RJHs <p>*See 'Strategic Learning Outcomes: Refining our Practice' for related metrics</p>	<p>Mobilisation and growth of local networks of stakeholders</p> <ol style="list-style-type: none"> # new industry/community connections forged by Hub staff and Advisory Boards (Wenger et al 2011: 26) Partnerships established by Hub staff and Advisory Boards with each of the region's key industries (Spaulding & Martin-Caughey 2015) Consistent communication by Hub with employers, post-placement of jobseeker (Spaulding & Blount 2018; McColl Jones et al. 2021: 58) # new social media followers/page visits/newsletter subscribers for Hub (Bernstein & Martin-Caughey 2017: 12) <p>Improved co-design activities with industry and community</p> <ol style="list-style-type: none"> #/% training programs developed by Hub with industry consultation (Kalra et al 2021: 28) Advisory Board establishes mechanism for community voice to inform, develop and review Hub strategic/operational planning (RJH Framework)
<p>Increased evidence-based communication of RJH impact</p> <ol style="list-style-type: none"> Consistent input by Hub of multiple forms of data (i.e., qualitative and quantitative) into periodic reporting (Cabaj 2021: 22; Wenger et al 2011: 8) Hub communicates positive stories and 'wins' to government/ community (Cameron 2004; Saltmarsh 2018) JT communicates positive stories and 'wins' to other government/community stakeholders (JT Strategic & Implementation Plan 2022-23; Cameron 2004; Saltmarsh 2018) # JT communications to Minister/state or federal government stakeholders informed by evidence from RJH initiative (JT Strategic & Implementation Plan 2022-23) <p>*See Strategic Learning Outcomes: Understanding Context for related metrics</p>	<p>More active role of RJH Network and Jobs Tasmania in advocating and influencing policy</p> <ol style="list-style-type: none"> # submissions submitted by Hub/RJH Network to federal/state government employment and skills & training reviews (VFFF) Advisory Board develops an EET advocacy plan to inform state-wide EET policies and programs (RJH Framework) # submissions (formal or otherwise) by Advisory Board to government around system blockers/enablers, community infrastructure (RJH Framework) # Hub innovations communicated/scaled by JT at state level or to federal government <p>Shared identity and mission of RJH network</p> <ol style="list-style-type: none"> % Hubs expressing intention to act collaboratively as a network (Kalra et al 2021: 27) % Hubs registering positive opinion about progress & potential of RJH Network (Dreier, Nabarro & Nelson 2019: 35) % Hubs in agreement on Network's: <ol style="list-style-type: none"> Problem definition Proposed solutions Ambition (Kalra et al 2021: 27) % Hubs where there is agreement between operations staff and Advisory Boards on: <ol style="list-style-type: none"> Problem definition Proposed solutions Ambition (Kalra et al 2021: 27) 	<p>Enhanced reputation of RJH in local community</p> <ol style="list-style-type: none"> % new jobseekers that came to Hub of own volition (CoP&P 1; Gillespie 2012) # Hub partnerships initiated by employer/community stakeholder (Gillespie 2003) Duration of relationships between Hub and employers, and Hub and community stakeholders (Bowman & Randrianarisoa 2018: 9) Client experience participating with Hubs (Wenger et al. 2011: 28; Bernstein & Martin-Caughey 2017: 29)

Strategic Learning Outcomes
<p>Refining practice: improving what we do</p> <ul style="list-style-type: none"> Which of our existing practices and activities is working? (Argyris & Schon 1996: 68; Cabaj 2019: 6) <ol style="list-style-type: none"> # Hub innovations/practice approaches scaled across Network and implemented by another Hub (Wenger et al. 2011: 27) # programs piloted from an idea out of a CoP&P (Wenger et al. 2011: 20) # joint projects developed/delivered between two or more Hubs (Wenger et al 2011: 26)
<p>Reframing strategy: improving how we understand what we do</p> <ul style="list-style-type: none"> What are the values, norms and assumptions that underlie our approach? What are our assumptions about the problem/challenge? In which context does the challenge exist? (i.e., systems thinking) What does success look like? <p>(Argyris and Schön 1978; Cabaj 2019: 6; Jaaron et al 2016; Maden 2012; King & Jiggins 2002)</p> <p>Shifting mindsets:</p> <ol style="list-style-type: none"> RJHs clarify and establish the role of the Hub RJH reports change in perspective at/following CoP&P (i.e., via survey response) (Wenger et al. 2011: 27) Hub uses model elements to describe and plan operations (e.g., at CoP&P, in consultations) <p>Understanding context:</p> <ol style="list-style-type: none"> RJHs co-design solution to systemic barrier to employment (Bagodi and Mahanty 2013; Wen 2014) <p>Reframing success:</p> <ol style="list-style-type: none"> RJH Network agree to collective goals and success measures <p>Reshaping structures:</p> <ol style="list-style-type: none"> JT changes, introduces (for state-level) or influences (federal) process/policy based on RJH Network idea (Wenger et al. 2011: 29)
<p>Reimagining learning: improving how we learn about what we do</p> <ul style="list-style-type: none"> In which contexts does learning occur? What facilitates or inhibits our learning? What motivates our learning? <p>(Snell & Chak 1998: 340; Swieringa and Wierdsma 1992: 41-2; Yuthas et al 2004: 239)</p> <ol style="list-style-type: none"> RJHs co-design theme for upcoming CoP&P RJHs co-design new learning activity for CoP&P (Wenger et al. 2011: 31) RJHs co-develop new format or process for CoP&P meetings (i.e., based on learning from previous CoP&P) (Cabaj 2019: 7; Snell & Chak 1998: 340; Wenger et al. 2011: 29) RJHs devise new learning objectives/metrics for CoP&P (i.e., updated CoP&P ambition) (Wenger et al. 2011: 21; 31)

Location quotient

A location quotient is a ratio used to determine the dominance of a particular industry in a region in comparison to a larger benchmark region.

Where LQ = 1, that industry is exactly as prevalent as in the wider region.

Higher numbers mean greater specialisations:

- Where LQ > 1.2, this indicates a **significant specialisation** of the industry in the local area;
- Where LQ > 2.0, this indicates a **major specialisation** of the industry in the local area.

For this Report:

- We sourced our LQ data from economy.id, with the *National Economics (NIEIR) - Modelled series* as its data source.
- The data is from 2021.
- We used the whole-of-state *Tasmania* data-set as the benchmark.
- We used *Employment* as the measure.
- Listed are only the results that were above 1.2 (significant specialisations), with above 2.0 (major specialisations) **shaded**.

LGA	Industry with significant LQ	LQ	
BEST			
Clarence	Electricity, Gas, Water and Waste Services	1.95	
	Construction	1.73	
	Rental, Hiring and Real Estate Services	1.59	
	Retail Trade	1.22	
	Education and Training	1.21	
Glamorgan-Spring Bay	Agriculture, Forestry and Fishing	3.32	
	Accommodation and Food Services	3.06	
	Mining	1.92	
	Administrative Support and Services	1.41	
	Arts and Recreation Services	1.25	
Sorell	Construction	1.52	
	Manufacturing	1.50	
	Agriculture, Forestry and Fishing	1.50	
	Rental, Hiring and Real Estate Services	1.49	
	Retail Trade	1.43	
Tasman	Administrative Support and Services	1.26	
	Arts and Recreation Services	7.61	
	Agriculture, Forestry and Fishing	3.29	
	Administrative Support and Services	1.87	
BODEC & DEC	Accommodation and Food Services	1.73	
	Break O'Day	Mining	5.82
		Agriculture, Forestry and Fishing	2.00
		Administrative Support and Services	1.63
Accommodation and Food Services		1.53	
Dorset	Agriculture, Forestry and Fishing	5.15	
	Transport, Postal and Warehousing	1.51	

LGA	Industry with significant LQ	LQ
GJH		
Glenorchy	Manufacturing	1.96
	Wholesale Trade	1.90
	Transport, Postal and Warehousing	1.69
	Construction	1.54
	Electricity, Gas, Water and Waste Services	1.40
	Administrative and Support Services	1.34
	Arts and Recreation Services	1.29
	Other Services	1.21
NEBHub		
Flinders Island	Agriculture, Forestry and Fishing	4.47
	Electricity, Gas, Water and Waste Services	1.35
	Administrative and Support Services	1.27
	Transport, Postal and Warehousing	1.26
George Town	Manufacturing	5.43
	Mining	3.05
	Agriculture, Forestry and Fishing	1.50
	Transport, Postal and Warehousing	1.20
Launceston	Financial and Insurance Services	1.61
	Health Care and Social Assistance	1.30
	Retail Trade	1.20
Meander Valley	Agriculture, Forestry and Fishing	3.28
	Arts and Recreation Services	2.40
	Construction	1.40
	Manufacturing	1.35

LGA	Industry with significant LQ	LQ
Northern Midlands	Wholesale Trade	3.60
	Agriculture, Forestry and Fishing	3.25
	Transport, Postal and Warehousing	2.51
	Manufacturing	1.73
	Construction	1.23
	Rental, Hiring and Real Estate Services	1.22
West Tamar	Education and Training	1.56
	Agriculture, Forestry and Fishing	1.44
	Accommodation and Food Services	1.23
	Construction	1.22
SETN		
Huon Valley	Agriculture, Forestry and Fishing	4.38
	Administrative and Support Services	1.26
	Manufacturing	1.26
Kingborough	Education and Training	1.58
	Professional, Scientific and Technical Services	1.52
	Construction	1.45
	Retail Trade	1.32
	Arts and Recreation Services	1.22

continued...

LGA	Industry with significant LQ	LQ
SWN		
Brighton	Transport, Postal and Warehousing	4.04
	Arts and Recreation Services	1.79
	Construction	1.45
	Other Services	1.40
	Wholesale Trade	1.25
Central Highlands	Agriculture, Forestry and Fishing	8.22
	Electricity, Gas, Water and Waste Services	1.97
	Accommodation and Food Services	1.92
	Arts and Recreation Services	1.86
	Mining	1.33
Derwent Valley	Agriculture, Forestry and Fishing	2.24
	Manufacturing	2.20
Southern Midlands	Agriculture, Forestry and Fishing	5.38
	Construction	1.49
	Information Media and Telecommunications	1.40
WNWW		
Burnie	Mining	1.72
	Transport, Postal and Warehousing	1.49
	Wholesale Trade	1.46
	Health Care and Social Assistance	1.41
Central Coast	Agriculture, Forestry and Fishing	2.09
	Construction	1.43
	Manufacturing	1.38
Circular Head	Other Services	1.21
	Agriculture, Forestry and Fishing	4.91
	Manufacturing	2.57
	Mining	2.30
	Wholesale Trade	1.37

LGA	Industry with significant LQ	LQ
Devonport	Transport, Postal and Warehousing	1.71
	Electricity, Gas, Water and Waste Services	1.42
	Manufacturing	1.37
	Wholesale Trade	1.34
	Retail Trade	1.27
Kentish	Mining	2.69
	Agriculture, Forestry and Fishing	2.54
	Administrative and Support Services	2.04
	Accommodation and Food Services	1.97
	Manufacturing	1.85
	Electricity, Gas, Water and Waste Services	1.35
	Arts and Recreation Services	1.27
	Transport, Postal and Warehousing	1.21
King Island	Agriculture, Forestry and Fishing	4.58
	Mining	2.33
	Transport, Postal and Warehousing	1.93
	Manufacturing	1.35
Latrobe	Electricity, Gas, Water and Waste Services	1.28
	Agriculture, Forestry and Fishing	3.04
	Transport, Postal and Warehousing	1.83
	Mining	1.64
	Rental, Hiring and Real Estate Services	1.42
Waratah-Wynyard	Health Care and Social Assistance	1.30
	Mining	12.08
	Wholesale Trade	2.30
	Agriculture, Forestry and Fishing	1.75
West Coast	Manufacturing	1.33
	Mining	33.37
	Transport, Postal and Warehousing	1.35
	Accommodation and Food Services	1.27

5d. **Glossary**

Glossary

Term	Definition	Term	Definition
AB	Advisory Board	KPI	Key Performance Indicator
ABS	Australian Bureau of Statistics	LGA	Local Government Area
BBAMZ	Bell Bay Advanced Manufacturing Zone	LQ	Location Quotient
BEST	Business and Employment Southeast Tasmania	NEBHub	Northern Employment and Business Hub
BODEC	Break O'Day Employment Connect	NFP	Not For Profit (organisation)
BSL	Brotherhood of St. Laurence	NIEIR	National Institute of Economic and Industry Research
CALD	Culturally and Linguistically Diverse	OE	Outcomes evaluation
CD	Change Domain	PESRAC	Premier's Economic and Social Recovery Advisory Council
CoP&P	Community of Policy and Practice	Pre-CoP&P	Pre-Community of Policy & Practice
CRM	Customer Relations Management	PT	Part time (employment)
C'Wealth	Commonwealth (Government)	RJH	Regional Jobs Hub
DEWR	Department of Employment and Workplace Relations (C'Wealth)	RTO	Registered Training Organisation
DE	Developmental evaluation	SEIFA	Socio-Economic Indexes for Areas
DEC	Dorset Employment Connect	SEO	Search Engine Optimisation
DoE	Department of Education (C'Wealth)	SERDA	South East Regional Development Association
DSS	Department of Social Services (C'Wealth)	SETN	Southern Employment and Training Network
DSG	Department of State Growth (Tas)	SPARC	Social Policy and Research Centre
DECYP	Department for Education, Children and Young People (Tas)	STEM	Science, Technology, Engineering and Mathematics
DPAC	Department of Premier and Cabinet (Tas)	SWN	Southcentral Workforce Network
EET	Employment, Education and Training	TasCOSS	Tasmanian Council of Social Service
FT	Full time (employment)	TCCI	Tasmanian Chamber of Commerce and Industry
GJH	Glenorchy Jobs Hub	TTC	Trade Training Centre
ICESCR	International Covenant on Economic, Social and Cultural Rights	UTAS	University of Tasmania
HREC	Human Research Ethics Committee	VET	Vocational Education and Training
IP	Intellectual Property	WNWW	West North West Working
JT	Jobs Tasmania	YJS	Youth Jobs Strategy
KDF	Key Design Feature	YNOT	Youth Network of Tasmania

5e. **Reference list**

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