

# **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**.



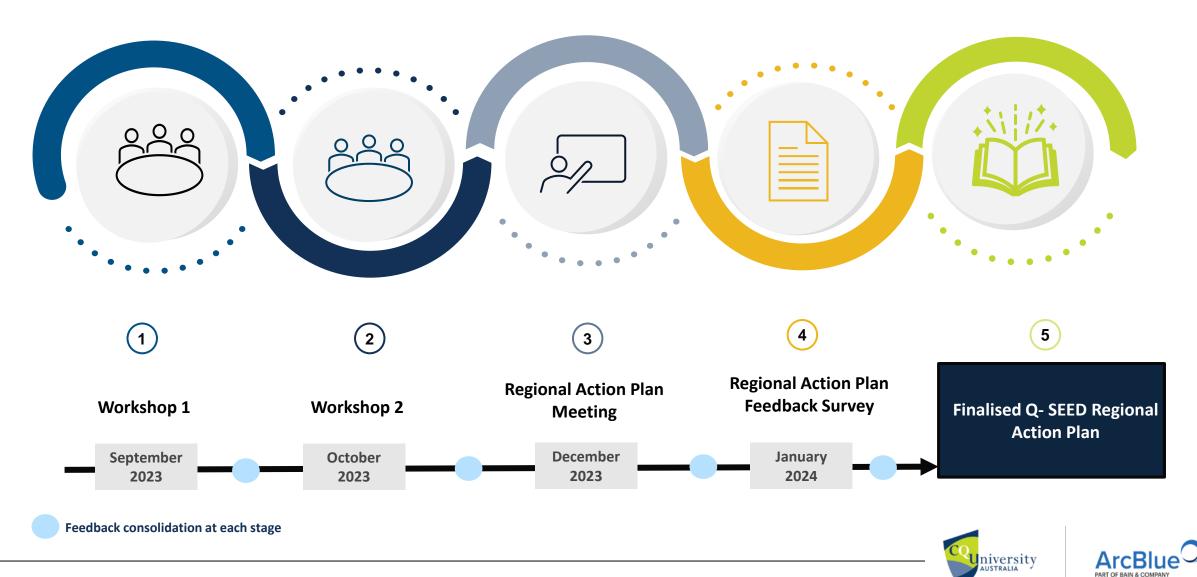
The Q-SEED Townsville Regional Action Plan sets out the **priorities** for **Q1-Q4 2024 and Q1-Q2 2025** to ensure work is underway to address the broader socio-economic challenges identified.







#### **Q- SEED Regional Action Plan Methodology**





# **Survey Findings – Procurement**

			Focus Area	
	Finding	Solution	Actions	Stakeholder Participation
P1	Restricted Pool of local suppliers	Mapping the ecosystem in selected sectors	<ul> <li>✓ Establish the Procurement Working Group (PWG) to understand the biggest challenges in accessing local suppliers.</li> <li>✓ Identify what sectors are the highest priority and create an action plan to address</li> </ul>	Procurement
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	<ul> <li>✓ Engage the Supplier Working Group (SWG) to understand the biggest issues in responding to procurement opportunities.</li> <li>✓ Create a hierarchy of issues and create a training plan to address each</li> <li>✓ Deploy the training plan and deliver</li> </ul>	Suppliers, ArcBlue, Smart Precinct
P3	Lack of supplier visibility in	Review Procurement supplier lists and local industry membership organisations to create a cohesive supplier list	<ul> <li>✓ 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)</li> <li>✓ Create list and design database</li> <li>✓ Determine the optimal place for database</li> </ul>	Procurement, ArcBlue
	the region	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	Q-SEED members, ICN, Industry bodies, government





Q-SEED Townsville Regional Action Plan

#### **Action Plan Timeline – Procurement**



					20	)24		20	25
ocus Areas	Findings	Solution	Targeted Action/s	Q1	Q2	Q3	Q4	Q1	Q2
P	1 Restricted Pool of	Mapping the ecosystem	Establish the Procurement Working Group (PWG) to understand the biggest challenges in accessing local suppliers.	0					
	local suppliers		Identify what sectors are the highest priority and create an action plan to address	•					
P	2	Establish a Local Supplier Working	Engage the Supplier Working Group (SWG) to understand the biggest issues in responding to procurement opportunities.	0—					
	administrative capability of local suppliers	administrative       Group (SWG), Develop supplier         administrative       'how to respond to procurement         capability of       program along with a         local suppliers       supplier mentorship model         Review Procurement supplier lists       and local industry membership         organisations to create a cohesive       supplier list         Lack of       Lack of	Create a hierarchy of issues and create a training plan to address each	0—					
ocurement	ent		Deploy the training plan and deliver		<b>O</b>			🖬	
P	<b>P3</b>		<ul> <li>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)</li> </ul>	<b>O</b>					
	Lack of		Create list and design database	0					
	supplier visibility		Determine the optimal place for database	0—					
			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	0			🔁		

- - - Ongoing Engagement

End





Q-SEED Townsville Regional Action Plan

Planning & Design



# **Survey Findings – Suppliers**

			Focus Area	
	Finding	Solution	Actions	Stakeholder Participation
S	Local suppliers	Develop a Supplier Hub to build capability and increase competitive advantage	<ul> <li>✓ Establish Supplier working Group (SWG)</li> <li>✓ Through activities in (P3) further develop the hub to include opportunities to increase completive advantage</li> <li>✓ Identify opportunities where suppliers are "missing out" and approach organisations to explore options and campaign for local buy</li> </ul>	Supplier Working Group, ArcBlue
51	other larger businesses	Identify Collaboration opportunities	<ul> <li>Work with PWG and SWG to identify opportunities where collaboration could be beneficial</li> <li>Create a database of suppliers interested in collaboration opportunities</li> <li>Create a calendar of events for businesses to explore collaboration opportunities</li> </ul>	Procurement Working Group, Supplier Working Group, ArcBlue
	Complicated	Identifying opportunities to simplify tender and procurement processes with PWG	<ul> <li>Connect with PWG to investigate opportunities to simplify and streamline tender process</li> <li>Advise on improvements and create implantation plan to action</li> </ul>	ArcBlue, PWG
S	tender and procurement processes	Supplier Capability Building	<ul> <li>✓ Engage with SWG to understand current capability constraints outside of P2 actions</li> <li>✓ Identify opportunities to uplift capability and design solution</li> <li>✓ Implement "Capability Boost" program</li> </ul>	ArcBlue, Smart Precinct
S	Limited exposure to local opportunities	Consolidated Q-SEED member procurement and project pipelines	<ul> <li>Consolidate all local opportunities on Supplier Portal</li> <li>Targeted events (P3) around local procurement opportunities</li> <li>Consider targeting selective procurement opportunities to ring fence local suppliers and advertise through the Q-SEED membership</li> </ul>	ArcBlue, Smart Precincts, SWG, PWG

## **Action Plan Timeline – Suppliers**



					20	24			.025
ocus Areas	Findings	Solution	Targeted Action/s	Q1	Q2	Q3	Q4	Q1	Q2
S1	1		Establish Supplier working Group (SWG)	<b>O</b> -					
		Develop a Supplier Hub to build capability and increase competitive	Through activities in (P3) further develop the hub to include opportunities to increase completive advantage	C→					· <b>F</b>
	Local suppliers	advantage	Identify opportunities where suppliers are "missing out" and approach organisations to explore options and campaign for local buy	0—					
	cannot compete with other larger businesses		Create a database of suppliers interested in collaboration opportunities		0				
		Identify Collaboration opportunities	Work with PWG and SWG to identify opportunities where collaboration could be beneficial	<b>O</b>	G	3			
			Create a calendar of events for businesses to explore collaboration opportunities	0-					
uppliers S2	2	tender and	Connect with PWG to investigate opportunities to simplify and streamline tender process	0—					
	Complicated		Advise on improvements and create implantation plan to action	•					
	procurement		Engage with SWG to understand current capability constraints outside of P2 actions		<b>O</b> ·				
			Identify opportunities to uplift capability and design solution		<b>O</b> ·		<mark>F</mark>		
			Implement "Capability Boost" program		<b>O</b>	()			
Sa	3		Consolidate all local opportunities on Supplier Portal		<b>O</b>				🗖
	Limited exposure to local	Consolidated Q-SEED member procurement and project pipelines	Targeted events (P3) around local procurement opportunities		<b></b>				
	opportunities	procurement and project pipennes	<ul> <li>Consider targeting selective procurement opportunities to ring fence local suppliers and advertise through the Q-SEED membership</li> </ul>		₿				🖬
egend:	Start	C Launch	Event						
	Planning & Desi	gn — — — Ongoing	Engagement End						
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#### **Survey Findings – Employers**

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





Q-SEED Townsville Regional Action Plan

#### **Action Plan Timeline – Employers**



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Focus Areas	Findings	Solution	Targeted Action/s	Q1	Q2	Q3	Q4	Q1	Q2
	E1	Employer Engagement	Establish the Employer Working Group (EWG) to understand the biggest challenges in retaining staff	0—	•				
		employer engagement	Create action plan to address the highest priority items		0—				
	Employers have challenges retaining staff	Leverage support from Employment	Connect with Local Jobs Facilitators to create a schedule and plan of engagement for Employment Service Providers (ESP's)		0				
		Service Providers (ESP)	Hold EWG and ESP round tables according to schedule		<b>_</b>		🔁		🔁
Employers	rs	Identify flexible working possibilities	Conduct an Inclusive employment maturity assessment workshop with specific training on flexible working and job carving opportunities	0—	•				
	E2		Engage with EWG to understand the biggest challenges in staff expectations and	0—					
	Employer expectations	Employer Engagement	Create action plan to address the highest priority items	0—					
	vs. reality	vs. reality	Socialise The Employer challenges with ESP's and develop training to roll out to job seekers on Employers expectations	O					
		Employment Service Provider	Connect job seekers to opportunities through ESP's			<b>O</b>	+		

 Legend:
 Start
 Q
 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
		Learnt it	✓ Create action plan and implement	organisations
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	<ul> <li>✓ Identify key stakeholders to participate in Youth workshop</li> <li>✓ Conduct intensive workshop with multiple stakeholders to identify current perceptions</li> <li>✓ Create strategies to address and enhance perception</li> <li>✓ Implement plan.</li> </ul>	CQU
¥4	Youth Engagement and Expectations	Determine current baseline of Youth Engagement and expectations to inform future actions	<ul> <li>✓ Identify key stakeholders to participate in Youth workshop</li> <li>✓ Conduct intensive workshop with multiple stakeholders to identify current expectations</li> <li>✓ Create strategies to address and enhance perception</li> <li>✓ Implement plan.</li> </ul>	CQU
		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
Y5	Mental Health		✓ Identify First Nations Employment Service Providers within the region	
	and Wellbeing	Partnering with First Nations ESP's and	✓ Develop strategies and initiatives with First Nations ESP's and employment bodies to engage and retain First Nations youth in employment	Employment Working Groups, ESP's
		Support services	<ul> <li>Engage with local schools to identify current First Nation programs for school leavers and explore potential Employer programs to transition from school to work</li> </ul>	ArcBlue, EWG, ESP

## **Action Plan Timeline – Youth**



					20	)24		20	25
Focus Areas	Findings	Solution	Targeted Action/s	Q1	Q2	Q3	Q4	Q1	Q2
(	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		0-				
		Learnt it	Create action plan and implement		0		-0		
	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		0				
			Identify key stakeholders to participate in Youth workshop			-			
	Y3 Negative Perceptions of	Isolate the negative perceptions of Youth and identify strategies to	Conduct intensive workshop with multiple stakeholders to identify current perceptions			<b>1</b> 3			
	young people	young people Youth engagement Population enhance Determine current baseline of Youth Engagement and expectations to inform future	Create strategies to address and enhance perception						
Youth			Implement plan			U			
routin			□ Identify key stakeholders to participate in Youth workshop			-			
			Conduct intensive workshop with multiple stakeholders to identify current expectations	0					
	and expectations		Create strategies to address and enhance perception						
			Implement plan		0	<b>0</b>			
		Employers developing a	Identify First Nations Employment Service Providers within the region						
	Y5 Mental health and well-being	Mental Health Pledge in partnership with Mental HealthIMental healthService Providers	Develop strategies and initiatives with First Nations ESP's and employment bodies to engage and retain First Nations youth in employment		<b>O</b>	<b>-</b>			
		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		<b>O</b> —				





Start

Planning & Design

Legend:

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Launch

End

Event

#### **Survey Findings – Procurement**



		Focus Area	
Finding	Solution	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.	<b>50%</b> of Respondents agreed to help drive this solution with other Q-SEED members.
	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	<b>67%</b> of Respondents agreed to help drive this solution with other Q-SEED members.
Limited administrative capability of local suppliers	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.	<b>83%</b> of Respondents agreed to help drive this solution with other Q-SEED members.
	Develop a supplier mentorship program	<ul> <li>100% of Respondents rated developing a supplier mentorship program as an appropriate solution to addressing the limited administrative capability of local suppliers.</li> </ul>	<b>50%</b> of Respondents agreed to help drive this solution with other Q-SEED members.
	Deliver 'meet the buyer' networking events	<ul> <li>100% of Respondents rated hosting meet the buyer events as an appropriate solution to addressing a lack of supplier visibility.</li> </ul>	<b>83%</b> of Respondents agreed to help drive this solution with other Q-SEED members.
Lack of supplier visibility in the region	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.	<b>80%</b> 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.	<b>100%</b> of Respondents agreed to help drive this solution with other Q-SEED members.

#### **Survey Findings – Suppliers**



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



		Focus Area	
Finding	Solution	Employers	Participation Rate
Faultaine bain	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.	<b>100%</b> of Respondents agreed to help drive this solution with other Q-SEED members.
Employers have challenges retaining local staff	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.	<b>100%</b> of Respondents agreed to help drive this solution with other Q-SEED members.
	Identify flexible working possibilities		<b>100%</b> of Respondents agreed to help drive this solution with other Q-SEED members.
Employer expectation	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.	<b>100%</b> of Respondents agreed to help drive this solution with other Q-SEED members.
vs. reality	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.	<b>100%</b> of Respondents agreed to help drive this solution with other Q-SEED members.
Access to employment &	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.	<b>100%</b> of Respondents agreed to help drive this solution with other Q-SEED members.
training	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.	<b>100%</b> 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**



		Focus Area		
Finding	Solution	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.	<b>67%</b> 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.	<b>33%</b> 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.	<b>100%</b> 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.	<b>100%</b> 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	<b>50%</b> 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	<b>100%</b> 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.	<b>100%</b> 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.	<b>67%</b> 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.	<b>100%</b> 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.	<b>75%</b> 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 peopleand an advisory group that can inform employers moreand employers who pledge to eliminate job descriptions that are full time, require drivers license, 5 years experience, etcinclusion	