



Q•SEED

Social procurement
Employment
Economic
Development

Q-SEED Townsville Regional Action Plan 2024

A pathway for implementing social procurement and inclusive employment in the region.



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Executive summary

There is a **significant** amount of **investment** and **opportunity** coming to **transform Townsville**, with an estimated annual investment of **\$1.8B** per year over the next 5 years, starting from 2024.

With **\$6.2B** of Townsville **expenditure** being spent **outside** the region, there is a significant opportunity through Q-SEED to **redirect** a portion of this significant **investment back** into the **local community**, to assist in tackling the **broader socio - economic challenges** Townsville is facing and improve community prosperity.

Re-investing existing expenditure through procurement, via **the Q-SEED** model will be a key medium for addressing some of the broader socio-economic **challenges** facings Townsville. The Q- SEED model focuses on **building collaboration within the Townsville community** to ensure capability is built to harness expenditure opportunities and to ensure that the flow on effects open doors for those who experience barriers to economic participation and growth.

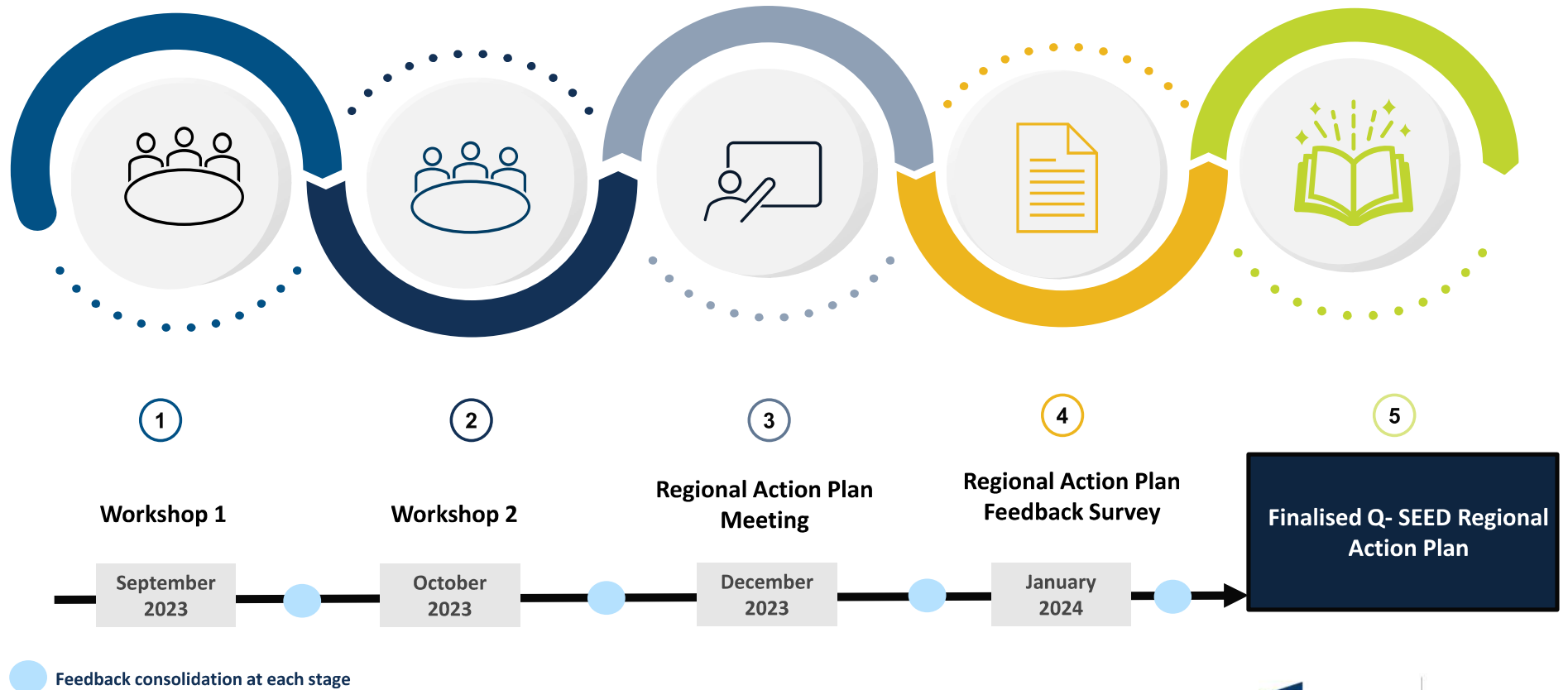
The **Q- SEED Regional Action Plan** has been developed and informed by **local stakeholder input** from a series of **workshops** and targets key areas identified as needing reform.

ArcBlue completed a survey to inform the priority actions to be selected for the Q-SEED Townsville Regional Action Plan. Respondents included **buyers, suppliers, employers, youth organisations, social enterprises and government**.



The Q-SEED Townsville Regional Action Plan sets out the **priorities for Q1-Q4 2024 and Q1-Q2 2025** to ensure work is underway to address the broader socio-economic challenges identified.

Q- SEED Regional Action Plan Methodology



Survey Findings – Procurement

		Focus Area	
Finding	Solution	Actions	Stakeholder Participation
P1 Restricted Pool of local suppliers	<i>Mapping the ecosystem in selected sectors</i>	✓ Establish the Procurement Working Group (PWG) to understand the biggest challenges in accessing local suppliers. ✓ Identify what sectors are the highest priority and create an action plan to address	Procurement
P2 Limited administrative capability of local suppliers	<i>Establish a Local Supplier Working Group (SWG), Develop supplier 'how to respond to procurement training' program along with a supplier mentorship model</i>	✓ Engage the Supplier Working Group (SWG) to understand the biggest issues in responding to procurement opportunities. ✓ Create a hierarchy of issues and create a training plan to address each ✓ Deploy the training plan and deliver	Suppliers, ArcBlue, Smart Precinct
P3 Lack of supplier visibility in the region	<i>Review Procurement supplier lists and local industry membership organisations to create a cohesive supplier list</i>	✓ Identify with PWG current local suppliers and engage with local industry bodies to determine the local market supply chain (based on hierarchy of needs from P1) ✓ Create list and design database ✓ Determine the optimal place for database	Procurement, ArcBlue
	<i>Deliver 'meet the buyer' networking events and create Lighthouse project briefings.</i>	✓ Based on Q-Seed membership requirements and Major Capital work programs, work with all intermediaries, ICN and government organisations and create a schedule of events	Q-SEED members, ICN, Industry bodies, government

Action Plan Timeline – Procurement

Focus Areas	Findings	Solution	Targeted Action/s	2024				2025	
				Q1	Q2	Q3	Q4	Q1	Q2
Procurement	P1 Restricted Pool of local suppliers	Mapping the ecosystem	❑ Establish the Procurement Working Group (PWG) to understand the biggest challenges in accessing local suppliers.	★	-----		🚩		
			❑ Identify what sectors are the highest priority and create an action plan to address	★	-----				
	P2 Limited administrative capability of local suppliers	Establish a Local Supplier Working Group (SWG), Develop supplier 'how to respond to procurement training' program along with a supplier mentorship model	❑ Engage the Supplier Working Group (SWG) to understand the biggest issues in responding to procurement opportunities.	★	-----				
			❑ Create a hierarchy of issues and create a training plan to address each	★	-----				
			❑ Deploy the training plan and deliver		📍	-----		🚩	
	P3 Lack of supplier visibility in the region	Review Procurement supplier lists and local industry membership organisations to create a cohesive supplier list	❑ Identify with PWG current local suppliers and engage with local industry bodies to determine the local market supply chain (based on hierarchy of needs from P1)	★	-----				
			❑ Create list and design database	★	-----	🚩			
			❑ Determine the optimal place for database	★	-----	🚩			
		Deliver 'meet the buyer' networking events and create Lighthouse project briefings	❑ Based on Q-Seed membership requirements and Major Capital work programs, work with all intermediaries, ICN and government organisations and create a schedule of events	★	-----		📅		

Legend:	★ Start	📍 Launch	📅 Event
	— Planning & Design	--- Ongoing Engagement	🚩 End

Survey Findings – Suppliers

Finding	Solution	Focus Area	
		Actions	Stakeholder Participation
S1 Local suppliers cannot compete with other larger businesses	<i>Develop a Supplier Hub to build capability and increase competitive advantage</i>	✓ Establish Supplier working Group (SWG) ✓ Through activities in (P3) further develop the hub to include opportunities to increase complete advantage ✓ Identify opportunities where suppliers are “missing out” and approach organisations to explore options and campaign for local buy	Supplier Working Group, ArcBlue
	<i>Identify Collaboration opportunities</i>	✓ Work with PWG and SWG to identify opportunities where collaboration could be beneficial ✓ Create a database of suppliers interested in collaboration opportunities ✓ Create a calendar of events for businesses to explore collaboration opportunities	Procurement Working Group, Supplier Working Group, ArcBlue
S2 Complicated tender and procurement processes	<i>Identifying opportunities to simplify tender and procurement processes with PWG</i>	✓ Connect with PWG to investigate opportunities to simplify and streamline tender process ✓ Advise on improvements and create implantation plan to action	ArcBlue, PWG
	<i>Supplier Capability Building</i>	✓ Engage with SWG to understand current capability constraints outside of P2 actions ✓ Identify opportunities to uplift capability and design solution ✓ Implement “Capability Boost” program	ArcBlue, Smart Precinct
S3 Limited exposure to local opportunities	<i>Consolidated Q-SEED member procurement and project pipelines</i>	✓ Consolidate all local opportunities on Supplier Portal ✓ Targeted events (P3) around local procurement opportunities ✓ Consider targeting selective procurement opportunities to ring fence local suppliers and advertise through the Q-SEED membership	ArcBlue, Smart Precincts, SWG, PWG

Action Plan Timeline – Suppliers

Focus Areas	Findings	Solution	Targeted Action/s	2024				2025	
				Q1	Q2	Q3	Q4	Q1	Q2
Suppliers	S1 Local suppliers cannot compete with other larger businesses	Develop a Supplier Hub to build capability and increase competitive advantage	Establish Supplier working Group (SWG)	★	📅				
			Through activities in (P3) further develop the hub to include opportunities to increase competitive advantage	★	---	---	---	---	🚩
			Identify opportunities where suppliers are “missing out” and approach organisations to explore options and campaign for local buy	★	🚩				
		Identify Collaboration opportunities	Create a database of suppliers interested in collaboration opportunities		★	🚩			
			Work with PWG and SWG to identify opportunities where collaboration could be beneficial	★	---	🚩			
			Create a calendar of events for businesses to explore collaboration opportunities	★	🚩				
	S2 Complicated tender and procurement processes	Identifying opportunities to simplify tender and procurement processes with PWG	Connect with PWG to investigate opportunities to simplify and streamline tender process	★	---	🚩			
			Advise on improvements and create implantation plan to action	★	---	🚩			
		Supplier Capability Building	Engage with SWG to understand current capability constraints outside of P2 actions		★	---	🚩		
			Identify opportunities to uplift capability and design solution		★	---	🚩		
			Implement “Capability Boost” program		★	📍			
					★	---	---		
	S3 Limited exposure to local opportunities	Consolidated Q-SEED member procurement and project pipelines	Consolidate all local opportunities on Supplier Portal		---	---	---		🚩
			Targeted events (P3) around local procurement opportunities		📅	---	📅		
			Consider targeting selective procurement opportunities to ring fence local suppliers and advertise through the Q-SEED membership		★	---	---		🚩

Legend:
  Start
  Launch
  Event
  End

— Planning & Design
 - - - Ongoing Engagement

Survey Findings – Employers

		Focus Area	
Finding	Solution	Actions	Stakeholder Participation
E1 Employers have challenges retaining local staff	Employer Engagement	✓ Establish the Employer Working Group (EWG) to understand the biggest challenges in retaining staff ✓ Create action plan to address the highest priority items	EWG, ArcBlue
	Leverage support from Employment Service Providers (ESP)	✓ Connect with Local Jobs Facilitators to create a schedule and plan of engagement for Employment Service Providers (ESP's) ✓ Hold EWG and ESP round tables according to schedule	EWG, ESP ArcBlue
	Identify flexible working possibilities	✓ Conduct an Inclusive employment maturity assessment workshop with specific training on flexible working and job carving opportunities	ArcBlue, EWG and Q-SEED employers
E2 Employer expectation vs. reality	Employer Engagement	✓ Engage with EWG to understand the biggest challenges in staff expectations and ✓ Create action plan to address the highest priority items	EWG, ArcBlue
	Employment Service Provider	✓ Socialise The Employer challenges with ESP's and develop training to roll out to job seekers on Employers expectations ✓ Connect job seekers to opportunities through ESP's.	ESP, ArcBlue

Action Plan Timeline – Employers

Focus Areas	Findings	Solution	Targeted Action/s	2024				2025	
				Q1	Q2	Q3	Q4	Q1	Q2
Employers	E1 Employers have challenges retaining staff	Employer Engagement	❑ Establish the Employer Working Group (EWG) to understand the biggest challenges in retaining staff	★	📍				
			❑ Create action plan to address the highest priority items		★	🚩			
		Leverage support from Employment Service Providers (ESP)	❑ Connect with Local Jobs Facilitators to create a schedule and plan of engagement for Employment Service Providers (ESP's)		★	🚩			
			❑ Hold EWG and ESP round tables according to schedule		📅	-----	📅	-----	📅
	E2 Employer expectations vs. reality	Identify flexible working possibilities	❑ Conduct an Inclusive employment maturity assessment workshop with specific training on flexible working and job carving opportunities	★	📍				
		Employer Engagement	❑ Engage with EWG to understand the biggest challenges in staff expectations and	★	🚩				
			❑ Create action plan to address the highest priority items	★	🚩				
		Employment Service Provider	❑ Socialise The Employer challenges with ESP's and develop training to roll out to job seekers on Employers expectations	★	🚩				
			❑ Connect job seekers to opportunities through ESP's			★	-----		🚩

Legend:	★ Start	📍 Launch	📅 Event
	— Planning & Design	- - - Ongoing Engagement	🚩 End

Survey Findings – Youth

		Focus Area	
Finding	Solution	Actions	Stakeholder Participation
Y1 Lack of Transportation	Police and Citizens Youth Club (PCYC) Braking the Cycle Program	✓ Connect with both programs, ascertain opportunities to work with them. Establish current activities and improvement opportunities to increase access to the service for Young People	PCYC, Learn it and Youth support organisations
	Learnt it	✓ Create action plan and implement	
Y2 Non-Vocational Skills for Employment	Deliver Pre-Employment Training Programs*	✓ EWG to determine and agree generic Pre-Employment requirements. Connect with ESP to design program and roll out	Employment Working Group, Employment Service Providers
Y3 Negative perceptions of young people held by employers and the community	Isolate the negative perceptions of Youth and identify strategies to enhance	✓ Identify key stakeholders to participate in Youth workshop ✓ Conduct intensive workshop with multiple stakeholders to identify current perceptions ✓ Create strategies to address and enhance perception ✓ Implement plan.	CQU
Y4 Youth Engagement and Expectations	Determine current baseline of Youth Engagement and expectations to inform future actions	✓ Identify key stakeholders to participate in Youth workshop ✓ Conduct intensive workshop with multiple stakeholders to identify current expectations ✓ Create strategies to address and enhance perception ✓ Implement plan.	CQU
Y5 Mental Health and Wellbeing	Employers developing a Mental Health Pledge in partnership with Mental Health Service Providers	✓ Work with Mental Health Service Providers to establish a mental health pledge best practice, review with EWG and wider membership for adoption	CQU, ArcBlue, Employment Working Group, Mental Health Service Providers
	Partnering with First Nations ESP's and Support services	✓ Identify First Nations Employment Service Providers within the region ✓ Develop strategies and initiatives with First Nations ESP's and employment bodies to engage and retain First Nations youth in employment ✓ Engage with local schools to identify current First Nation programs for school leavers and explore potential Employer programs to transition from school to work	Employment Working Groups, ESP's ArcBlue, EWG, ESP

Action Plan Timeline – Youth

				2024				2025	
Focus Areas	Findings	Solution	Targeted Action/s	Q1	Q2	Q3	Q4	Q1	Q2
Youth	Y1 Lack of Transportation	Police and Citizens Youth Club (PCYC) Braking the Cycle Program	❑ Connect with both programs, ascertain opportunities to work with them. Establish current activities and improvement opportunities to increase access to the service for Young People		★	🚩			
		Learnt it	❑ Create action plan and implement		★		📍		
	Y2 Non-Vocational Skills for Employment	Deliver Pre-Employment Training Programs*	❑ EWG to determine and agree generic Pre-Employment requirements. Connect with ESP to design program and roll out		★	🚩			
	Y3 Negative Perceptions of young people	Isolate the negative perceptions of Youth and identify strategies to enhance	❑ Identify key stakeholders to participate in Youth workshop		★	🚩			
			❑ Conduct intensive workshop with multiple stakeholders to identify current perceptions		📍	🚩			
			❑ Create strategies to address and enhance perception			★	🚩		
			❑ Implement plan				📍		
	Y4 Youth engagement and expectations	Determine current baseline of Youth Engagement and expectations to inform future actions	❑ Identify key stakeholders to participate in Youth workshop		★	🚩			
			❑ Conduct intensive workshop with multiple stakeholders to identify current expectations	★	🚩				
			❑ Create strategies to address and enhance perception		★		🚩		
			❑ Implement plan			📍			
	Y5 Mental health and well-being	Employers developing a Mental Health Pledge in partnership with Mental Health Service Providers	❑ Identify First Nations Employment Service Providers within the region	★	🚩	📍		🚩	
			❑ Develop strategies and initiatives with First Nations ESP's and employment bodies to engage and retain First Nations youth in employment		★	🚩			
		Partnering with First Nations ESP's and Support services	❑ Engage with local schools to identify current First Nation programs for school leavers and explore potential Employer programs to transition from school to work		★		🚩		

Legend:



Start



Launch



Event

— Planning & Design

- - - Ongoing Engagement



End

Survey Findings – Procurement

Finding	Solution	Focus Area	
		Procurement	Participation Rate
Restricted Pool of local suppliers	Mapping the ecosystem in selected sectors	✓ 100% of Respondents rated mapping the ecosystem in selected sectors as an appropriate solution to addressing a restricted pool local suppliers.	50% of Respondents agreed to help drive this solution with other Q-SEED members.
Limited administrative capability of local suppliers	Establish a Local Supplier Working Group (SWG)	✓ 100% of Respondents rated establishing a local supplier working group as an appropriate solution to addressing the limited administrative capability of local suppliers	67% of Respondents agreed to help drive this solution with other Q-SEED members.
	Develop supplier 'how to respond to procurement training' programs	✓ 100% of Respondents rated developing supplier 'how to respond to procurement' training programs as an appropriate solution to addressing the limited administrative capability of local suppliers.	83% of Respondents agreed to help drive this solution with other Q-SEED members.
	Develop a supplier mentorship program	✓ 100% of Respondents rated developing a supplier mentorship program as an appropriate solution to addressing the limited administrative capability of local suppliers.	50% of Respondents agreed to help drive this solution with other Q-SEED members.
Lack of supplier visibility in the region	Deliver 'meet the buyer' networking events	✓ 100% of Respondents rated hosting meet the buyer events as an appropriate solution to addressing a lack of supplier visibility.	83% of Respondents agreed to help drive this solution with other Q-SEED members.
	Review Procurement supplier panels and local industry membership organisations.	✓ 83% of Respondents rated reviewing procurement supplier panels and local industry membership organisations as an appropriate solution to addressing a lack of supplier visibility.	80% of Respondents agreed to help drive this solution with other Q-SEED members.
	Lighthouse' project briefings	✓ 83% of Respondents rated Lighthouse' project briefings as an appropriate solution to addressing a lack of supplier visibility.	100% of Respondents agreed to help drive this solution with other Q-SEED members.

Survey Findings – Suppliers

Finding	Solution	Focus Area	
		Suppliers	Participation Rate
Local suppliers cannot compete with other larger businesses	<i>Develop a Supplier Hub to build capability and increase competitive advantage</i>	✓ 100% of Respondents rated developing a Supplier Hub to build capability to increase competitive advantage as an appropriate solution to addressing the issue of local suppliers not being able to compete with other larger businesses.	75% of Respondents agreed to help drive this solution with other Q-SEED members.
	<i>Collaboration</i>	✓ 100% of Respondents rated Collaboration as an appropriate solution to addressing the issue of local suppliers not being able to compete with other larger businesses.	75% of Respondents agreed to help drive this solution with other Q-SEED members.
	<i>Local Procurement Engagement</i>	✓ 100% of Respondents rated Local Procurement Engagement as an appropriate solution to addressing the issue of local suppliers not being able to compete with other larger businesses.	75% of Respondents agreed to help drive this solution with other Q-SEED members.
Complicated tender and procurement processes	<i>Identifying opportunities to simplify tender and procurement processes</i>	✓ 100% of Respondents rated Identifying with the PWG opportunities to simplify tender and procurement processes as an appropriate solution to addressing the issue of complicated tender and procurement processes.	75% of Respondents agreed to help drive this solution with other Q-SEED members.
	<i>Supplier Capability Building</i>	✓ 100% of Respondents rated Supplier Capability Building as an appropriate solution to addressing the issue of complicated tender and procurement processes.	75% of Respondents agreed to help drive this solution with other Q-SEED members.
Limited exposure to local opportunities	<i>Consolidated Q-SEED member procurement and project pipelines</i>	✓ 100% of Respondents rated consolidated Q-SEED member procurement and project pipelines as an appropriate solution to addressing the issue of limited exposure to local opportunities.	75% of Respondents agreed to help drive this solution with other Q-SEED members.

Additional Feedback	
Potential Action	Description
Set Aside Projects or Being 'In the Know' earlier to prepare	Rather than just announcing projects and scrambling, giving smaller business more awareness and having set aside projects for social enterprise

Survey Findings – Employers

Finding	Solution	Focus Area	
		Employers	Participation Rate
Employers have challenges retaining local staff	Employer Engagement	✓ 100% of Respondents rated establishing an Employer Working Group (EWG) as an appropriate solution to addressing the issue of employers having challenges retaining local staff.	100% of Respondents agreed to help drive this solution with other Q-SEED members.
	Leverage support from Employment Service Providers (ESP)	✓ 100% of Respondents rated leveraging support from employment service providers as an appropriate solution to addressing the issue of employers having challenges retaining local staff.	100% of Respondents agreed to help drive this solution with other Q-SEED members.
	Identify flexible working possibilities		100% of Respondents agreed to help drive this solution with other Q-SEED members.
Employer expectation vs. reality	Employer Engagement	✓ 100% of Respondents rated employer engagement; defining minimum entry level requirements and developing training programs as an appropriate solution to address the issue of employer expectations vs reality.	100% of Respondents agreed to help drive this solution with other Q-SEED members.
	Employment Service Provider	✓ 100% of Respondents rated forming partnerships with employment and employment service provider as an appropriate solution to address the issue of employer expectations vs reality.	100% of Respondents agreed to help drive this solution with other Q-SEED members.
Access to employment & training	Develop partnerships with Employment Service Providers, Tertiary Institutions and Registered Training Organisations and Industry	✓ 100% of Respondents rated developing partnerships with Employment Service Providers, Tertiary Institutions and Registered Training Organisations and Industry as an appropriate solution to addressing the issue of access to employment and training.	100% of Respondents agreed to help drive this solution with other Q-SEED members.
	Connecting priority job seekers to opportunities through Employment Service Providers.	✓ 100% of Respondents rated Connecting priority job seekers to opportunities through Employment Service Providers as an appropriate solution to addressing the issue of access to employment and training.	100% of Respondents agreed to help drive this solution with other Q-SEED members.

Additional Feedback	
Potential Action	Description
Employee Lived Experience Working Group	Working group of employees with lived experience (of being excluded or underemployed) to also be included in this group or have their own advisory group

Survey Findings – Youth

Finding	Solution	Focus Area	
		Youth	Participation Rate
Lack of Transportation	Police and Citizens Youth Club (PCYC) Braking the Cycle Program	✓ 100% of Respondents rated Police and Citizens Youth Club and Braking the Cycle driving programs as appropriate solutions to addressing the issue of a lack of transportation for young people	N/A
	Learnt it	✓ 100% of Respondents rated the Learnt It programs as an appropriate solution for addressing the issue of a lack of transportation.	67% of Respondents agreed to help drive this solution with other Q-SEED members.
Non-Vocational Skills for Employment	Deliver Pre-Employment Training Programs	✓ 100% of Respondents rated pre-employment training programs as an appropriate solution for addressing the issue of non-vocation skills for Employment of young people.	33% of Respondents agreed to help drive this solution with other Q-SEED members.
Negative perceptions of young people held by employers and the community	Isolate the negative perceptions	✓ 100% of Respondents rated isolating the negative perceptions of young people as an appropriate solution for addressing the issue of negative perceptions of young people held by employers and the community.	100% of Respondents agreed to help drive this solution with other Q-SEED members.
	Delivering inclusive employment seminars/ webinars	✓ 100% of Respondents rated delivering inclusive employment seminars/webinars programs as an appropriate solution for addressing the issue of negative perceptions of young people held by employers and the community.	100% of Respondents agreed to help drive this solution with other Q-SEED members.
	Advertisements	✓ 67% of Respondents rated advertisement programs as an appropriate solution for addressing the negative perceptions of young people held by employers and the community	50% of Respondents agreed to help drive this solution with other Q-SEED members.
Youth Engagement and Expectations	Campaigning	✓ 100% of Respondents rated campaigning programs as an appropriate solution for youth engagement and expectations	100% of Respondents agreed to help drive this solution with other Q-SEED members.
Mental Health and Wellbeing	Employers developing a Mental Health Pledge	✓ 100% of Respondents rated employers developing a mental health pledge as an appropriate solution for addressing the issue of mental health and wellbeing amongst young people.	100% of Respondents agreed to help drive this solution with other Q-SEED members.
	Partnering with Mental health service providers	✓ 75% of Respondents rated partnering with mental health and wellbeing programs as an appropriate solution for addressing the issue of mental health and wellbeing amongst young people.	67% of Respondents agreed to help drive this solution with other Q-SEED members.
First Nations Disadvantage	Delivering inclusive employment seminars/ webinars	✓ 100% of Respondents rated addressing First Nations disadvantage and delivering inclusive employment education and training as an appropriate solution for addressing the issue of mental health and wellbeing for young people.	100% of Respondents agreed to help drive this solution with other Q-SEED members.
	Partnering with First Nations ESP's and Support services	✓ 100% of Respondents rated partnering with First Nations ESPs as an appropriate solution for addressing the issue of mental health and wellbeing for young First Nations people.	75% of Respondents agreed to help drive this solution with other Q-SEED members.

Additional Feedback	
Potential Action	Description
Connection with exiting organisations to avoid duplication and wasting time.	As far as I can see there has not been engagement key local organisations such as; TEL, Indigenous Youth Council etc. all who have visibility over the regional plans and employer networking for indigenous youth as an example. It might be helpful if you have a local advisory group working with you so that you can understand the ecosystems and who's who in our community and what work is already being done rather than duplicating efforts and wasting time.
Young People Advisory Group	Transport' can become a scapegoat that consumes focus and conversation. The mindsets around 'troublesome youth' or 'youth that don't want to work these days' are so strong in TSV now that no amount of campaigning will overcome these. Perhaps having a group of youth with lived experience of being excluded, left out, underestimated, and employers who pledge to employ these types of people...and an advisory group that can inform employers more...and employers who pledge to eliminate job descriptions that are full time, require drivers license, 5 years experience, etc...inclusion