

## SWOT ANALYSIS AND RISK MITIGATION STRATEGIES

| <b>Strengths</b>  | <b>Weaknesses</b>   |
|---|---|
| <ul style="list-style-type: none"> <li>• High level commitment from stakeholder organisations</li> <li>• Capacity to include and work with broad range of existing and emerging initiatives</li> </ul>  | <ul style="list-style-type: none"> <li>• Short term funding for this initiative i.e. only goes for 12 months but needs to establish processes which will become self-sustaining beyond the funded life of the project</li> <li>• Single point of engagement with community controlled sector</li> <li>• Competition for funding and knowledge</li> <li>• Success is dependant on increasing the number of Indigenous workers in the health and community services workforce in an environment where creation of new positions is problematic</li> </ul> |
| <b>Opportunities</b>  | <b>Threats</b>  |
| <ul style="list-style-type: none"> <li>• Increased knowledge across organisations</li> <li>• Expanded career paths (more choices)</li> <li>• Opportunities to collaborate</li> <li>• Flexibility/portability across careers</li> <li>• Better coordination</li> <li>• Stronger lobbying power</li> <li>• Information sharing and not reinventing the wheel</li> <li>• Development of partnerships and a 'working collaboratively' model that informs work beyond the funded life of the initiative</li> </ul> | <ul style="list-style-type: none"> <li>• Lack of support structures in the workplace</li> <li>• Political intervention/influence</li> <li>• Short term funding</li> <li>• FTE Cap</li> <li>• Disconnected and competing agendas at the decision-making level about national policy funding initiatives</li> <li>• RTO capacity, capability and continuity</li> <li>• Licensing and regulatory requirements</li> <li>• Health reform at national level overtaking NT initiatives and activities</li> </ul>   |

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| <ul style="list-style-type: none"><li>• Targeted funding</li><li>• Evidence-based best practice</li><li>• Focus on capacity building of involved stakeholders</li><li>• Identification of synergies, common interests and needs to overcome structural barriers (e.g. the adequate funding and resourcing of quality recruitment and development programs; and access to quality delivery of appropriate education and training)</li></ul> | <ul style="list-style-type: none"><li>• Availability of data</li></ul> |
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### ***Rationale for where items appear in the SWOT table***

Strengths and Weaknesses are about the actual design/structure of the initiative. That is, they are within the direct sphere of influence or directly related to how the work will be done.

Opportunities are what can possibly be achieved, but may not be achieved, depending on how well the work goes and what develops during the life of the work.

Threats are things beyond the control/sphere of direct influence of the initiative but have the power/potential to undermine the outcomes. For example the FTE cap itself is beyond the sphere of influence of this project. The corresponding weakness for this initiative could be the need/reliance on creating new positions in a funding/policy climate that is problematic.

## Risk mitigation strategies—weaknesses

### ***Weakness***

**Short term funding for this initiative—that is it only goes for 12 months but needs to establish processes that will become self-sustaining beyond the funded life of the project**

### ***Strategy***

- Establish agreed picture of what 'working collaboratively' looks like.
- Identify and develop all opportunities to embed processes, practices and tools that will support ongoing collaborative work beyond the funded life of the project.
- Identify where conflicting interests may lead to the undermining of efficacy of outcomes, and work toward equitable solutions and ways forward.

## **Weakness**

### **Single point of engagement with community controlled sector**

#### *Strategy*

Work with AMSANT as the single point of community controlled engagement to identify the most effective and fair mechanisms to ensure full engagement and participation of the community controlled sector across the NT. AMSANT response to this is that where an issue has sector wide application, they will be the point for engagement and the representational organisation. Where issues have relevancy at an organisational level, AMSANT will provide support and guidance to the consultants to engage directly with Aboriginal community controlled organisations.

## **Weakness**

### **Competition for funding and knowledge**

#### *Strategy*

Identify where conflicting interests may undermine the efficacy of outcomes. Work toward equitable solutions and ways forward, with the understanding that where mutual interests can be addressed they will be; and where conflicting interests arise, stakeholders will not be expected to put the collective interests ahead of their own stakeholder's interests. Rather, open and forthright approaches will be used to work through potential conflicts of interest.

## **Weakness**

### **Success is dependant on increasing the number of Indigenous workers in the health and community services workforce in an environment where creation of new positions is problematic**

#### *Strategy*

Identify strategies which do not require the creation of new positions, for example:

- develop the existing workforce
- recruit staff to existing vacant positions
- encourage stakeholders to review existing positions and explore service delivery models and job redesign when they are allocating funding— i.e. see how they may achieve outcomes for this initiative within existing resources.

## Risk mitigation strategies—threats

### ***Threat***

**Lack of support structures in the workplace**

### ***Strategy***

- Assist stakeholders to identify best practice models and their resource requirements for quality, effective and efficient support mechanisms.
- Assist stakeholders to identify, current and potential capability and resources to achieve necessary support.
- Assist stakeholders to identify capability and resource gaps for support.
- Assist stakeholders to identify mechanisms and resources to address these gaps.

### ***Threat***

**Political intervention/influence**

### ***Strategy***

Facilitate processes which identify systemic barriers created or exacerbated by current policy. Assist with gathering evidence to support advocacy and lobbying to achieve policy shifts and removal of barriers and blockages.

### ***Threat***

**Short term funding for many Indigenous workforce planning and development initiatives**

### ***Strategy***

- Source and access existing funding sources which can be replicated, for example funding for traineeships and apprenticeships, VETiS and so forth.
- Assist stakeholders to gather evidence and develop business cases for the provision of resourcing to support specific, targeted initiatives—for example through WELL funding or specific purpose funding.

### ***Threat***

**FTE Cap**

## ***Strategy***

- Assist stakeholders to gather evidence and develop business cases for the provision of additional or different positions where critical needs are identified.

## ***Threat***

**Disconnected and competing agendas at the decision-making level about national policy funding initiatives**

## ***Strategy***

Support and promote stakeholders to undertake advocacy to address this where it impacts on workforce development strategies within the NT.

## ***Threat***

**RTO capacity, capability and continuity**

## ***Strategy***

- Provide support and processes for stakeholders to better identify their training and development requirements including common requirements across stakeholder groups.
- Assist stakeholders to engage with RTOs toward the establishment of arrangements which better suit stakeholder needs, including through the establishment of strategic partnerships with RTOs.

## ***Threat***

**Licensing and regulatory requirements**

## ***Strategy***

Ensure all processes are informed by accurate and up-to-date information regarding the licensing and regulatory requirements—both as they exist currently and as they evolve.

## ***Threat***

**Health reform at national level overtaking NT initiatives and activities**

## ***Strategy***

Ensure all processes are informed by accurate and up-to-date information regarding health reform at the national level for both current and evolving reforms. The Working Group is well placed to access this information as specific members of the working group are well connected and engaged with

national processes. Mechanisms for timely and appropriate sharing of information need to be established and utilised.

## ***Threat***

### **Availability of data**

## ***Strategy***

- Ensure all available data sources are identified, accessed and fully utilised to inform this initiative.
- Identify and properly consider data source limitations.
- Identify critical data gaps and the potential for future data collection and collation activities to inform ongoing future workforce planning and development.