

NAVAL SHIPBUILDING COLLEGE
SUBMISSION TO SENATE ECONOMICS REFERENCES COMMITTEE INQUIRY INTO AUSTRALIA'S
SOVEREIGN NAVAL SHIPBUILDING CAPABILITY

1.0 Introduction

This submission is made on behalf of the Naval Shipbuilding College (the College) to the Senate Economics References Committee Inquiry into Australia's Sovereign Naval Shipbuilding Capability.

The College is a Federal Government initiative. On 24 March 2017 the Federal Government announced the establishment of the College to be headquartered in Osborne South Australia, under a hub and spoke model, involving education and training providers across Australia.

The College commenced operations on 5 March 2018 and has now over 18 months of experience operating within the Australian naval shipbuilding enterprise environment. The College is being delivered by the Naval Shipbuilding Institute (NSI) which is a joint venture between Huntington Ingalls the largest shipbuilder in the United States and KBR one of the world's premier engineering and services companies.

The objective of the College is to provide opportunities for education and training providers across Australia to collaborate in the education and training of high quality candidates for future employment within the naval shipbuilding and sustainment industry, to ensure that Australia has the workforce required as a key enabler to succeed with the Naval Shipbuilding Plan.

The Mission of the College is ***"To Lead the creation and sustainment of the enterprise that identifies, attracts and skills multi-generational sovereign capability for naval shipbuilding."***

With a vision that ***"All stakeholders know that we (Australia) have shipbuilding capability to meet the naval shipbuilding plan."***

The ambition of the Federal Government's \$90 billion National Naval Shipbuilding Enterprise is unprecedented in Australia's industrial history, and to succeed it will require the unparalleled development of a sovereign shipbuilding and sustainment capability that reaches into every state and territory, underpinned by a 'new level' of collaboration amongst industry to identify, attract, train, and retain the shipbuilding workforce. Today's secondary school, TAFE and university students will form a critical element of Australia's future naval shipbuilding construction, supply chain, and sustainment workforce, coupled with experienced personnel sourced from across Australia's industrial sectors.

The strengthening of Australia's naval shipbuilding industrial ecosystem provides a unique opportunity for career development and upskilling across a multitude of job categories, from fabrication roles in the construction yards, through to engineering roles in the design bureaus and leadership opportunities within shipbuilding management teams. Workers will have the opportunity to gain training and qualifications across many high end skills and professions that will give them a solid foundation for a rewarding and meaningful career. As workers become increasingly skilled their employment options will widen and many will pursue promotional pathways and new experiences.

The College is partnering with government at the state and federal level, with the major shipbuilding primes, with Australia's small to medium enterprises, and major training and education providers, to ensure that the naval shipbuilding workforce is established at the required time, in the required numbers, and with the required skills, to succeed with Australia's Naval Shipbuilding Plan. The activities of the College are now gaining real momentum and it is poised to transform Australia's naval shipbuilding workforce of the future.

The College is quickly building its capacity to provide workforce solutions for the shipbuilding industry and is positioned as an integral part of Australia's National Naval Shipbuilding Enterprise for the future.

The collaboration and cooperation that has been established between the College and the major global shipbuilding companies involved in the National Naval Shipbuilding Enterprise is unprecedented, and demonstrates a sector level commitment to collaboratively grow the talent pool, through establishing and developing new workforce pipelines to ensure the success of the Enterprise.

In conjunction with industry the College has documented a common Industry Job Taxonomy – for common job categorisation across the sector, as the foundation of the workforce management function. Labour market supply analyses across the sector have been conducted for the primary job roles, and the College is collating and analysing future projected workload demand from industry.

Identification of the priority and critical roles for industry has been assessed over time, and engagement is being driven down across the whole supply chain to fully understand the complete workload demands. This information is used as the basis of analysis to the available supply within the market and from training providers, in order to identify the requirements for market interventions. Specific job supply strategies are being developed for all of the priority roles, which consider current and projected shortages and the appropriate interventions required to assure supply.

The College has established a national network of 22 training providers across the vocational and tertiary levels which now spans all states and territories. The College is working with these providers to identify gaps within current training and education offerings to ensure that they are suitable for the skilling requirements of the National Naval Shipbuilding Enterprise.

More than 2,000 people have already registered their interest to work within the naval shipbuilding sector through the College's national Workforce Register, thousands more are expected to follow as the College extends its engagement across the country, to elevate naval shipbuilding as a career of choice, and as actual jobs, beyond the initial engineering growth, become actualised.

The College has a growing strategic outreach campaign that spans the nation, aimed at connecting with and attracting the future workforce, from high school pupils through TAFE and University students, to existing experienced trades and profession workers already within industry. The College's secondary school engagement program has already reached over 1,100 secondary schools across the nation.

The College has established the necessary industry and educational foundations and is now well positioned to deliver on its mission to provide opportunities across Australia to collaborate in the education and training of high quality candidates for future employment within the naval shipbuilding and sustainment industry, all focused to ensure that Australia has the workforce required as a key enabler to succeed with the Naval Shipbuilding Plan.

2.0 Background

The Naval Shipbuilding Plan outlines the Federal Government's vision for the National Naval Shipbuilding Enterprise and the significant investment required in coming decades. The Federal Government has embarked upon an unprecedented \$90 billion Naval Shipbuilding Plan, including the construction of 12 Attack Class Submarines, 9 Hunter Class Frigates, and 12 Arafura Class Offshore Patrol Vessels, as well as other ship modification activities. This represents the largest single engineering project that this country has ever embarked upon – and represents a true nation building endeavour.

This national program also includes a substantial investment in workforce growth and skilling initiatives in order to enable the delivery of these platforms and this vital naval capability. Indeed it has been well recognised that workforce growth and development needed to underpin a sustainable and cost-competitive Australian industrial base is one of the critical enablers to the success of the Naval Shipbuilding Plan. Immediate activities have commenced in both South Australia and Western Australia with the stand-up of the College, and the start of construction of the Arafura Class Offshore Patrol Vessels and preparation for the commencement of the Hunter Class Frigate and Attack Class Submarine programs.

Australia has a long history in naval ship construction and in most recent times has successfully built, upgraded and modernised ships and submarines in this country utilising local workforce and local ship construction and maintenance facilities. The Collins Class, ANZAC Class, Huon Class, Armidale Class and most recently the Canberra Class, and Hobart Class of which the last vessel HMAS Sydney is just completing its sea trials phase, are representative of the quality of the output from Australia's shipbuilding capabilities.

Notwithstanding the problems encountered during the build phases of most notably the Collins Class and the Hobart Class, and some issues associated with organising ship sustainment once in service, these classes of naval vessels have performed their national security roles well throughout their service lives with the Royal Australian Navy. This is a testimony to the workmanship and capability of the Australian naval construction workforce. However, the stop start nature of shipbuilding in Australia over the past three decades has not enabled Australia's shipbuilding industry and its workforce to develop to its required potential, or to consolidate its capabilities in a sustainable way.

The introduction of the new Federal Government policy to establish a continuous naval shipbuilding programme across the construction of submarines, and major and minor naval vessels, provides an opportunity to establish a sustainable naval shipbuilding enterprise in Australia that will require the establishment of a capable and sustainable shipbuilding workforce.

The establishment of a National Naval Shipbuilding Enterprise, which will represent a 40 year plus continuous shipbuilding endeavour, is much broader than just the projects themselves, it is indeed a national endeavour that requires skills and expertise beyond those that the shipbuilders themselves will provide. There is a sovereign overlay required for Australia to truly build vessels that will be regionally superior and able to fight and win at sea. Furthermore, these new classes of ships and submarine are more complex than those which Australia has constructed before, they are more sophisticated and more highly tailored to Australia's unique maritime and naval requirements, and Australia will truly be the parent navy of these highly specialised platforms and systems.

This provides a unique opportunity for Australia's workers with the development of a sustainable shipbuilding sector workforce across a multitude of job categories, from entry-level production roles to PHD's within the new National Naval Shipbuilding Enterprise. Workers will have the opportunity to gain training and qualifications across many high end skills and professions that will give them a solid foundation for a rewarding and meaningful careers which were not available before in this sector.

3.0 The Workforce Environment

Australia's Naval Shipbuilding Enterprise will support long-term, secure employment for Australian workers, and will need a highly capable, productive and skilled naval shipbuilding and sustainment workforce. This workforce is being established in an environment of high competition for skills across the Australian economy, and also in a time-frame where naval shipbuilding demand is expanding across the globe.

The naval shipbuilding workforce will need to grow significantly over the next decade to achieve Defence's Naval Shipbuilding Plan, at the same time as major regions across Australia are undertaking significant transport and infrastructure projects to meet the needs of growing populations. In September 2019 the nation's current labour force participation rate was 66.2%, with unemployment at almost historic lows of 5.3%.

Significant demand remains strong for the availability of workforce talent within adjacent industry sectors including Oil & Gas, Mining, and Infrastructure which are all projected to grow over the coming period. Compounded by this is the growth in professional services that will also drive competition for talent across industry. With multiple large Defence programs also mobilising simultaneously in Australia, the College has been established as the catalyst to address this challenge and coordinate and develop the industry collaboration needed to generate the skills and capabilities the future workforce will need, in order for industry to effectively execute its strategic programs.

The skills required for the National Naval Shipbuilding Enterprise will be in high demand. The advent of the continuous shipbuilding program provides an opportunity to attract a permanent workforce that will offer shipbuilding careers to a new generation of Australian's entering this sector.

A key element to successful delivery and sustainment of Australia's enhanced naval capabilities will be a coherent national approach formed through strategic partnerships based upon a new level of collaboration with Australian defence industry, state and territory governments, international partner governments, commercial partners, academia and science and technology research organisations. Working together will require enhanced collaboration between stakeholders to ensure Australian industry has the capability, skills, capacity, and infrastructure to deliver and sustain the largest renewal of naval capability in Australia's history. It is recognised that relying upon pure market forces to forge these new partnerships will not succeed and the Federal Government was wise to create the College construct to foster these relationships.

4.0 Naval Shipbuilding College stakeholders

The mission of the College is to ensure that the required shipbuilding workforce capabilities and attributes (knowledge & skills, capacity, geography, and timing) are established such that the objectives of the Naval Shipbuilding Plan can be achieved. To this end the College has been established to serve a number of stakeholder groups in the following way, namely;

a. Government

To lead the creation and sustainment of the enterprise that identifies, attracts and skills multi-generational sovereign capability for naval shipbuilding in Australia, and ensures that the workforce is available with sufficient skills and capacity to meet Australia's Naval Shipbuilding Plan - including construction and sustainment, therefore meeting Australian society's and Federal Government needs for security, jobs and economic growth;

b. The shipbuilding industry

To ensure that the industry workforce is available in the required locations, in the required capacity, to meet industry's workforce needs. Ensuring that this workforce has the required skills, knowledge and the experience required by industry to enter the shipbuilding sector roles, and where possible acting to reduce the costs associated with sourcing the required labour force, and assisting with balancing the overall management of workforce evolution (up and down) over time;

c. Union representatives

Engaging with the workforce representatives across the Australian shipbuilding workforce to ensure that there is an open dialogue and aligned approach to the development of the training and development needs of the future shipbuilding workforce;

d. The national education and training providers

Connecting the education and training sector to where they can contribute more fully to the National Naval Shipbuilding Enterprise. Ensuring that suitable education and training offerings are made available to meet the workforce training needs, and ensuring that the quality of the training and education offerings is endorsed and maintained at the requisite level;

e. The Australian workforce

Increasing the overall pool of workforce candidates through national industry sector promotion. Promoting the opportunities available for careers in Australia's Naval Shipbuilding Enterprise, and connecting potential future employees with the sector opportunities and industry companies;

5.0 Operational Model

The overall operational model for the College is a hub and spoke model. The College hubs are headquartered at Osborne South Australia immediately adjacent to the Osborne Naval Shipyard, and Naval Base in Western Australia adjacent to the Henderson shipbuilding and maintenance yards. The spokes are Australia's accredited training and education providers within the vocational and tertiary sectors. The College has quickly established an engagement with this national training provider network in every state and territory of Australia.

6.0 Naval Shipbuilding College Services

On behalf of Federal Government and its industry stakeholders the College conducts activities across the complete spectrum of workforce management and development for the naval shipbuilding sector. From workforce demand and supply modelling, through workforce attraction and community outreach and engagement, to coordination of skilling and training initiatives to build job ready candidates to enter industry shipbuilding roles. The College is at the very core of the continuous National Naval Shipbuilding Enterprise, establishing a comprehensive set of workforce development services across the sector that will underpin its success.

6.1 Workforce Management

In conjunction with industry the College has documented a common Industry Job Taxonomy – for common job categorisation across the sector, as the foundation of the workforce management function. The College is conducting labour market supply analyses across the sector for the primary job roles, and is collating and analysing future projected workload demand from industry. Identification of the priority and critical roles for industry has been assessed over time, and engagement is being driven down across the whole supply chain to fully understand the complete workload demands, particularly those not within the perimeters of the construction yards themselves. This information is used as the basis of analysis to the available supply within the market and from training providers, in order to identify the requirements for market interventions. Specific job supply strategies are developed for all of the priority roles, that consider current and projected shortages, and appropriate interventions that are required to assure supply.

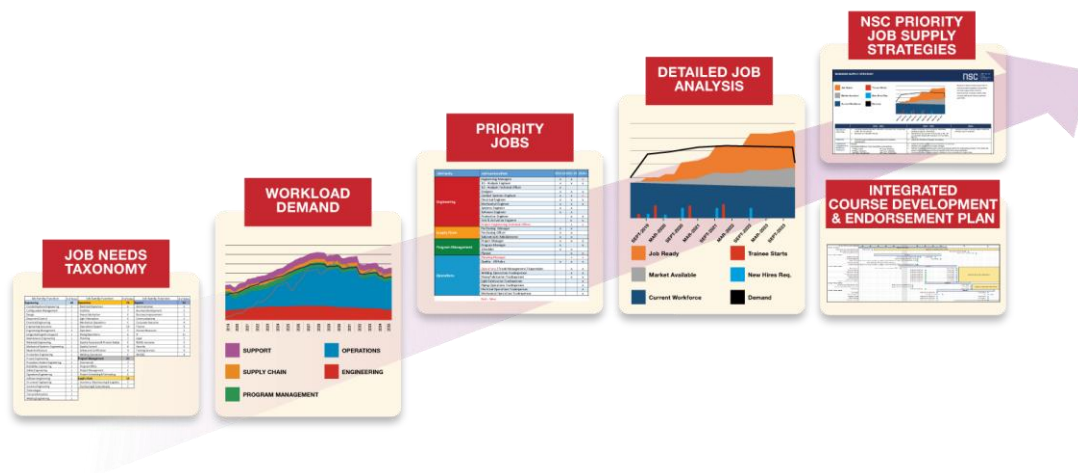


Figure-1: The College's Workforce Management Activities

6.2 Training and Development Services

The College has established a national network of training providers across the vocational and tertiary levels which now spans all states and territories. The College is working with these providers to identify gaps within current training & education offerings to ensure that they are suitable for the skilling requirements of the National Naval Shipbuilding Enterprise. The College is developing and overseeing gap closure plans, and where needed identifying specific non-accredited training modules and electives required to be available to meet the specific skilling and competence requirements of the shipbuilding roles. On behalf of industry the College also provides the training and education entities with a formal course endorsement, once the gap closure plans have been implemented and industry is satisfied that the training offerings will create job suitable candidate. The College also manages the "Community of Excellence" of these endorsed providers through life. In conjunction with the Federal Government, the College is also engaged with piloting scholarship programs to deliver internship work placements for current and future engineering students. Similarly, the College plans to engage with Australia's small and medium enterprises for apprentice rotations.

6.3 Talent Acquisition

Engaging with industry to fully understand their talent acquisition priorities and strategies so that the College can align and tailor its talent acquisition program to support these priorities. Identifying and attracting the future workforce talent into the naval shipbuilding sector, streaming them into appropriate training courses to meet their career aspirations, monitoring their development to a point of being job ready, and connecting them with employment opportunities across the sector.

To help meet this demand the College launched a national Workforce Register in July, 2018. First time entrants, people transitioning from adjacent industries or those wishing to up skill within the industry can use the Workforce Register to be connected with appropriate training and education providers and potential employers across Australia. Candidate Engagement Consultants provide tailored training, education and career path guidance to people seeking to acquire the skills and experience required by future employers. More than 2,000 people have already registered their interest to work within the naval shipbuilding sector through the College Workforce Register, thousands more are expected to follow as the College extends its engagement across the country, to elevate naval shipbuilding as a career of choice.

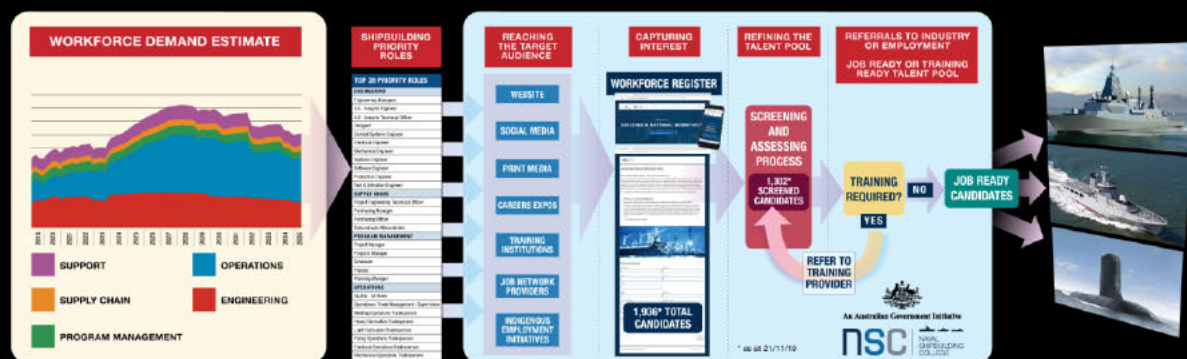


Figure-2: The College's Talent Acquisition and Outreach Services

6.4 Communications and Engagement and Community Outreach

One of the key roles and responsibilities of the College on behalf of the sector is to generate awareness within the broader community of the available careers within the National Naval Shipbuilding Enterprise, and to attract the future workforce candidates to these new roles. The College has a growing strategic outreach campaign that spans the nation, aimed at connecting with and attracting the future workforce, from secondary school, TAFE and university students, to existing experienced trades and professional workers already within the industry. This campaign will leverage existing education and employment programs at the state and federal levels. The College will conduct its own events in each state and territory annually, in collaboration with industry, training and education providers, the National Naval Shipbuilding Office and Royal Australian Navy. The College is developing engaging communication content across all platforms to connect with future generations, particularly through its Secondary School Engagement Strategy. It is also active within Australia's professional communities of practice to promote the sector opportunities and raise the profile of naval shipbuilding careers.



Figure-3: The College's Outreach and Engagement

7.0 Key Achievements to date

The College commenced operations on 5 March 2018 and has now over 18 months of experience operating within the Australian Naval Shipbuilding Enterprise environment. The College is partnering with defence, industry and a national network of training and education providers in order to play an integral role in developing the Australian workforce required to ensure the nation successfully delivers the critical naval capabilities outlined in the Naval Shipbuilding Plan. The following outlines some of the key achievements of the College over the preceding 18 months.

7.1 Industry Engagement

The College has established a close collaborative engagement with the primary shipbuilding companies. The Chief Executive Officers of BAE Systems Australia, Naval Group Australia and ASC Submarines created the CEO Shipbuilding and Sustainment Workforce Forum to work collaboratively on the development of a cost-effective workforce, which is capable of executing current and future maritime acquisition and sustainment programs. The membership of this group has been extended to include other prime contractors including Lockheed Martin Australia, Luerssen Australia and Saab Australia, and the work of the Group is supported by the National Defence Industry Workforce and Skills Facilitator.

Working with the College and Federal Government entities, the Group is working to ensure shipbuilding construction, major sustainment and system integrators have a sufficient, strategic enterprise level perspective on workforce development matters. The Group is engaged with the federal Government to represent industry input on strategic shipbuilding and sustainment challenges and related future policy initiatives. Work has also begun to support Australian small to medium enterprises supporting major shipbuilding and sustainment entities. These businesses can be supported by the College through a rotation of apprentices and providing workforce management consulting that may not currently be available.

7.2 Naval Shipbuilding Industry Strategic Workforce Plan

In conjunction with Australia's leading naval shipbuilding employers the College signed a landmark naval Shipbuilding Industry Strategic Workforce Plan in October 2019 that will underpin Australia's capability to continuously design, build, integrate and sustain its naval fleet. The Plan has been implemented following ongoing collaboration between the College and six naval shipbuilding Primes – ASC, BAE Systems Australia/ASC Shipbuilding, Lockheed Martin Australia, Luerksen Australia, Naval Group Australia and Saab Australia. The Plan outlines the commitment of all signatories to develop a cost-effective Australian naval shipbuilding workforce capable of delivering current and future maritime acquisition and sustainment programs, including the Attack Class Submarine, Hunter Class Frigate and Arafura Class Offshore Patrol Vessel Programs.



Figure-4 Signing of the Naval Shipbuilding Industry Strategic Workforce Plan

As competition in the market continues to intensify the College and industry will strengthen their engagement with training and education providers in every state and territory to help promote naval shipbuilding skills growth and assist vocational and tertiary sectors to respond to the rapid pace of changing technology across the industry. It also reinforces industry's commitment to strengthen ties with adjacent industries, such as Oil and Gas and Aerospace, which require similarly skilled workers and to increase the diversity and inclusion of under-represented groups within naval shipbuilding.

7.3 Common Job Taxonomy (Lexicon)

A common set of job role definitions, or a common taxonomy, has been developed to ensure a shared understanding of critical skill areas for each job, allowing a common focus. This not an insignificant achievement given the differences created by having British, French, German, United States and Australian shipbuilding primes. These data collections have occurred over the last 18 months and now allow for the proper focus on the right, high priority jobs to be supplied at the right time for Industry. This taxonomy will ensure there is a consistent understanding throughout industry of the competencies required for each job role to enable consolidated industry delivery strategies to be determined. This common Job Taxonomy has been adopted by the Naval Shipbuilding Industry Reference Committee and has been offered for use by the Federal Government, peak bodies and unions to allow for broader applicability of this framework.

7.4 Identification of Priority Roles

The College has also collaborated with industry to develop a consolidated listing of the priority skill areas in the short term (next two years), medium term (two-four years) and long term (four years +) . This listing includes those skills or job families that are required to meet legislative, regulatory or service delivery, skills that have been identified as global, national or state skills shortages, and those roles where there are enough people with the skills or qualifications to complete this work in the labour market but they are either choosing not to work in their chosen field or the organisation cannot attract them. The College is completing a national supply analysis across defence and adjacent industries for each priority skill area. The outputs of this analysis will be utilised to define specific strategies to address each of the priority skill area needs.

The College has also completed an analysis for each priority skill area to 1) identify gaps in required competencies of industry and the existing Australian Qualification Framework (AQF) and 2) examine tertiary or higher education materials that support shipbuilding program of study. For each priority skill area a report with recommendations has been developed to detail proposed new competencies or training programs required to address these gaps. A number of gap closure activities have been completed and others are ongoing across the priority roles.

7.5 Supply-Demand Analysis

Detailed supply and demand analysis has been conducted by the College and is being used to further refine the workforce development strategy and action plan. Currently, the analysis has been rolled up into three overarching job families: engineering, operations, and program management.

The growth of the various segments of the naval shipbuilding workforce is being collated and analysed by Industry and the College. The Naval Shipbuilding Strategic Industry Workforce Plan utilises industry derived workforce demand data projecting over 30 years into the future. This is coupled with detailed supply analysis to determine market interventions required to assure availability of the future workforce and allows high priority job roles to be determined. All organisations endorsing the document have supplied such workload information plus other key primes and small to medium enterprises in the Australian Naval Shipbuilding Enterprise.

7.6 Establishing the Training Provider Network

The College is already well advanced in partnering with training and education providers across Australia to ensure there is a sustainable pipeline of skilled and job-ready workers available. The College has established a national training provider network which now spans every state and territory. These partnerships will ensure that the requisite training offerings are available with suitable curriculum, sufficient capacity, and in the required locations. The national training provider network includes a total of 22 institutions and many of these organisations are already offering College endorsed courses across the nation, in subjects aimed at fulfilling the skilling requirements for industry's priority roles.

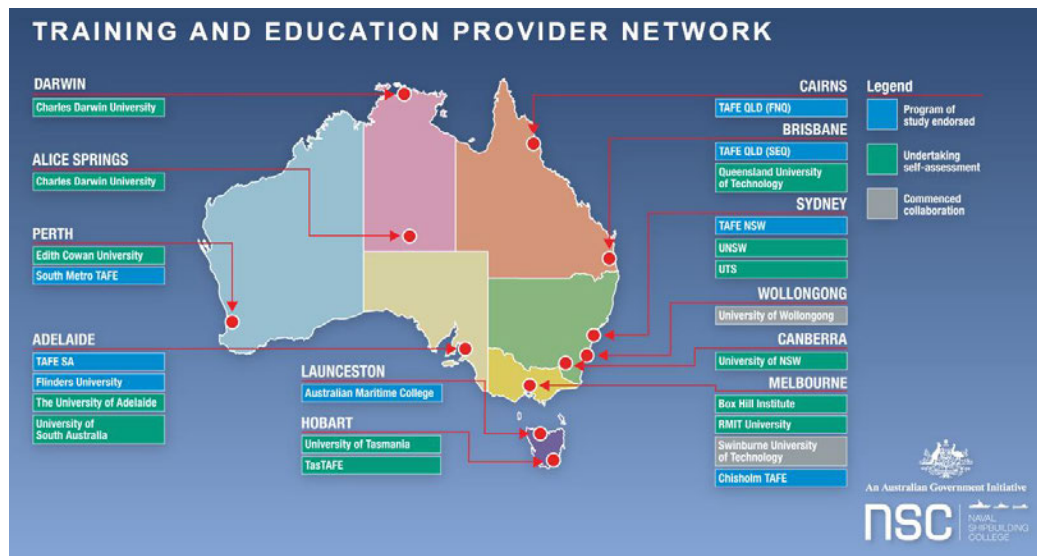


Figure-5: The College's national training and education provider network

7.7 Establishment of the national Workforce Register

Whilst the establishment of the national training provider network will underpin the future workforce needs, large parts of this workforce are still three to four years away from graduating and the major shipbuilding companies' current needs are for workers who are skilled and experienced to lead and establish the core of their design and construction teams. To help meet this near-term demand the College launched an online national Workforce Register in July, 2018.

First time entrants, people transitioning from adjacent industries, or those wishing to up skill within the industry can use the Workforce Register to be connected with appropriate training and education providers, and potential employers across Australia which will bring them into the National Naval Shipbuilding Enterprise. Candidate Engagement Consultants provide these applicants with tailored training, education and career path guidance, so they can acquire the skills and experience required to be deemed job-ready by a shipbuilding employer.

More than 2,000 people have already registered their interest to work within the shipbuilding sector and thousands more are expected to follow as the College extends its engagement across the country, to elevate naval shipbuilding as a career of choice. Over 1,400 of these candidates have undergone screening by the College team, with over 370 either self-sourcing training or being referred to further training, and over 500 already job-ready for entry to the shipbuilding sector.

7.8 Secondary School Engagement

The College has also implemented a Secondary School Engagement Strategy, extending the Work-Ready online platform to provide defence industry and naval shipbuilding career information to all secondary schools across Australia. The College module provides career educators and career counsellors with naval shipbuilding specific resources and materials tailored to attract new candidates and make naval shipbuilding a career of choice. Since the launch of the Naval Shipbuilding Module, take up of the Work-Ready platform by schools across Australia has more than tripled, now reaching over 1,100 of the 3,500 secondary and combined schools across Australia.

8.0 Conclusion

The College is quickly building its capacity to provide workforce solutions for the shipbuilding industry and is positioned as an integral part of Australia's Naval Shipbuilding Enterprise. The establishment of the College has already played an important role in facilitating industry collaboration across the sector, and the establishment of a network of endorsed programs of study delivered through existing vocational and tertiary providers in Australia.

The collaboration and cooperation that has been established between the College and the major global shipbuilding companies involved in the National Naval Shipbuilding Enterprise is unprecedented, and demonstrates a sector level commitment to collaboratively grow the talent pool, through establishing and developing new workforce pipelines to ensure the success of the Enterprise. This effort will be driven down the vertical supply chain with Australian small to medium enterprises.

In conjunction with industry the College has documented a common Industry Job Taxonomy – for common job categorisation across the sector, as the foundation of the workforce management function. Labour market supply analyses across the sector have been conducted for the primary job roles, and the College is regularly collating and analysing future projected workload demand from industry.

Identification of the priority and critical roles for industry has been assessed over time, and engagement is being driven down across the whole supply chain to fully understand the complete workload demands. This information is used as the basis of analysis to the available supply within the market and from training providers, in order to identify the requirements for market interventions. Specific job supply strategies are being developed for all of the priority roles, which consider current and projected shortages and the appropriate interventions required to assure supply.

The College has established a national network of 22 training providers across the vocational and tertiary levels which now spans all states and territories. The College is working with these providers to identify and close gaps within current training and education offerings to ensure that they are suitable for the skilling requirements of the National Naval Shipbuilding Enterprise.

More than 2,000 people have already registered their interest to work within the naval shipbuilding sector through the College's national Workforce Register, thousands more are expected to follow as the College extends its engagement across the country, to elevate naval shipbuilding as a career of choice.

The College has a growing strategic outreach campaign that spans the nation, aimed at connecting with and attracting the future workforce, from secondary school, TAFE and university students, to existing experienced trades and professional workers already within industry. The College's Secondary School Engagement Program has already reached over 1,100 secondary schools across the nation.

The benefits that the College provides to all stakeholders are fundamental to the development of a sustainable workforce and successful enterprise. The following provides a vision looking forward at what success for the College would look like in the immediate and medium terms.

- The College has become an intrinsic and essential element within the successful establishment of Australia's sustainable Naval Shipbuilding Enterprise, with the College acting as a force multiplier for industry across all elements of workforce development for the sector. The College is providing essential services on behalf of the sector in developing the effective and efficient workforce needed by the shipbuilding industry players. This is underpinned by the College's close and collaborative partnership with industry, academia, training and education providers as an essential element of success.
- On behalf of the sector and the nation the College has established a comprehensive definition of the sovereign knowledge that the nation requires to truly be considered a naval shipbuilding nation capable of developing superior naval maritime capabilities, and this underpins all workforce capability development activities for the sector.
- On behalf of industry the College is collecting and collating the 'trusted source of truth' with regard to the overall shipbuilding time-phased skills demand requirements, analysing this against the nation's geographic market supply capacity, and identifying, enacting and coordinating market interventions where needed to assure supply across the agreed skills codes.
- The College is providing an overarching national coordination to ensure that training curriculum(s) of the appropriate standard are available, in the required locations, and with the required capacity, within the accredited vocational and tertiary institutions to meet the naval shipbuilding demand requirements.
- The College is also delivering specialist shipbuilding courses and specific shipbuilding learning experiences within a national shipbuilding physical training centre, on-top of the formal accredited frameworks, to ensure that all candidates are job ready for entry into the sector. The College is also providing industry and the Australian business community with a cost effective aggregation service for the delivery of effective specialist skilling and work preparation initiatives to develop the required job ready workforce prior to their entry into the shipbuilding precincts and supply chains.
- The College is providing the sector with a powerful singular high profile brand and has developed a deep engagement across the nation within the secondary, vocational and tertiary education systems which acts as an effective attraction point for new entrants to the sector. The College has forged a comprehensive and effective digital presence and national Workforce Register as the portal for all candidates to receive career, training and education guidance. It provides a direct connection to the training and education providers which will up skill them to the point they are deemed job ready and then ultimately connected directly to the job opportunities available across the sector from the primes through to the supply chains.

- These capabilities coordinated by, and where appropriate delivered, by the College, in conjunction with the nations' education and training institutions and the sectors' shipbuilding industry, have established a comprehensive fit-for-purpose resilient, sustainable and highly effective shipbuilding workforce that is contributing to Australia's national security by constructing, delivering and sustaining Australia's future naval capability and meeting the objectives of the Naval Shipbuilding Plan.

The College is now well positioned to deliver upon its mission to provide opportunities for education and training providers across Australia to collaborate in the education and training of high quality candidates for future employment within the naval shipbuilding and sustainment industry, to ensure that Australia has the workforce required as a key enabler to succeed with the Naval Shipbuilding Plan.