



PROJECTS



# Namoi Workforce Attraction and Retention Strategy - Appendices & Supporting Resources

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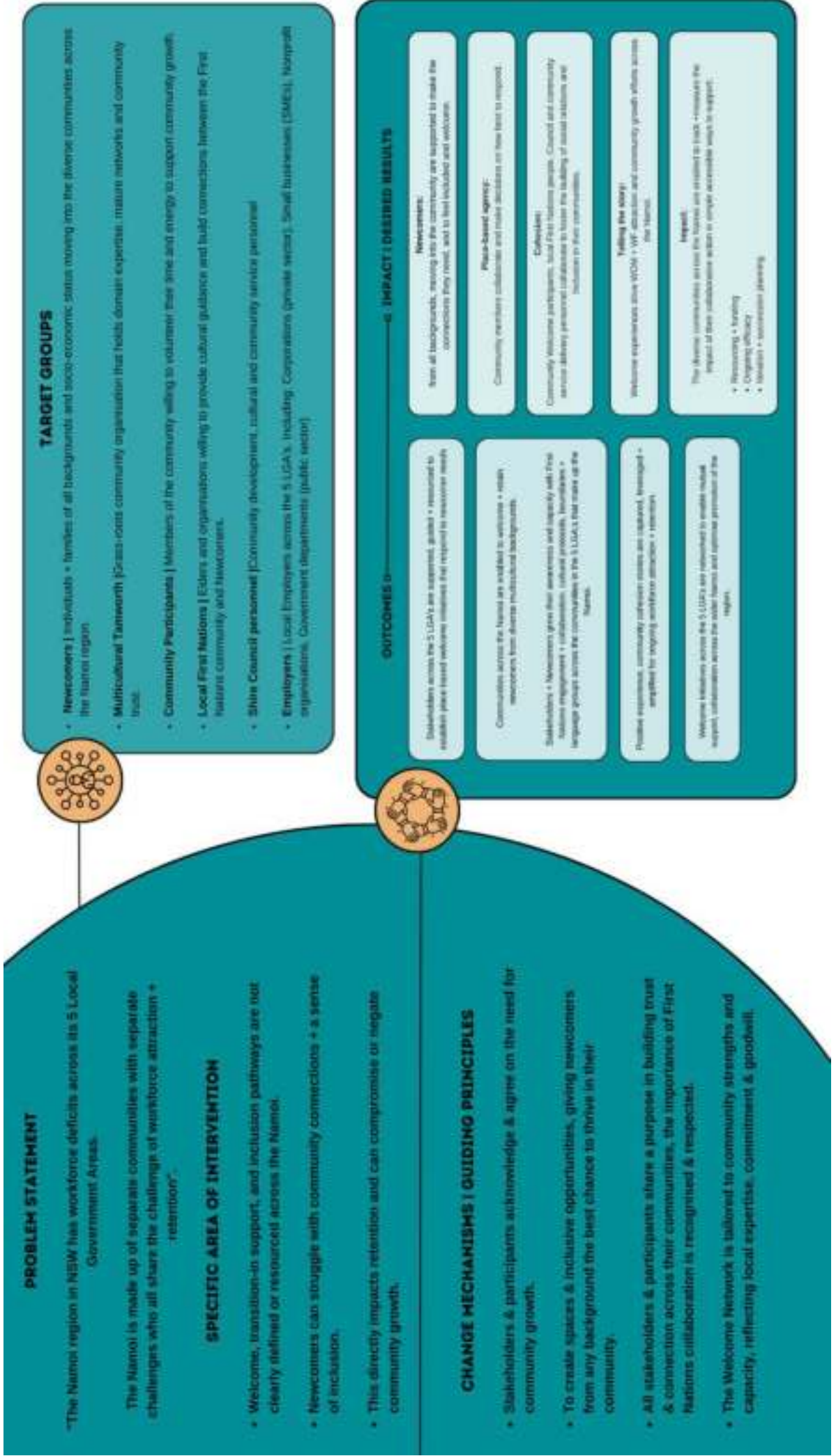
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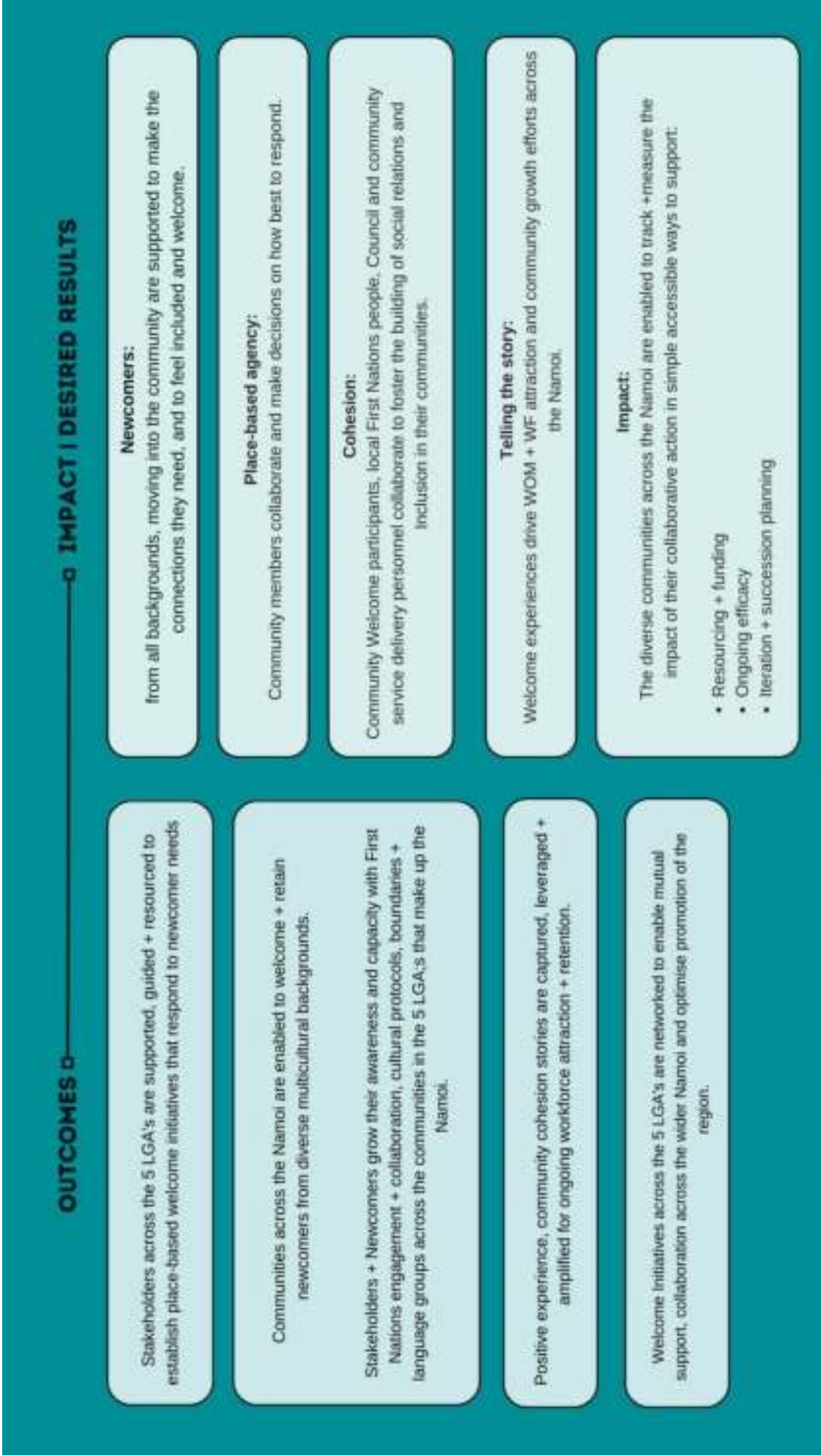


# APPENDIX 1 - NAMOI WELCOME NETWORK: THEORY OF CHANGE, OUTCOMES AND ACTIVITIES

## Theory of Change



**APPENDIX 1 - NAMOI WELCOME NETWORK: THEORY OF CHANGE, OUTCOMES AND ACTIVITIES**  
*Outcomes and impact*



**Outcome 1. | Stakeholders across the 5 LGA's are supported, guided, and resourced to establish place-based welcome initiatives that respond to newcomer needs.**

<b>Short Term:</b> [Moving awareness and Knowledge]	<b>Medium Term:</b> [Enabling]	<b>Long Term:</b> [Change of Behaviour / outcome enters the norm]	<b>Relevant Impact</b>
<p><b>1. Target group engagement</b></p> <p>Welcome Activator/ MCT/ Council Personnel/FN /Employers/ Sector and industry groups.</p> <ul style="list-style-type: none"> <li>Briefing on Welcome Strategy direction</li> <li>Scoping of buy-in, capacity of key target groups</li> <li>Briefing on Welcome Strategy direction</li> <li>Theory of Change workshop</li> <li>Briefing on Welcome Framework Elements and Establishment Roadmap.</li> </ul> <p>Namoi Welcome Network Working Group established:</p> <p>Convened and managed by the Welcome Activator / Namoi Unlimited</p> <p>Purpose: to provide support, resources, and connections to the Welcome Activator throughout the development of the pilot and subsequent iterations of each node of the Namoi Welcome Network:</p> <ol style="list-style-type: none"> <li>Council representative from each LGA</li> <li>Multicultural Tamworth</li> <li>Employer / sector representatives</li> <li>First Nations Representatives</li> <li>Relevant local business representatives</li> </ol>	<p><b>1. Comprehensive review</b></p> <p>Welcome Activator conducts a review of existing welcome collateral, events, and processes in each of the 5 LGA's.</p> <ul style="list-style-type: none"> <li>Supported by: MCT and Council Personnel</li> <li>Identifying collateral, assets, processes, and events that have been successful and can be strengthened or built out in each node of the Namoi Welcome Network</li> <li>Identifying existing Welcome Infrastructure- or physical places and assets across the Namoi where newcomers tend to seek support to address their needs.</li> </ul> <p><b>2. Planning and Discovery-</b></p> <p>Commence the development of a pilot community led welcome service by utilising the <b>Namoi Welcome Framework</b> toolkit, developed specifically for communities across the Namoi. [Tamworth]</p> <p><b>4. Initial Resourcing:</b></p> <p>Welcome Activator, MCT personnel and other stakeholders supported and resourced to enable the delivery of the first node or pilot iteration [Tamworth]</p> <p><b>5. Community Engagement</b></p> <p>Community Engagement is undertaken to support the initial pilot of the Namoi Welcome Network</p> <ul style="list-style-type: none"> <li>Targeted Community briefings</li> <li>Volunteer EOI process to identify community participants.</li> </ul>	<p><b>1. Implementation:</b></p> <p>Initial pilot iteration established in Tamworth [Tamworth Welcome Network]</p> <p><b>2. Welcome Network iteration:</b></p> <p>The second node is established in Gunnedah.</p> <p><b>3. Welcome Network Iterations</b></p> <p>Subsequent nodes are developed in Gwydir /Walcha / Liverpool Plains</p>	<ul style="list-style-type: none"> <li>Newcomers: from all backgrounds, moving into the community are supported to make the connections they need, and to feel included and welcome.</li> <li>Place-based agency: Community members collaborate and make the decisions on how best to respond.</li> <li>Cohesion: Community Welcome participants, local First Nations people, Council and community service delivery personnel collaborate to foster the building of social relations and inclusion in their communities.</li> </ul>



**Outcome 2.1 | Communities across the 5 LGA's are enabled to welcome and retain newcomers from diverse multicultural backgrounds.**

Short Term: [Moving awareness and Knowledge]	Medium Term: [Enabling]	Long Term: [Change of Behaviour / outcome enters the norm]	Relevant Impact
<p><b>1. Setting Up for Migration:</b></p> <p>Across the 5 LGAs all existing Multicultural Community mapping reviewed and strengthened</p> <ul style="list-style-type: none"> <li>Consideration is given to Newcomer's primary needs when transitioning into a regional community.</li> <li>I.e.: Housing / Educational/ Childcare / Language support.</li> </ul>	<p><b>1. Resourcing, consolidating, and bolstering Multicultural Tamworth as an asset to the wider Namoi region.</b></p> <ul style="list-style-type: none"> <li>Direct funding contributions considered.</li> <li>In-kind support</li> <li>Resourcing and resource sharing.</li> </ul> <p><b>2. Establishment of a secure, live, source of truth, information management plan for resources and data relating to Multicultural communities present in the Namoi</b></p> <ul style="list-style-type: none"> <li>Secure and can be updated and accessed by relevant stakeholders.</li> <li>Enabling tracking of established and emerging multicultural communities</li> <li>Identifying Community leaders/ active groups / events/ meetings and activations</li> </ul> <p><b>3. [Of process] Establishment of a multicultural advisory committee to Namoi Unlimited and the 5 Shire Councils</b></p>	<p><b>1. Establishment of a multicultural advisory committee to Namoi Unlimited and the 5 Shire Councils</b></p> <p><b>2. Newcomers from diverse backgrounds are supported, connected, and resourced while transitioning into communities across the Namoi Welcome Network.</b></p> <ul style="list-style-type: none"> <li>Supported in culturally appropriate ways.</li> <li>Connected with others from their own or similar cultural backgrounds.</li> <li>Resourced: appropriate referrals and connections provided, so that newcomers are able to access the resources they need to stay for the long term- (i.e.: Halal food, English language classes, places of worship etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Newcomers from all backgrounds, moving into the community are supported to make the connections they need, and to feel included and welcome.</li> <li>Impact: The diverse communities across the Namoi are enabled to track and measure the impact of their collaborative action in simple accessible ways to support:                         <ul style="list-style-type: none"> <li>Resourcing and funding</li> <li>Ongoing efficacy</li> <li>Iteration and succession planning</li> </ul> </li> </ul>

**Outcome 2.2 | Newcomers and Stakeholders grow their awareness and capacity with First Nations engagement and collaboration, cultural protocols, boundaries and language groups across the communities in the 5 Local Government Areas that make up the Namoi.**

Short Term: [Moving awareness and Knowledge]	Medium Term: [Enabling]	Long Term: [Change of Behaviour / outcome enters the norm]	Relevant Impact
<p><b>1. Target group engagement</b></p> <p>Welcome Activists/ MCT/ Council Personnel/FN /Employers/ Sector and industry groups/ Namoi Welcome Network Working group</p> <p>Establishment of approach and protocols for First Nations Engagement within the Namoi Welcome Network in its:</p> <ul style="list-style-type: none"> <li>Establishment of the pilot</li> <li>Subsequent iteration</li> <li>Ongoing operation</li> </ul> <p><b>2. Development of Namoi Welcome Network Working Group Terms of Reference for First Nations engagement.</b></p> <p>To enable:</p> <ul style="list-style-type: none"> <li>Identification of pathways to build connections between Newcomers and First Nations communities across the Namoi.</li> <li>A commitment to identifying mechanisms and opportunities are built, to involve and centre First Nations, perspectives in community welcome.</li> <li>A commitment to respecting the capacity of First Nations organisations and community to be involved in the Namoi Welcome Network</li> </ul>	<p><b>1. Culturally appropriate community engagement with First Nations Elders and organisations across the Namoi:</b></p> <p>Briefings held covering:</p> <ul style="list-style-type: none"> <li>Welcome Strategy</li> <li>Namoi Welcome Framework</li> <li>Theory of Change</li> <li>NWNN Terms of reference for FN engagement</li> <li>Scoping of buy-in, capacity for FN involvement Pilot iteration (Tamworth)</li> </ul> <p><b>2. Planning and Discovery:</b></p> <ul style="list-style-type: none"> <li>Ongoing consultation and development of further opportunities for First Nations involvement in the pilot iteration (Tamworth).</li> </ul>	<p><b>1. All 5 nodes of the Namoi Welcome network (NWNN) have FN approved cultural awareness training, experiences, and activities available to Newcomers.</b></p> <p><b>2. All 5 nodes of the NWNN have respectful engagement and are building relationships with FN Elders, LALCs and local FN organisations.</b></p> <p><b>3. Local FN communities and businesses are participating in community welcome in partnerships with the MWN in ways that are meaningful and appropriate for them.</b></p> <p><b>4. Positive stories of cross-cultural sharing and collaboration between FN communities and Newcomers are shared across the 5 LGAs and externally</b></p>	<ul style="list-style-type: none"> <li><b>Cohesion:</b> Community Welcome participants, local First Nations people, Council and community service delivery personnel collaborate to foster the building of social relations and inclusion in their communities.</li> <li>Newcomers from all backgrounds, moving into the community are supported to make the connections they need, and to feel included and welcome.</li> <li><b>Place-based agency:</b> Community members collaborate and make the decisions on how best to respond.</li> <li><b>Tell the story:</b> Welcome experiences drive WOM and WF attraction and community growth efforts across the Namoi.</li> </ul>

**Outcome 3. | Positive experience, community cohesion stories are captured, leveraged, and amplified for ongoing WF attraction and retention.**

Short Term: [Moving awareness and Knowledge]	Medium Term: [Enabling]	Long Term: [Change of Behaviour / outcome enters the norm]	Relevant Impact
<p>1. Welcome Activator in collaboration with MCI/ Council Personnel review existing case studies, media stories and advertising collateral related to:</p> <ul style="list-style-type: none"> <li>• Reviewers transitioning into the 5 communities across Namoi region.</li> <li>• Multicultural events and activations are held in the communities across the Namoi.</li> <li>• The unique attributes and personas of the communities across the Namoi region.</li> </ul> <p>2. Simple templates and processes developed in alignment with the Namoi WF Attraction and retention marketing strategy, to assist in capture of good news stories, case studies and social media collateral.</p>	<p>1. Establishment of the Namoi Welcome Network Social Media Channels - [ Managed by the Welcome Activator ]</p> <ul style="list-style-type: none"> <li>• Facebook / LinkedIn / Instagram</li> <li>• Focused on elevating and amplifying good news stories around the following 4 pillars:                             <ol style="list-style-type: none"> <li>i. Newcomer Profiles</li> <li>ii. Community stories from across the Namoi, focused on Inclusion, belonging and community cohesion.</li> <li>iii. Multicultural communities present in the region.</li> <li>iv. Promotion of community events/ special interest groups/ service delivery organization offerings/ recreational opportunities, events, and amenities.</li> </ol> </li> </ul> <p>2. A central point is established where raw content from each node of the Namoi Welcome Network can be aggregated, finalised, published and archived.</p> <p>3. Scoping / EOI / Engagement for local volunteers/ community participants who can assist with social media content, case studies, images, videos.</p> <p>4. Development of a Namoi Welcome Network specific Media release form.</p>	<p>1. Namoi Welcome Network Social channels posting regularly</p> <p>2. Published and finalised content is on hand, easily accessible, and able to be shared, amplified, and repurposed by aligned stakeholders and relevant media including but not limited to:</p> <ul style="list-style-type: none"> <li>• Councils across the 5 local government areas</li> <li>• Employers, Sector and industry groups</li> <li>• Recruitment Services</li> <li>• State and Federal Government</li> <li>• Education providers</li> <li>• Health providers</li> <li>• Local media</li> <li>• National media</li> </ul>	<ul style="list-style-type: none"> <li>• Tell the story: Welcome experiences drive WOM and WF attraction and community growth efforts across the Namoi.</li> </ul>

**Outcome 4. | Welcome Initiatives across the 5 LGA's are networked to enable mutual support and collaboration across the wider Namoi.**

Short Term: [Moving awareness and Knowledge]	Medium Term: [Enabling]	Long Term: [Change of Behaviour / outcome enters the norm]	Relevant Impact
<p>1. Evaluation of Pilot Iteration [Taskwork] after 3-4 months of operation. Reviewing and evaluating:</p> <ul style="list-style-type: none"> <li>• Established newcomer pathways and engagement.</li> <li>• Newcomer facing collateral and assets.</li> <li>• Community participants facing collateral and assets.</li> <li>• Community mapping and Welcome Infrastructure identified and utilised.</li> <li>• Pilot Iteration information management and data collection processes</li> <li>• Newcomer experience and feedback</li> <li>• Community participant experience and feedback</li> </ul> <p>2. Learnings utilised to identify a viable approach to network the 5 nodes of the Namoi Welcome Network including:</p> <ul style="list-style-type: none"> <li>• Appropriate CRM system</li> <li>• Required processes and protocols.</li> <li>• Reporting framework</li> <li>• Costings and potential funding sources and sustainability</li> </ul>	<p>1. Development and implementation of central strategy and mechanisms for:</p> <ul style="list-style-type: none"> <li>• Information capture, management and sharing.</li> <li>• Collateral, asset and resource sharing across the Welcome Network established in the 5 LGA's.</li> <li>• A central strategy and information management plan for multicultural specific resources and data related to diverse influx.</li> <li>• Aggregate reporting across the 5 nodes of the Namoi Welcome Network [NWN]</li> </ul> <p>2. Establishment of a regular cadence of meetings for representatives from each of the nodes of the NWN</p> <p>3. Establishment of an appropriate cadence of stakeholder meetings in each LGA / node, and across the entire NWN if warranted.</p> <p>4. EOI process   Establishment of a multicultural advisory committee to Namoi Unlimited and the 5 Shire Councils</p>	<p>1. Regular reporting cycles established across the 5 nodes of the NWN.</p> <p>2. Regular sharing of collateral and resources across the Namoi Welcome Network.</p> <p>3. Data relevant to newcomer influx can be aggregated across the 5 LGA's.</p> <p>4. Establishment of a Multicultural Advisory Committee to Namoi Unlimited and the 5 Shire Councils.</p> <p>5. Positive stories of welcome and inclusion are amplified and leveraged for ongoing WF attraction.</p>	<ul style="list-style-type: none"> <li>• Impact: The diverse communities across the Namoi are enabled to track and measure the impact of their collaborative action in simple accessible ways to support:                             <ul style="list-style-type: none"> <li>• Resourcing and funding</li> <li>• Ongoing efficacy</li> <li>• Iteration and succession planning</li> </ul> </li> <li>• Place-based agency: Community members collaborate and make the decisions on how best to respond.</li> <li>• Tell the story: Welcome experiences drive WOM and WF attraction and community growth efforts across the Namoi.</li> </ul>

## APPENDIX 2 - NAMOI WELCOME NETWORK: WELCOME ACTIVATOR

### *Namoi WF Attraction and Retention Strategy | The Welcome Activator*

#### **A Welcome Activator role should be established to drive the development and implementation of the Namoi Welcome Network.**

Council community development personnel, local community groups, service providers and other potential collaborators all have their own existing priorities and commitments. While people are enthusiastic regarding community growth and newcomer influx, a welcome service that is inclusive, well designed, repeatable, and sustainable, requires a lead community development worker, who will drive the establishment of the pilot and then the subsequent nodes in the Welcome Network.

Based on the consultations and research it is evident that the communities across the Namoi are by nature, highly collaborative and generous with their time and skills. To harness this, a central coordination role is imperative. Community participants, employers and other stakeholders need clarity, structure, and auxiliary support to enable their involvement and continued buy-in.

#### **Position Overview:**

The Welcome Activator would guide the target groups through the processes outlined in the Namoi Welcome Framework and manage the end-to-end planning and implementation of each of the welcome service nodes across the Namoi Welcome Network.

The role could be part-time initially during the early-stage engagement, community and asset mapping activity required in the development, planning and establishment of the pilot; then scaled up as subsequent welcome service nodes became operational.

#### **RESPONSIBILITIES**

##### **THE WELCOME ACTIVATOR WOULD LEAD:**

- Identified target group engagement.
- Wider community engagement strategy and tactics
- Stakeholder engagement and relationship management.
- Planning and development activities for the pilot and subsequent welcome service nodes
- Administrative management of the networked welcome service nodes across the Namoi Welcome Network

##### **THE WELCOME ACTIVATOR WOULD SUPPORT:**

- Auxiliary support for meetings, workshops, and information sessions, activations, and events
- First Nations engagement with guidance from key First Nations community workers (local and state level), LALC and Elders.

##### **Also community participant, employer, and other stakeholder collaboration, by ensuring:**

- Communications and collateral are clear and user friendly.
- Developed assets and outputs meet the needs of service users, participants, and stakeholders.

##### **THE WELCOME ACTIVATOR WOULD INFORM:**

- Responsible for effective community and stakeholder engagement communications
- Clear, effective, and timely information provision at each stage of the project
- Project advocacy
- Presenting and group facilitation.

##### **THE WELCOME ACTIVATOR WOULD COORDINATE:**

- Stakeholder meetings, roundtables, information sessions and workshops focused on the development and implementation of the pilot and subsequent welcome service nodes
- Collaboration with local and state government, employers, sector groups and community service providers
- The dissemination of information in alignment with the project plan
- Development of resources and collateral for the welcome service nodes
- Provision of appropriate connections and referrals for target groups and other stakeholders in the development, planning and implementation stages of the Namoi Welcome Network
- Newcomer referral mechanisms into each of the welcome service nodes
- Onboarding and training activities for community participants.
- Project budgets and reporting across the Namoi Welcome Network.

## APPENDIX 2 - NAMOI WELCOME NETWORK: WELCOME ACTIVATOR

*Namoi WF Attraction and Retention Strategy | The Welcome Activator, continued...*

### SKILLS, KNOWLEDGE, AND ATTRIBUTES:

- Community engagement expertise, experience in the organization and support of community round tables, working groups, events, and information sessions.
- Experience, positive regard, and willingness to upskill, in engaging with First Nation stakeholders and communities.
- Experience or willingness to upskill, in engaging with CALD stakeholders and communities.
- Stakeholder relations expertise, ability to direct, manage and coordinate numerous, diverse stakeholders.
- Community and asset mapping skills
- Service delivery planning and implementation skills and understanding:
- The ability to analyse information and then design and implement clear logical processes to address issues affecting a broad range of stakeholders.
- Customer focused and results orientated.
- Solid time management skills and the ability to operate in a self-managed capacity.

### PRIORITY ROLE SPECIFIC SKILLS:

- Project management support
- Communications skills and experience suitable for a community-led initiative.
- Administration skills
- Customer/ stakeholder relations

### DESIRABLE SKILLS AND EXPERIENCE:

- Understanding and experience with Social Impact initiatives and reporting
- Understanding of current marketing and social media strategy and implementation.

### MANDATORY CHECKS

- Working with Children Check
- Police Clearance
- Probity checks

### REPORTING LINE:

- It is recommended that the Welcome Activator role reports into the **Namoi Unlimited Board and Executive Officer**, this reporting line could be augmented to include **executive staff representatives from the 5 Councils in the Namoi**.

### OPERATIONAL APPROACH + KEY FUNCTIONS





## APPENDIX 2 - COMMUNICATIONS AND PROMOTION STRATEGY - PROCESS AND IMPLEMENTATION GUIDANCE.

This appendix provides additional information to support development and implementation of the recommended communications and promotion strategy.

### TIMEFRAME:

A three-year (36 months) campaign is recommended.

### PROCESS GOALS:

The process goals required to achieve this Strategy are to:

- Approve and action the strategy and implementation plan.
- Establish a Communication and Marketing Steering Committee.
- Undertake audience identification.
- Identify stakeholders and champions from the local region.
- Identify education and training partners as spokespeople.
- Procure creative and marketing agency(s).
- Develop a full creative suite, campaign assets, information tools and resources.
- Develop a website to support the campaign.

### GOVERNANCE STRUCTURE:

To achieve Strategy outcomes, there will need to be clear governance structures that provide a level of autonomy to the communication and marketing staff, while also providing clear lines of authority and delegation. The following is required.

- Create a cross-functional steering committee and team with representatives from different areas, including communications, policy, management and the executive.
- Create a Terms of Reference for the steering committee.
- Define clear roles and responsibilities for each team member and establish a reporting hierarchy.
- Assign a project manager to oversee the Strategy and ensure that timelines and goals are met.
- Schedule regular meetings with senior executives of Namoi Unlimited to discuss progress and address any issues.

The role of the Namoi Unlimited in this governance structure and within the project will be to:

- Set up the Committee and act as Chair.
- Provide a secretariat for the Committee.
- Undertake or overseas all procurement and spending.
- Manage risk mitigation and the evaluation.

This approach mirrors the broader Workforce Attraction and Retention Strategy.

### GUIDING PRINCIPLES:

When enacting the Strategy, it will be vital to ensure we are always building trust and credibility. The following principles will be adhered to.

- Always be honest and transparent in all communication and marketing activity.
- Respect the privacy and data security of those who interact with the Strategy and its activities.
- Listen to stakeholder and worker feedback and take it into consideration when making decisions about communication and marketing.
- Use clear and concise language that is easy for everyone to understand.
- Be responsive and timely in all communications.
- Ensure accuracy and believability in all actions to build trust.

### tone and colour:

The tone for this Strategy is positive, optimistic, and proactive. It aims to highlight the potential opportunities that the region presents and the benefits of living and working there, while not glossing over the challenges.

Language should be warm, respectful, and empathetic, but also is professional.

## APPENDIX 2 - COMMUNICATIONS AND PROMOTION STRATEGY - PROCESS AND IMPLEMENTATION GUIDANCE.

### TONE AND COLOUR CONTINUED...

When communicating locally, it is important to be clear, concise, and transparent. The tone should be respectful and empathetic, acknowledging local concerns and needs while providing clear and accurate information.

When communicating with potential international workers, the tone should be supportive, encouraging, and positive. It is important to convey a sense of appreciation for their hard work and dedication while providing clear guidance and direction.

In both cases, it is important to use language that is appropriate for the audience, avoiding jargon or technical language, except when appropriate. Additionally, it is important to be consistent in tone across all communication to build trust and establish a sense of reliability.

### CHAMPIONS AND SPOKESPEOPLE:

**To enhance the Strategy, champions and spokespeople should be identified through the following channels:**

1. Internal: Look within Namoi Unlimited to identify individuals who are passionate about living in the region and have the skills and knowledge necessary to communicate effectively about it. These could be executives, managers, or employees who are directly involved in the program.
2. External partners: Look for potential partners who have a vested interest in the initiative and could be vocal advocates for it. This could include industry associations, trade groups, business leaders, community organisations, education and training institutions, local government representatives or other stakeholders that engage in the industry groups created to support the reconstruction.
3. Identify people who have moved to the region from the identified key countries, who would be willing to be case studies regarding a positive experience of living in the Namoi area.
4. Social media: Use social media channels to identify influencers who are already talking about similar issues and might be interested in promoting Namoi, especially overseas.
5. Volunteers: Consider recruiting local volunteers, especially young locals, from within the community who are passionate about the initiative and willing to act as ambassadors, or assist with rolling out the program, or undertake internships associated with the Strategy.

When identifying champions and spokespeople, it's important to consider their credibility, expertise, and ability to communicate effectively to audiences. Once you have identified potential champions and spokespeople, it will be important to work with them to develop messaging and training that aligns with this Strategy.



## APPENDIX 2 - COMMUNICATIONS AND PROMOTION STRATEGY - PROCESS AND IMPLEMENTATION GUIDANCE.

### CHANNEL STRATEGY

The following channels will be effective in reaching all audiences and encourage participation in the reconstruction. The timing for this is outlined in the Implementation Plan (attached).

### WEBSITE

To begin, an overarching website is required as a 'one-stop-shop' and source of all truth for the Strategy and associated campaign. This overarching website will serve as a central hub for the Strategy and the place where all communications and marketing activity will point.

The website will include information about the Namoi region, including employment opportunities and information about the community. It can act as a member's hub for local stakeholders as well as a referral pathway for welcome and settlement support programs. The website will include:

1. **Homepage:** The homepage will feature an overview of the strategy and initiatives, highlighting the opportunities available in the Namoi region and the various industries and sectors being targeted. It will have a carousel function, to allow for different target audiences to be specifically reached during the campaign.
2. **About Us:** This section will provide more detailed information about the Strategy and the organisations involved in the effort. This section will acknowledge Namoi Unlimited.
3. **Subscribe to Our Newsletter:** This will build a data base of interested people and organisations and create follow-up information pathways. It is recommended two newsletters being created, one for locals, distributed every couple of months and one for potential migrants, delivered monthly.
4. **Job Board:** A job board will be included to list available job openings and connect job seekers with potential employers.
5. **Namoi Welcome Network:** Provides a description of the welcome network, contact details and a referral mechanism.
6. **Success Stories:** This section will highlight the success stories of workers and businesses from key country markets, showcasing the opportunities and benefits of working in the region. This will also act as an area to upload media releases and media mentions. This area may also provide in-language case studies.
7. **Resources:** This section will provide useful resources for workers and businesses, such as information about housing, transportation, and training opportunities.
8. **Contact Us:** A contact us page will be included to allow visitors to easily get in touch with the organisations involved in the effort. The contact us page will need to connect to a dedicated resource, most likely from Namoi Unlimited.
9. **Members areas:** This will be a login area where industry and businesses can share information, read about tenders, seek training opportunities and mentoring, explore event details and participate in discussion forums.

In addition, the following activities will be utilised as part of the campaign.

### SOCIAL MEDIA

Social media will be the key channels for outreach to specific regions and countries. Social media advertising, in-language, will be created and uploaded with targeted ad spend. There is a need for programmatic advertising that promotes localised case studies from individuals and families from the targeted regions, specifically in the target regions.

This will drive traffic to the website, especially the welcome and settlement page. The programmatic approach will be based on the following social media preferences for the identified key source countries (based on research from 2023). In addition, collaboration with in-country stakeholders will be vital, with content provided to them, to share on local channels (especially where social media preferences are specific to the region).

## APPENDIX 2 – COMMUNICATIONS AND PROMOTION STRATEGY – PROCESS AND IMPLEMENTATION GUIDANCE.

### SOCIAL MEDIA | CONTINUED...

India	<ul style="list-style-type: none"> <li>WhatsApp</li> <li>Instagram</li> <li>Facebook (incl. FB Messenger)</li> </ul>
Tonga	<ul style="list-style-type: none"> <li>Facebook (incl. FB Messenger)</li> <li>LinkedIn</li> </ul>
Fiji	<ul style="list-style-type: none"> <li>Instagram</li> <li>Facebook (incl. FB Messenger)</li> <li>LinkedIn</li> </ul>
Philippines	<ul style="list-style-type: none"> <li>Tik Tok</li> <li>Instagram</li> <li>Facebook (incl. FB Messenger)</li> </ul>
Nepal	<ul style="list-style-type: none"> <li>Instagram</li> <li>Facebook (incl. FB Messenger)</li> </ul>
Vietnam	<ul style="list-style-type: none"> <li>Facebook</li> <li>Zalo</li> <li>YouTube</li> <li>Tik Tok (Gen Z+)</li> <li>Instagram (Gen Z+)</li> </ul>
Vanuatu	<ul style="list-style-type: none"> <li>Facebook (incl. FB Messenger)</li> </ul>

### COUNTRIES & DOMINANT SOCIAL PLATFORMS



In addition, the campaign will require the creation of a Facebook business page, an Instagram account and a LinkedIn business page specific to the campaign.

#### The follow post frequency is recommended:

- Facebook – twice weekly
- Instagram – four times a week
- LinkedIn – weekly

### OTHER CHANNELS

In addition to social media, the following channels have been identified as key to this Strategy.

Channel	Recommendation
Print advertising	As part of relationship building with in-country recruitment firms and tourism bodies, the campaign will place paid advertisements in relevant publications, both online and offline, to raise awareness of the opportunities available in the region.
Radio	Radio advertising and radio reads will be used in Namoi to reach locals.
Email marketing	Two regular monthly or bi-monthly EDMs will be created, as outlined in the website activity above.
Video marketing	Video case studies will be created that showcase migrants living in the region. They will highlight success stories and share information about the opportunities available in the sector. These will be 30 seconds to a minute in length. These are to be shared on social media or at events.
Online and local events	<p>Events will be used for three main reasons.</p> <p>One, to engage with locals on the Strategy and, Two, to provide information session for potential migrant workers.</p> <p>Local event, focussed on locals, should be held at the beginning of the campaign, and then every three months.</p> <p>Online events for workers outside of the region should occur every 2-3 months.</p> <p>Physical events, as part of welcome and settlement programs should be held in line with major influxes of migrants.</p> <p>These events will be promoted on the website, and through EDMs.</p>
Industry events and conferences	Opportunities will be sought to participate in international industry events and conferences on an ad hoc basis.
Public relations	The Strategy will work with local media to promote the arrival of new workers in a positive light. These can be supplemented by paid 'sponsored content'.
Brochures, flyers and other collateral	Brochures, flyers and other collateral will be used to provide 'take home' materials to be sent through to in country recruitment firms and tourism bodies, in-language.

## APPENDIX 2 – COMMUNICATIONS AND PROMOTION STRATEGY – PROCESS AND IMPLEMENTATION GUIDANCE.

### CREATIVE, ASSETS, INFORMATION TOOLS AND RESOURCES

To activate this Communication and Marketing Strategy, the following assets are recommended below. The timeline for using these is outlined in the Implementation Plan.

#### VISUAL IDENTITY:

Develop a visual identity that reflects the values and goals of the Strategy to create a cohesive and recognisable brand. This includes a logo, colour palette, typography, and other design elements. This will need to be aligned with the current Namoi branding and within government guidelines and should be applied to the website and all collateral.

#### BRAND GUIDELINES:

Develop a set of brand guidelines, and a style guide, to ensure consistency in the use of the visual identity across all channels and materials.

#### INFORMATIONAL MATERIALS:

Develop informational materials to raise awareness and provide useful information about the Namoi region, the construction sector, and the opportunities available. The following are recommended:

- 1) One-to-two-page fact sheet (for events)
- 2) Trifold brochure (in various languages)
- 3) Template for media release, media alert (for PR)
- 4) Templates spec'd for advertising (traditional)

#### DIGITAL ASSETS:

Develop the following digital assets for the campaign:

- 1) Website
- 2) Social media tiles
- 3) EDM template
- 4) Info graphics
- 5) Interactive maps of the region
- 6) Virtual tours of the region
- 6) Other digital information about the region
- 7) Video content (30 sec, 1 min, 5 min) showcasing case studies a (for social media)
  - Including local stories of individuals and families form the target regions, and
  - Local business leaders with workers form the target regions.
- 8) Templates spec'd for advertising (digital)



## APPENDIX 3- A SNAPSHOT OF EXISTING HEALTH AND EDUCATION SECTOR INCENTIVES

This section provides an overview of the complex mix of incentives in place for health and education workers in the Namoi region. This is not intended to be an exhaustive list but to show the spread of support already available.

### INCENTIVES FOR HEALTH AND EDUCATION PROFESSIONALS

In addition, the region's **Primary Health Network (PHN) Advisory Committee** runs professional development workshop and is proactively looking at workforce attraction and retention issues from a smaller community perspective. The following points reflect the challenges and opportunities across that PHN client base:

- Smaller communities don't have the same level of services as in Tamworth.
- Size of the town generally has little effect on spread of allied health services e.g., a podiatrist having enough patients to make a practice viable.
- Nurses attracted to smaller towns by potential career prospects in the region e.g., start in Gunnedah then move to Tamworth for a promotion.
- Nursing roles in GP clinics are relatively stable.
- PHN encouraging connection between health service providers and different groups such as local chambers of commerce.

PHN has a dedicated Events Team which organises events based on feedback from local Community Advisory Committees and a Clinical Council. The networking benefit of education events, such as the Stroke workshops held in Armidale and Moree, are a focal point that bring different disciplines together and build a collegiate approach to delivering better patient outcomes.

Anecdotal evidence suggests that there may be further benefits from these events in terms of retention as a person's circle of professional contacts grows. Where both partners are in employment, this also improves the chance of people staying in the region.

**NSW Health**, through the Health Education and Training (Initiative) HETI, provides learning programs for nurses and allied professionals working in rural and remote health settings including:

- **Rural Nursing Pathways in Practice (RNPIP)** <sup>[5]</sup>, is an education and professional development program comprising six e-learning modules for nurses of all levels to review and reinforce the core clinical assessment skills.
- **Rural Generalist Nurse Program** – incorporates two Learning Pathways, two modules and a game that relate to different areas of practice relevant to the rural generalist nurse.
- **Inter-Professional Seminar Series** for rural generalists, nurses, allied health providers and rural-based students.

**Imagine Rural**, is a dedicated information and jobs board covering 228 public hospitals and hundreds of health facilities across rural and regional NSW <sup>[6]</sup>.

### TEACHER INCENTIVES

The NSW Government, through the Department of Education, administers the Teacher Supply Strategy. This includes the **Rural and remote teacher incentives and scholarships** providing a suite of financial incentives to attract and retain staff in rural and remote schools.

Eligibility was recently expanded to include temporary staff working in schools. The existing recruitment bonus was doubled to \$20,000, and additional funding is being provided for teacher housing (new builds and upgrades). A NSW Government announcement in June 2023, states that it has: ...committed to offer 16,000 temporary teachers and school-based support staff conversion to permanent contracts by the beginning of term 4, 2023 <sup>[7]</sup>.

Another scheme is **Recruitment Beyond NSW**. This initiative aims to recruit experienced and qualified teachers from interstate and overseas to positions in high-demand locations.

Furthermore, NESA (NSW Education Standards Authority) is proposing to revise the English language proficiency requirements for overseas-qualified teachers to provide more flexibility for applicants.

## APPENDIX 3- A SNAPSHOT OF EXISTING HEALTH AND EDUCATION SECTOR INCENTIVES | CONTINUED...

### NURSING AND ALLIED HEALTH INCENTIVES

Like the teacher relocation incentive, the NSW Government announced that from 11 August 2023 to 30 June 2026, health workers taking up new roles with NSW Health in regional and rural locations can receive incentive packages up to \$20,000 (depending on the position and location).

Delivered through the **Rural Health Workforce Incentives Scheme (RHWIS)**, the aim is to recruit and retain staff in eligible positions at health services across regional and rural NSW<sup>[8]</sup>. In addition to standard employment entitlements, an incentives package is available for some NSW Health jobs in regional and rural locations across NSW.

The **Allied Health Rural HECS-HELP Incentive Package** is a four-year comprehensive incentive package focused on recruitment and retention to areas of critical need in rural and remote NSW. It is targeted specifically at attracting early career Allied Health professionals with a HECS-HELP loan debt.

The Incentive Package includes a familiarisation visit which is organised by the Local Health District and 'should' include:

- flights and other transport provided to site of role.
- accommodation for duration of the visit
- a tour of the facility or facilities the candidate will be working in, including opportunities to meet other staff.
- a tour of the town the candidate will be living in, and visits to local sites, cafes, restaurants, and social activities based on their interests.



## APPENDIX 4 - INDICATIVE BUDGETS

### Promotional Campaign

#### PROMOTIONAL CAMPAIGN

The promotional campaign provides for initial costs to establish the campaign, three years of annual running costs and a final evaluation. The indicative budgets are modest and can be scaled up or down to meet available resourcing envelopes. Additional investment will increase the potential impact of the campaign in terms of workers attracted.

Strategy Component	Three Year Budget*				Notes
	FY23	FY24	FY25	Total	
Branding and design	\$20,000.00			\$20,000.00	
Templates, EDS etc	\$5,000.00			\$5,000.00	
Website	\$25,500.00	\$500.00	\$500.00	\$26,500.00	
Digital assets	\$11,000.00	\$1,000.00	\$1,000.00	\$13,000.00	Includes social assets, video, online maps, tours, etc
Printed assets	\$11,000.00	\$1,000.00	\$1,000.00	\$13,000.00	Includes templates, brochures, etc
Focus group	\$5,000.00			\$5,000.00	
Advertising	\$15,000.00	\$5,000.00	\$5,000.00	\$25,000.00	Includes digital and traditional
Events	\$20,000.00	\$20,000.00	\$20,000.00	\$60,000.00	Includes conference trades shows and self-initiated events
Evaluation			\$10,000.00	\$10,000.00	
<b>Total</b>	<b>\$112,500.00</b>	<b>\$27,500.00</b>	<b>\$37,500.00</b>	<b>\$177,500.00</b>	

#### WELCOME NETWORK

The indicative budget provides resources for a full-time welcome activator to be engaged by Namoi Unlimited and supported with a modest car allowance, software and communications budget. Additionally, each Council is allocated \$10,000 for local node coordination costs. If required, the resources required can be scaled back by shifting the welcome activator position from a full time to a part time basis.

Component	FY23	FY24	FY25	Total	Notes
Welcome Activator Position	\$100,000.00	\$100,000.00	\$100,000.00	\$300,000.00	Allowance for salary and on-costs.
Network Node Funding	\$50,000.00	\$50,000.00	\$50,000.00	\$150,000.00	\$10k allowance per node per annum for coordination costs
Communications and meeting costs	\$10,800.00	\$10,800.00	\$10,800.00	\$32,400.00	Development of collateral and assets for the welcome network
Network Management Software	\$2,100.00	\$2,100.00	\$2,100.00	\$6,300.00	CRM or other online management platform plus allowance for additional subscriptions
Travel	\$8,000.00	\$8,000.00	\$8,000.00	\$24,000.00	Car allowance for welcome activator
<b>Total</b>	<b>\$170,900.00</b>	<b>\$170,900.00</b>	<b>\$170,900.00</b>	<b>\$512,700.00</b>	

#### MIGRATION INITIATIVE

New resources are required to support the partnerships with multicultural and business groups as well as the establishment of the migrant support service.

Budget envelopes should be refined in consultation with partners and funding organisations. The promotional and local welcome and settlement components of the initiative are provided for in the other budgets. Training related costs have not been estimated as there are significant programs available for these initiatives. TAFE NSW, the Greater Northern Skills Group and Department of Education will lead funding and implementation of these elements drawing on relevant programs and resources. Sister city investments and advocacy seek the redirection of existing investments made by each Council.





**APPENDIX 4 - INDICATIVE BUDGETS***Migration Initiative continued...*

Component	FY23	FY24	FY25	Total	Notes
Migrant support services – Multicultural Tamworth/Gunnedah partnership	\$20,000	\$20,000	\$20,000	\$60,000	Resources to support the volunteer activities of this group that will assist Council to engage effectively with new migrant communities in the region.
Migrant support services – anti-exploitation service	\$60,000	\$60,000	\$60,000	\$180,000	Funding for a partnership with an existing service provider in the region
Employer excellence – business partnership	\$20,000	\$20,000	\$20,000	\$60,000	Business group partnership funding to support the creation of an award and promotion of training and migrant agency/support services to local businesses.
<b>Total</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$300,000</b>	



## APPENDIX 5 - ADDITIONAL GRANTS, PROGRAMS AND RESOURCES

Appendix 5: Additional Grants, Programs and Resources				
Source	Website	Opportunity/Purpose	Closing Date	Intervention
<b>Grants</b>				
1. National Australia Day Council (NADC) Community Grants Program	<a href="https://australiaday.org.au/2024-grants">https://australiaday.org.au/2024-grants</a>	Community event/activity that celebrates and recognises the contribution of migrants within the Namoi Unlimited region.	31/10/2023	Welcome and Settlement
2. Community Building Partnership - 2023	<a href="https://www.nsw.gov.au/grants-and-funding/community-building-partnership-2023-round">https://www.nsw.gov.au/grants-and-funding/community-building-partnership-2023-round</a>	Refurbishment (repurposing) of community infrastructure as a centre for migrant communities to meet, hold events etc.	27/10/2023	Welcome and Settlement
3. Australian Nursing and Midwifery Awards	<a href="https://www.hestia.com.au/awards/nursing-midwifery-awards">https://www.hestia.com.au/awards/nursing-midwifery-awards</a>	Nominations from a community organisation/individual recognising a nurse, midwife, nurse educator - Community valuing local health workers.	11/2/2024	Workforce and Business Development
4. Clubgrants Infrastructure Grants - <b>Community Infrastructure</b> - 2023	<a href="https://www.nsw.gov.au/grants-and-funding/clubgrants-category-3-fund/clubgrants-infrastructure">https://www.nsw.gov.au/grants-and-funding/clubgrants-category-3-fund/clubgrants-infrastructure</a>	Similar to 2 above - community infrastructure such as a multipurpose community hub or a service.	18/12/2023	Welcome and Settlement
5. Clubgrants Infrastructure Grants - <b>Arts and Culture</b> - 2023	<a href="https://www.nsw.gov.au/grants-and-funding/clubgrants-category-3-fund/clubgrants-infrastructure-arts">https://www.nsw.gov.au/grants-and-funding/clubgrants-category-3-fund/clubgrants-infrastructure-arts</a>	Similar to 4 above but with a focus on culturally and linguistically diverse initiatives.	18/12/2023	Welcome and Settlement
6. Regional Skills Relocation Grant	<a href="https://www.nsw.gov.au/grants-and-funding/regional-skills-relocation-grant">https://www.nsw.gov.au/grants-and-funding/regional-skills-relocation-grant</a>	Up to \$12,500 per worker to attract skilled and specialised employees from NSW metropolitan areas, interstate or internationally, to regional NSW. Includes up to \$2.5k for businesses for specialised recruitment services etc.	15/12/2023	Workforce and Business Development
7. Strengthening Rural Communities – Rebuilding Regional Communities - <b>Small Grants</b>	<a href="https://frrr.org.au/funding/place/src-rebuilding-regional-communities/">https://frrr.org.au/funding/place/src-rebuilding-regional-communities/</a>	Fostering and celebrating a sense of identity, diversity and cultural connection within the community and supporting diverse groups with grants up to \$10k.	4/12/2023	Welcome and Settlement
8. Strengthening Rural Communities – Rebuilding Regional Communities - <b>Large Grants</b>	<a href="https://frrr.org.au/funding/place/src-rebuilding-regional-communities/">https://frrr.org.au/funding/place/src-rebuilding-regional-communities/</a>	As above with grants from \$10k-\$50k.	4/12/2023	Welcome and Settlement
9. Rural Procedural Grants Program	<a href="https://www.acrrm.org.au/support/grants/rpgp">https://www.acrrm.org.au/support/grants/rpgp</a>	Government funding support for GPs to maintain or update their procedural and/or emergency medicine skills. Potential to promote as a component of an attraction strategy esp. smaller communities.	31/12/2023	Workforce and Business Development
10. Fee-Free Traineeships NSW	<a href="https://education.nsw.gov.au/skills-nsw/apprentices-and-trainees/low-cost-and-free-training-options/fee-free-traineeships">https://education.nsw.gov.au/skills-nsw/apprentices-and-trainees/low-cost-and-free-training-options/fee-free-traineeships</a>	Over 390 traineeship courses are funded across a range of industries including early childhood, health and allied services.	31/12/2023	Workforce and Business Development
11. Business Connect - delivered through Nortec Tamworth - Derek Tink et al.	<a href="http://www.business.nsw.gov.au/support-for-business/businessconnect">http://www.business.nsw.gov.au/support-for-business/businessconnect</a>	Free advice for small business owners to help them start or grow the business, attend events and professional networking and access online resources.	ongoing	Workforce and Business Development
12. Australian Apprenticeships Incentives Program - 2022 to 2024	<a href="https://www.australianapprenticeships.gov.au/aa-employer-incentives">https://www.australianapprenticeships.gov.au/aa-employer-incentives</a>	Provides wage subsidies for eligible employers in priority occupations. Priority occupations are those listed on the Australian Apprenticeships Priority List.	30/6/2024	Workforce and Business Development
13. Google Ad Grants	<a href="https://www.google.com.au/grants/">https://www.google.com.au/grants/</a>	Google Ad Grants empowers non-profit organisations, through \$10,000 per month in in-kind AdWords advertising, to promote their missions and initiatives on Google search result pages.	ongoing	Promotion

## APPENDIX 5 - ADDITIONAL GRANTS, PROGRAMS AND RESOURCES CONTINUED...

14. Club GRANTS	<a href="https://www.clubgrants.com.au/">https://www.clubgrants.com.au/</a>	Funding is available to NFP organisation for projects and/or services including community welfare or social services, community development, community health services or employment assistance activities.	ongoing depending on grant	Welcome and Settlement
<b>Programs</b>				
15. TAFE NSW Tamworth, Gunnedah	E: <a href="mailto:nicky.turner1@tafensw.edu.au">nicky.turner1@tafensw.edu.au</a>	Skills Recognition (including eligible migrants), short courses, customised program development for industry sectors	ongoing	Workforce and Business Development
16. Training Services NSW	E: <a href="mailto:beda.maher@det.nsw.edu.au">beda.maher@det.nsw.edu.au</a>	Funded training for apprenticeships and traineeships, Smart and Skilled and adult and community education programs (this may include funding for development and delivery of programs and translation of resources).	ongoing	Workforce and Business Development
17. Greater Northern Skills Development Group	as above	Industry led NFP established to facilitate and coordinate the development of skills and training activities across the New England and North-West. Councils should consider joining the Group to advance the training needs of new arrivals and their own staff and propose an award category for newly arrived workers and employers.	ongoing	Workforce and Business Development
18. Sister Cities Australia	<a href="https://www.sistercitiesaustralia.org.au">https://www.sistercitiesaustralia.org.au</a>	Sister Cities Australia is an association of cities, towns and shires and provides a forum for cultural, economic and educational interchange between communities. These can be international and domestic e.g.; Liverpool Plains has a sister city relationship with Blacktown City Council. These relationships may be beneficial in the attraction space.	ongoing	Promotion

19. Business Chambers – Business NSW New England/Northwest	<a href="https://www.businessnsw.com/regions/nsw-regions/new-england-north-west">https://www.businessnsw.com/regions/nsw-regions/new-england-north-west</a>	Business NSW provides assistance, products and services to help sustain and grow local (member) businesses. As the regional business representative body, the newly appointed regional director is keen to assist the project going forward.	ongoing	Workforce and Business Development
20. Pacific Australia Labour Mobility - PALM	<a href="https://www.dfat.gov.au/geo/pacific/engagement/pacific-labour-mobility">https://www.dfat.gov.au/geo/pacific/engagement/pacific-labour-mobility</a>	The PALM scheme is a temporary migration program to address unskilled, low-skilled and semi-skilled labour shortages across rural and regional Australia, and agriculture nationally.	ongoing	Workforce and Business Development
<b>Resources</b>				
21. NSW Department of Education - School information in other languages	<a href="https://education.nsw.gov.au/schools/going-to-a-public-school/translated-documents">https://education.nsw.gov.au/schools/going-to-a-public-school/translated-documents</a>	Resources in numerous languages for parents of pre-school, primary and high school students e.g., <i>Enrolment forms, Compulsory School Attendance - information for parents</i>	ongoing	Welcome and Settlement
22. Australian Government Department of Health and Aged Care - numerous resources in other languages	<a href="https://www.health.gov.au/resources/translated">https://www.health.gov.au/resources/translated</a>	Resources in numerous languages e.g., Arabic - <i>how to get your medicines through electronic prescription</i>	ongoing	Welcome and Settlement

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