

# Upper Spencer Gulf Workforce Strategy







The Department of State Development acknowledges and respects Aboriginal people as the state's first people and nations and recognises Aboriginal people as traditional owners and occupants of South Australian land and waters.

# **Deputy Premier's foreword**



The people and businesses of the Upper Spencer Gulf region have been significant contributors to South Australia's economic prosperity for more than a century. The region is a critical actor in our mission to reduce the carbon footprint of heavy industries and capitalise on South Australia's credentials as a resource-rich, renewable energy superpower.

Understandably, shifting global market demand and trade conditions for metal production, steelmaking and clean energy have created instability in the region.

The decision to place the Whyalla Steelworks into administration and the subsequent \$2.4 billion Australian and South Australian Government response package has dispelled much of this concern, and increased confidence in the region's future. Part of this major investment will support the development of a resilient, skilled workforce for the Steelworks, local supply chain businesses, and the rich scope of industries based in the Upper Spencer Gulf.

While it has been a challenging time, the global green transition is a transformational opportunity for a region that boasts a unique convergence of sun, wind, and significant mineral resources.

In alignment with our government's vision for a smart, sustainable and inclusive economy, the Upper Spencer Gulf Workforce Strategy aims to ensure the promising career opportunities arising in traditional and emerging industries are made accessible to all.

Labour market challenges such as an older population, less uptake of higher-level qualifications, and higher rates of unemployment are often more pronounced in regional communities, and this is unfortunately the case for the Upper Spencer Gulf.

This Strategy identifies three key outcomes designed to address regional challenges – attracting, developing and retaining a skilled workforce, improving workforce participation of disengaged and disadvantaged people, and building a workforce to deliver on immediate priorities.

It also identifies opportunities for further effort and investment, leveraging intelligence from the Upper Spencer Gulf Workforce and Skills Advisory Group, gathering and sharing labour market data, and supporting place-focused workforce development activities.

Labour market demands mean we'll also need to look beyond the region to attract and retain a skilled workforce for the short, medium and long-term.

The South Australian Government is considering all facets to building this workforce, including migration into the region from across South Australia, interstate, and overseas as well as the local housing, transport, and infrastructure required to accommodate these additional workers.

Our ambition is that residents of the Upper Spencer Gulf are not only able to secure meaningful employment, but build rich, full lives in this remarkable part of our state.

Hon Susan Close MP
Deputy Premier Minister for Industry,
Innovation and Science Minister for
Workforce and Population Strategy

# Introduction



The South Australian Economic Statement outlines the State Government's commitment to developing a smart, sustainable and inclusive economy. This vision is underpinned by three missions - capitalise on the global green transition, be a partner of choice in an insecure world, and build South Australia's talent.

The South Australian Government has made significant, clear commitments to building South Australia's talent – including through the National Skills Agreement and fee free vocational education and training (VET) places, supporting the creation of new Adelaide University, and delivering the nation leading universal three year old preschool.

However, more targeted approaches are needed, particularly in parts of the state that are critical to South Australia and the nation's infrastructure – including railways, schools, hospitals and defence assets – as well as to capitalise on the global green transition and our net zero targets.

The Upper Spencer Gulf region has historically been a significant economic contributor to the state and nation through its natural resources and industrial strengths. It is home to the only domestic producer of long steel products. More recently, the region has become a significant renewable energy 'powerhouse' – both in production of renewable energy and delivering the critical minerals to support transition – while maintaining its strong metals industry base.

For these reasons, the Upper Spencer Gulf is at the heart of the state's transition to a green economy and has a once-in-a-generation opportunity for transition to a cleaner, more innovative, liveable and diverse economy. It will become a central hub for sustainable industries and one of the most important regions in the nation in meeting emissions reduction targets through projects such as:

- · Unlocking the full potential of critical minerals through a desalination plant and pipeline network
- The low carbon transformation of steel and concrete manufacturing in the region
- Planned public and private sector investment in renewable energy, wind, solar and thermal energy generation, and storage projects over the next decade.

It is not just national priorities and objectives that highlight the importance of the Upper Spencer Gulf: global markets also demand the resources and capabilities within the region. This presents opportunity as well as risk – the region will need to be resilient and adapt to changes in these markets and global economic conditions especially given current trade uncertainty and challenges faced by major employers in the region – including the Whyalla Steelworks and Trafigura's Strategic Review of Nyrstar Port Pirie.

It is paramount that the Upper Spencer Gulf community, residents and businesses are primed to benefit from opportunities created by investment in sustainable industries and can weather the storms that come with green transition and global change. Achieving this vision will rely on the development and retention of a skilled and adaptable workforce for all sectors in the Upper Spencer Gulf.

The Upper Spencer Gulf Workforce Strategy has been developed for industry, training and education providers and community members, identifying the areas where collaborative effort from 2025 to 2030 is required to start or continue delivering on this aim for the long term. It maps out the important workforce development activities already being driven by industry, government, community and other key stakeholders and highlights areas of future priority. Continued effort, partnership and uplift from all stakeholders will be critical to achieving the objectives of this plan.

# Regional workforce profile

The Upper Spencer Gulf at a glance				
<b>\$3 billion</b> Gross Regional Product	<b>54,000</b> USG population	<b>33,600</b> Working age population		
<b>22,600</b> Employed	<b>55.9%</b> Participation rate	8.3% Unemployment rate		

### Workforce challenges

The Upper Spencer Gulf faces high levels of socio-economic disadvantage, including historically high unemployment levels, intergenerational unemployment, and high proportions of jobless families.

Key features of the Upper Spencer Gulf labour market, when compared to the rest of South Australia, include:

- a higher proportion of workers over 55 years of age
- higher unemployment levels and lower labour force participation levels
- significantly higher unemployment and lower labour force participation rates for key groups, including Aboriginal people
- a higher proportion of working aged residents without a tertiary qualification
- many young people disengaged from work or education and not participating fully or at all in the workforce.

### **CASE STUDY**

### StudyAdelaide tours

StudyAdelaide partners with Regional Development Australia (RDA) associations, local councils, Workforce Australia's Local Jobs Program and government departments and services to connect international students and graduates with employers in regional South Australia.

Regional tours provide international university and VET students and graduates with the chance to understand regional

and graduates with the chance to understand regional career and employment opportunities, meet potential employers, take part in site visits, and connect with business and community leaders, as well as the local multicultural community, to learn about the region's plans and lifestyle offering. At the same time, local employers grow their understanding of the international student talent opportunity to fill their workforce gaps, including increased knowledge of graduate visas and work rights.

Each tour is targeted to match the study areas and career objectives of the students with the workforce needs of regional communities and have included diverse fields from engineering, IT and accounting to health, care and teaching.



### **Economic and workforce opportunities**

Economic and project modelling undertaken by the Department of State Development shows that:



A peak of 4,000 new jobs will be created to support construction of major projects, stabilising at around 1,500 in 2030.

### Top industries driving employment growth include:











### Top occupations by projected employment growth include:

Occupation			
Health professionals	Construction managers		
Specialist managers	Electricians		
Carers and aides	Plumbers		
Design, engineering, science and transport professionals	Building and plumbing labourers		
Machine and stationary plant operators	Industrial mechanical and production engineers		
Automotive and engineering trade workers	Truck drivers		
Education professionals	Electrical distribution tradesworkers		

As a result of the major projects, economic activity in the region will increase by around \$36 million by 2030.

### Steelmaking in Whyalla

The Whyalla Steelworks is a big part of the workforce and employment story in the Upper Spencer Gulf.

A significant number of jobs are generated across the Steelworks, mining operators, contracts and the supply chain, and many future opportunities in the region are based upon the ongoing function of the Steelworks. This is why after a period of downturn and uncertainty, the South Australian Government placed the Steelworks into administration in February 2025.

An initial \$2.4 billion support package for Whyalla, jointly funded by the Australian and South Australian Governments is delivering:

- \$99.2 million for immediate, on the ground support, which includes Creditor Assistance payments, infrastructure upgrades, and a Spencer Gulf Jobs and Skills Hub to support people who have experienced job loss, interruption to training or trade associated with reduced capacity of the Steelworks
- \$384 million to stabilise the Steelworks, ensuring ongoing operation during the administration period
- \$1.9 billion for infrastructure upgrades that support a sustainable, long-term future for the Steelworks.

Following the initial package, the Australian and South Australian Governments have committed a further \$275 million to support continued operation of the steelworks as it transitions to new ownership.

# Connecting local businesses with regional investment

In response to the Steelworks' challenges, Whyalla has been declared a Special Economic Zone, meaning local businesses and workers will be prioritised to benefit from the significant government and private investment into Upper Spencer Gulf projects.

Any State Government procurement valued at \$220,000 or more within the region, or projects that can deliver direct economic benefits, will need to:

- Measure the number of businesses located in the special economic zone directly and indirectly involved in delivering government projects
- Track the number of local workers engaged in project delivery
- Support these businesses and workers with training, skills development and upskilling opportunities.

While this Strategy notes the situation at the Whyalla Steelworks as critical context for the Upper Spencer Gulf, its focus is distinct – considering the longer-term needs of economy, industry and community in the Upper Spencer Gulf and the workforce challenges and opportunities.

This longer-term direction remains important for positioning the region to reap the maximum benefit from opportunities as they evolve, including the transition to low carbon steel and other renewable energy projects.

# Strategic outcomes

Based on the strategic importance of the Upper Spencer Gulf, the challenges and opportunities for the region's workforce, and industry insights, three key workforce outcomes were identified that will help the region – its economy, industry and community – to thrive.

### **Outcome 1:**

# Enable the Upper Spencer Gulf to attract, develop and retain the skilled workers needed to meet current and projected labour demands.

Consistent growth in the Upper Spencer Gulf's working age population is required over the medium to long term. The workforce must have skills that match the anticipated growth over a range of occupations, from carers and aides through to machinery and stationary plant operators – gained through education and training opportunities in the region, and by attracting new workers.

**Goal:** By 2030, grow the workforce in the Upper Spencer Gulf by around 1,500 through skills and workforce attraction, retention and development initiatives.

### Outcome 2:

# Improve workforce participation of disengaged and disadvantaged people to position these groups to benefit from economic growth in the Upper Spencer Gulf.

Workforce participation is a key lever for improving the wealth and prosperity of disengaged and disadvantaged groups and achieving an inclusive economy. In addition, improving participation will help unlock a critical supply of workers.

Across age groups and priority cohorts, engagement in the labour force is lower in the Upper Spencer Gulf than the South Australian average, 73.6 per cent compared to 81 per cent respectively. 26.4 per cent of the working age population in the Upper Spencer Gulf is not working, studying, or looking for work.

**Goal:** By 2030, increase the proportion of people who are engaged in employment, education and training in the Upper Spencer Gulf to more closely align with the South Australian average of 81 per cent.

### Outcome 3:

### Build the workforce needed to deliver on immediate priorities in the region.

While there is a strong desire to build a skilled and engaged local workforce in the region over the long term, there are immediate project needs that must be met to unlock the opportunities for future workers and the broader community.

This is of particular importance for construction and infrastructure projects, both government and private, which will require a minimum of 2,500 additional workers to deliver and operate within the life of this Strategy. Strong demand for higher skilled trade and professional roles means longer training lead times, necessitating mechanisms to 'buy' or 'borrow' some of this workforce in the short term.

**Goal:** Meet peak demand of 2,500 additional workers in the Upper Spencer Gulf required to build the priority projects for the region.

# CASE STUDY Heavy Industry Multi Skills Program The Heavy Industry Multi Skills Program, delivered by Regional Development Australia

The Heavy Industry Multi Skills Program, delivered by Regional Development Australia Yorke and Mid North, provides tailored solutions to address barriers to employment for local jobseekers.

The partnership with employers from mining, manufacturing, construction, and engineering industries offers a simulated industry environment, providing necessary accredited and non-accredited training, as well as mentoring support to enable successful workforce transition.

The program is delivered full-time over 12 weeks in Port Pirie and provides jobseekers 16 years and older with diverse skills, experience and support across a range of trade and heavy industry sectors. This includes soft skills and personal development workshops, drug and alcohol awareness, resume and interview preparation, and industry site visits.

Jobseekers who successfully complete the program will have the skills required to commence entry-level positions including as labourers, operators, apprentices, trainees and trades assistants, ensuring the region has a pool of work-ready people to meet the current and future workforce needs of these sectors.

The program is supported by the South Australian Government which provides funding for Adult Community Education (ACE) to deliver the program. Its initial two years of operation were funded through the Commonwealth's Regional Employment Trials and Local Recovery Fund.

### **CASE STUDY**

### **Operating Your Future initiative**

Operating Your Future, delivered by the Civil Contractors Federation SA, provides a three-week training course to upskill mature-aged workers in areas of plant operations facing skill shortages, including plant machinery and foundational construction skills.

Four intakes were delivered across 2024-25, with three of these in Whyalla supporting 27 participants. Local employers have been actively engaged in assisting participants into local job opportunities.

The program is supported by Workforce Australia's Local Jobs Program, which provides funding through its National Priority Fund.

# What will drive change?

Industry and community, as well as data, tell us that achieving the level of change necessary to meet all three outcomes will require action across a broad range of focus areas – considering how and when different cohorts transition into work and the supports they might need, the role of employers and businesses, Australian Government programs, and making the region an attractive place where people choose to live and work.

Six focus areas have been identified:

- Advice and support to connect local people with local opportunities
- Local workforce skills and capability
- · Bringing in new talent
- Skills and workforce development for Aboriginal people
- · Employer and business capability
- A liveable, attractive region.

There are two critical enablers: coordination and regional voice, and workforce analysis and planning.







# Upper Spencer Gulf Workforce Strategy

### **Initiatives underway**

To inform the development of this Upper Spencer Gulf Workforce Strategy, the South Australian Government conducted an audit of existing Federal and State Government workforce development initiatives and other relevant investments, aligned to the focus areas and enablers. A snapshot of these initiatives is presented below. For more information on each, please contact the Department of State Development.

Email: DSD.WorkforceStrategy@sa.gov.au

### **Building local workforce skills and capability**

TAFE SA investment, including Fee Free TAFE places

Government subsidised training courses (non-TAFE SA)

Supporting apprenticeships, including through the Key Apprenticeships Program

Skills Shortage Solutions projects

**Equipment and Capital Grants** 

Heavy Industry Multi Skills program

**Course Development Grants** 

Regional and rural travel and accommodation allowance

Skills Centre pilots

Regional Skills Development initiative

### **TERTIARY**

Adelaide University and Flinders University funding support

Uni Hub Spencer Gulf

Multi Profession Simulated Training and Development Service

New regional allied health courses

### **SCHOOL**

Country Education Strategy

Job Skills program in schools

Flexible Industry Programs in schools

### **OTHER**

Adult Community Education (ACE)

Language, Literacy, Numeracy and Digital courses

# Connecting local people with local opportunities

Career Education and Pathways Strategy

Career roadshows

Australian Government programs

Fit 4 Work Program

### A livable, attractive region

Port Augusta Community Safety and Wellbeing Plan

Universal 3-year-old preschool

Office for Regional Housing pilots and land release

Upper Spencer Gulf Housing Advisory Group

Regional promotion

Splash and Play Plaza

Whyalla Airport Upgrade

Whyalla Surf Club and Café upgrade

Cuttlefish Cove Experience

### Bringing in new talent

StudyAdelaide tours

Australian Migrant Resource Centre in Whyalla

Skilled migration attraction, connection, retention initiatives

FIFO/DIDO workforce

# Coordination and regional voice

Annual Workforce Summits

Local Jobs and Skills Taskforce and Network

Spencer Gulf Cities Intergovernmental Group

Upper Spencer Gulf Workforce and Skills Advisory Group

# Workforce analysis and planning

Labour market analysis, workforce profiling and forecasting of workforce need

# Skills and workforce development for Aboriginal people

South Australian Aboriginal Secondary Training Academy (SAASTA)

**Workabout Centres** 

TAFE SA Aboriginal Access Centres

Wirringka student services

Closing the Gap initiatives (an agreed priority of the National Skills Agreement)

Far North Aboriginal Economic Collective

Supporting Aboriginal enterprise through the Aboriginal Economic Participation initiative

# Employer and business capability

Workforce Planning and Development Toolkit

Small Business Fundamentals Program

Small Business Sustainability Support Program

Mental Health and Wellbeing Program

Women in Business Program

**Business Growth Fund** 

Workforce Australia: Self Employment Assistance



# What's next

### Spencer Gulf Jobs and Skills Hub

Hosted at the TAFE SA Whyalla campus, the Spencer Gulf Jobs and Skills Hub has been established with an immediate focus on supporting workers and employers affected by the downturn in productivity at the Whyalla Steelworks and its administration.

The longer-term focus of the Hub will include growing and developing the workforce in the Upper Spencer Gulf, to ensure the region is positioned to capitalise on opportunities in renewable energy, resources, steelmaking and other manufacturing industries, as well as deliver on needs of the wider economy.

The establishment of the Spencer Gulf Jobs and Skills Hub, and the programs and services delivered through the Hub, is a key deliverable of this Strategy. This will include:

### • A Spencer Gulf Workforce Manager

This dedicated, 'on the ground' position is leading the establishment and operation of the Hub and will have a broader role in coordinating workforce and skills development activities across the region, working closely with key stakeholders.

• Place-focused approaches that connect local people with opportunities in the region The Regional and Industry Partnerships Program will deliver grants to support place-focused tailored solutions to workforce opportunities and challenges in the region, driven by regional employers and key organisations or networks in partnership with the South Australian Government.

The program will focus on connecting workers with employment, improving workforce outcomes for disengaged and disadvantaged people, and building the workforce in priority sectors – including mining, green iron, steelmaking, manufacturing and renewable energy.

### Career advice and support

While there are quality services already in the region, these can be better leveraged to address gaps for cohorts who may struggle to access relevant information and advice.

This will include providing one-to-one support through the Career Transition Service which is already operating in Whyalla to equip participants with a tailored career plan, as well as other advice and supports that help prepare people to take the next step in their career – whether that be a first job, upskilling, or reskilling.

### · Advocating for the region

Recognising the significant current and potential contributions of the Upper Spencer Gulf region to the Australian economy, the South Australian Government commits to applying a 'regional lens' to the development and application of future economic and workforce development policy.

The purpose of this lens is to ensure the unique challenges of living, working and operating a business in a regional city are addressed. Similarly, the South Australian Government will continue to advocate for the needs of the Upper Spencer Gulf on a national scale, including through national forums and engagement with the Australian Government.





# Our ongoing commitment

## Coordination and regional voice

- Gather regional intelligence and advice on labour market and workforce matters through the Upper Spencer Gulf Workforce and Skills Advisory Group.
- Increase insights into regional skills and training demand through ongoing local engagement with regional and remote communities, including local Aboriginal nations and employers to build understanding of statewide and local needs.
- Ensure South Australian Government policy, initiatives and guidelines recognise regional nuances and reduce barriers to regional participation in skills and workforce related initiatives.
- Appoint Manager, Spencer Gulf Workforce to work with stakeholders, industry and community members to develop partnerships and drive outcomes for the Upper Spencer Gulf.

# Workforce analysis and planning

- Support labour market analysis and workforce demand modelling to connect communities to opportunity and inform evidence-based decision making for local actions under this Strategy.
- Model the workforce needs associated with the transition to support a sustainable, long-term future for the Whyalla Steelworks.

# Advice and support to connect local people with local jobs

- Support government schools to provide quality career education so that secondary school students understand the pathways to local jobs.
- Deliver career advisory services in the Upper Spencer Gulf.
- Co-design delivery of skills and employment initiatives through the Regional and Industry Partnerships Program.
- Partner with CITB to increase the promotion of building and construction careers and pathways in the region.

# Local workforce skills and capability

- Ensure the unprecedented level of Australian and South Australian Government VET investment supports place-focused approaches in regional communities.
- Ensure Flexible Industry Programs for secondary school students are available and aligned to workforce needs.
- Establish the Port Augusta Technical College to prepare local young people for opportunities in priority sectors.
- Extend the Relationships Australia SA Port Augusta Skills Centre pilot to deliver additional training and development for the community and welfare workforce.
- Expand capability to deliver electric vehicle servicing and renewable energy training at Upper Spencer Gulf locations.
- Expand the in-demand Heavy Industry Multi Skills (HIMS) program, a collaboration between local industry, Regional Development Australia Yorke and Mid North, TAFE SA and the Department of State Development.
- Partner with CITB to increase the Doorways2Construction programs across regional secondary schools.

### Bringing in new talent

- Implement the Skilled Migration Talent and Industry Connection Program
  to connect international graduates and skilled migrants with critical
  employers in the region, including in construction, engineering, and other
  high-demand sectors.
- Support Australian Migrant Resource Centre operations in Whyalla.
- Pilot an occupational recognition service for skills and experience gained on the job or via qualifications earned interstate or overseas for industries with critical skills shortage, including construction.

### Skills and workforce development for Aboriginal people

Increase opportunities for Closing the Gap:

- Support Aboriginal secondary school students to complete school and transition into pathways to local employment.
- Improve the connections of Aboriginal people and businesses to the Regional and Industry Partnerships Program, jobs and major projects in the region.
- Increase the number of Aboriginal people in vocational education and training (VET) including Fee Free VET places in government priority courses, and Fee Free First Nations VET places supporting Aboriginal workforce opportunities including in health, social care and trade pathways.
- Improve the pathways into VET for Aboriginal people, including through lived experience community services pathways supported by the Port Augusta Skills Centre pilot.
- Provide recurrent TAFE SA funding for the Aboriginal Access Centre services from the Whyalla and Port Augusta campuses.

# Employer and business capability

- Build the capacity of employers to attract, retain and develop their workforce, including through the Regional and Industry Partnerships Program.
- Connect businesses in the region with a range of projects through the Industry Capability Network (ICN), the South Australian Government Industry Participation Policy administered by the Industry Advocate, and the declared Whyalla Economic Zone.
- Support businesses to build capability through the Business Growth Fund and other Office for Small and Family Business administered programs.

# A liveable, attractive region

- Highlight the advantages of living and working in the Upper Spencer Gulf through a new Spencer Gulf Cities campaign.
- Deliver regional plans that identify land use and long-term infrastructure needs for regions covering the Upper Spencer Gulf, including Yorke Peninsula and Mid North, Eyre and Western, and Far North.



### **MAX Services**

MAX Services operates from three locations on the Upper Spencer Gulf. The company offers a range of services including crane hire and heavy haulage. It employs approximately 280 staff across South Australia, (mostly in the Upper Spencer Gulf region) with the majority working as crane operators, riggers and truck drivers.

It also operates MAX Academy, which offers nationally recognised Certificate III and IV qualifications to its staff.

- Certificate III qualifications are in business, mobile plant technology, mobile crane operations, heavy trailer mechanics, supply chain operations and heavy vehicle driving.
- Certificate IV qualifications through the Academy are in mobile crane operations, training and assessment, WHS, management and engineering.

Students are supported by a dedicated mentor. The training available through MAX Academy allows MAX Services staff to forge a career pathway with the company and addresses the company's challenges of attracting people to the specialised lifting and allied industries. MAX Services currently has 35 trainees and apprentices participating in the MAX Academy.

MAX Services utilises skilled migration to attract riggers and crane operators with specific high-end skills and experience that is difficult to acquire in the local market. These staff are often recruited from the international market due to their experience on complex projects, or with their use of large crane equipment that is needed on complex projects.

MAX Services engages a range of private training providers to skill new workers and upskill their existing workforce. Skill requirements range from full qualifications under contracts of training, tickets and licences, project specific training, as well as significant WHS training.



### **Workabout Centres**

Workabout Centre programs and services are available to all Aboriginal students enrolled in a South Australian public secondary school and are located in the Spencer Gulf cities.

Centres offer programs and services to support Aboriginal students in the successful transition from school to work, higher education or further training.

Student-centred learning empowers students to make positive choices, set high expectations and plan achievable training and employment goals.

### **CASE STUDY**

# Multi Profession Simulated Training and Development Service

The South Australian Government is investing \$11.5 million over four years to support the Port Pirie Emergency Department upgrade and provide for a Multi Profession Simulated Training and Development Service.

This new service facility addresses the critical need for a university-level Clinical Simulation Training Laboratory to enable the growing numbers of regional students studying nursing, medicine and allied health through Uni Hub Spencer Gulf's partnership with Central Queensland University, Adelaide University and Flinders University to access the practical training they need.

# Keeping the Strategy on track

Working within the Department of State Development, the Manager, Spencer Gulf Workforce has day-to-day responsibility for driving this plan and working closely with local industry and business, and across the South Australian and Australian Government, to achieve the outcomes of the Upper Spencer Gulf Workforce Strategy. This will include preparing an implementation plan so it is clear who is delivering what, and when.

Other key stakeholders that will drive the success of this Strategy include the Upper Spencer Gulf Workforce and Skills Advisory Group (reporting through to the Upper Spencer Gulf Intergovernmental Group), partnering organisations already helping to implement the Spencer Gulf Jobs and Skills Hub, and local industry.

The Department of State Development will evaluate the impact of each initiative outlined in this Strategy, and reserves the right to redirect focus and investment to areas of greatest need as new challenges and opportunities arise.

### **Contact us**

The Upper Spencer Gulf Workforce Strategy was developed by the Department of State Development's Workforce, Population and Migration Group in consultation with regional stakeholders, including industry associations, councils, employers and workers.

We thank these individuals and organisations for their valuable contributions and ongoing commitment to the region's economic development and prosperity.

For more information on the initiatives described, the Spencer Gulf Jobs and Skills Hub, or the workforce planning underway in the Upper Spencer Gulf and across South Australia, contact the Department of State Development.

Email: DSD.WorkforceStrategy@sa.gov.au







Government of South Australia

Published July 2025.

No responsibility for any loss or damage caused by reliance on any of the information or advice provided by or on behalf of the state of South Australia, or for any loss or damage arising from acts or omissions made, is accepted by the state of South Australia, their officers, servants or agents. Produced by the Government of South Australia © July 2025. Content correct at time of printing.