



Broome Employment Services Evaluation Strategy

December 2024

Acknowledgement of Country

The Yawuru people are the traditional owners of the lands and waters in and around Rubibi (the town of Broome), from Bangarangara to the yalimban (south) to Wirrjinmirr (Willie Creek) to the guniyan (north), and banu (east) covering Roebuck Plains and Thangoo pastoral leases, in the Kimberley region of northern Western Australia

The Department of Employment and Workplace Relations acknowledges the Yawuru people as the traditional custodians of the lands and waters surrounding Rubibi. We pay our respects to Yawuru people, culture and Elders past, present and emerging. We also extend our respects to First Nations people who travel to Rubibi to live, learn or work.

The Department of Employment and Workplace Relations acknowledges diversity and respectfully uses the terms ‘Indigenous’ and ‘First Nations people’ interchangeably throughout this document.

ISBN

978-1-76114-177-5 [PDF]

978-1-76114-178-2 [DOCX]



With the exception of the Commonwealth Coat of Arms, the department’s logo, any material protected by a trademark and where otherwise noted, all material presented in this document is provided under a [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/) (https://creativecommons.org/licenses/by/4.0/) licence.

The details of the relevant licence conditions are available on the Creative Commons website (accessible using the links provided) as is the full legal code for the [CC BY 4.0 International](https://creativecommons.org/licenses/by/4.0/legalcode) (https://creativecommons.org/licenses/by/4.0/legalcode).

The document must be attributed as the *Broome Employment Services Evaluation Strategy*.

Contents

[1. Introduction 4](#_Toc184811660)

[2. Overview of Broome Employment Services 4](#_Toc184811661)

[2.1 Prior to Broome Employment Services 4](#_Toc184811662)

[2.2 Broome Employment Services 5](#_Toc184811663)

[2.3 Considerations for future servicing arrangements in the Broome region 5](#_Toc184811664)

[3. Evaluation framework 6](#_Toc184811665)

[3.1 Evaluation objectives 6](#_Toc184811666)

[3.2 Guiding principles 6](#_Toc184811667)

[3.3 Evaluation consultation and community collaboration 7](#_Toc184811668)

[3.4 Broome Employment Services program logic 7](#_Toc184811669)

[3.5 Evaluation scope 8](#_Toc184811670)

[4. Evaluation approach 9](#_Toc184811671)

[4.1 Key evaluation questions 9](#_Toc184811672)

[4.2 Methods 9](#_Toc184811673)

[4.3 Cultural safety and capability 12](#_Toc184811674)

[5. Evaluation management 13](#_Toc184811675)

[5.1 Key stakeholders 13](#_Toc184811676)

[5.2 Governance 13](#_Toc184811677)

[5.3 Research ethics 14](#_Toc184811678)

[5.4 Risk and limitations 14](#_Toc184811679)

[6. Timeline, reporting and dissemination 15](#_Toc184811680)

[6.1 Timeline of key evaluation activities 15](#_Toc184811681)

[6.2 Key deliverables 15](#_Toc184811682)

[6.3 Dissemination 16](#_Toc184811683)

[7. Appendices 17](#_Toc184811684)

[7.1 More information on Broome Employment Services 17](#_Toc184811685)

[7.2 More information on consultation for future service arrangements 18](#_Toc184811686)

[7.3 Evaluation community collaboration 18](#_Toc184811687)

[7.4 Program logic – Broome Employment Services 20](#_Toc184811688)

[7.5 Standards of evidence 22](#_Toc184811689)

[7.6 The department’s administrative data 23](#_Toc184811690)

[7.7 A data framework mapping areas of focus to evaluation objectives 24](#_Toc184811691)

# Introduction

The Department of Employment and Workplace Relations (the department) is required to progressively monitor and evaluate Australian Government employment services and programs under the terms of the *Public Governance, Performance and Accountability Act 2013* (*PGPA Act*)and specific directives from Cabinet.

The Employment Evaluation Branch (EEB) in the department is responsible for planning, designing and conducting the evaluation of Broome Employment Services. The evaluation is overseen by the department’s Employment and Workforce Assistant Secretaries Committee (EAC).

This strategy outlines how Broome Employment Services (operating from 1 November 2023 to 30 June 2027) will be evaluated against its objectives and intended outcomes. The Evaluation Strategy is presented in the following sections:

Section 2 provides an overview of Broome Employment Services, including employment services pre and post Broome Employment Services

Section 3 outlines evaluation objectives, scope and guiding principles for conducting the evaluation, including the program logic

Section 4 describes evaluation approaches, including key evaluation questions, methods and considerations for cultural safety

Section 5 covers governance and research ethics for the evaluation, as well as risks and limitations

Section 6 presents the timeline of key evaluation activities and reporting, as well as how the evaluation findings will be disseminated.

# Overview of Broome Employment Services

The needs of the local Broome community are unique and complex, largely impacting First Nations people in a thin labour market.

In the 2021 Census, First Nations people made up 28.6% of people in the Broome Local Government Area[[1]](#footnote-2) (compared to 3.3% in Western Australia).[[2]](#footnote-3) The employment services in the region are expected to service a caseload of mostly First Nations clients.

Broome Employment Services commenced on 1 November 2023 and is delivered by Job Pathways, supported by locally based Australian Public Service (APS) personnel.

## Prior to Broome Employment Services

Workforce Australia Employment Services (Workforce Australia Services) is the mainstream government-funded employment service. It commenced on 4 July 2022 in all non-remote regions of Australia, with the exception of Yarrabah and Norfolk Island.

In 2023 the sole Workforce Australia Services provider in the Broome Employment Region requested to hand back its licence to the department.

In response to the servicing gap arising from the provider’s market exit, the Australian Government announced in the 2023–24 Budget that it is providing $5.6 million over 5 years to ensure continuity of employment services in the Broome Employment Region. This led to the design of Broome Employment Services and the engagement of a new First Nations provider. In the 2024–25 Budget, the Australian Government announced the extension of Broome Employment Services to 30 June 2027.

## Broome Employment Services

Broome Employment Services aims to:

Maintain service continuity to around 700 mainly First Nations clients on the caseload in Broome.

Trial a new model for employment services that could be more sustainable and better suited to the unique local context and complex needs of the Broome caseload.

Build the capability and capacity of the First Nations provider.

Build the capability of the APS to deliver and complement employment services.

Contribute to several Priority Reforms outlined in the National Agreement on Closing the Gap.

The design of Broome Employment Services is based on the existing model for Workforce Australia Services, with modifications to mitigate the risks of provider financial viability, support capability and capacity building for the local community and provider and ensure services can be responsive to local needs. These key features include support from locally based APS personnel, upfront capital for the provider, and a new payment structure. A new performance framework for Broome Employment Services will reflect the objectives of the Broome Employment Services Deed.

More information on Broome Employment Services is presented at **Appendix 7.1**.

## Considerations for future servicing arrangements in the Broome region

During 2024 a consultation process will be conducted with the local community and the Broome Employment Services provider to develop elements of a place-based model for future consideration when the trial ceases in June 2027.

More information on the consultation process for consideration for future servicing arrangements is presented at **Appendix 7.2**.

# Evaluation framework

This section outlines the objectives of the evaluation, and principles to guide the planning, management and conduct of the evaluation, including a program logic of Broome Employment Services model.

## Evaluation objectives

The evaluation will:

1. Examine the appropriateness and effectiveness of Broome Employment Services.
2. Examine local community and provider engagement in the consultation process for future servicing arrangements in the Broome region.

The evaluation findings from Broome Employment Services will contribute to ongoing learning and the evidence base for the development and improvement of place-based employment services.

## Guiding principles

Consistent with good evaluation practices, the evaluation of Broome Employment Services will follow defined evaluation principles,[[3]](#footnote-4) including:

a clearly defined evaluation objective and scope that is fit for purpose and includes key evaluation questions and a data framework

being impartial and independent from the policymaking, implementation and program management at all stages of the evaluation process

ensuring credibility through the expertise and independence of the evaluation team and the transparency of the evaluation process, including publication of the Evaluation Strategy and Evaluation Reports

delivering relevant and useful evaluation findings, presented clearly and concisely in a timely manner, to inform decision-making.

This evaluation also adopts the overarching principle of the whole-of-government Productivity Commission’s Indigenous Evaluation Strategy[[4]](#footnote-5) of **‘centring Aboriginal and Torres Strait Islander people, perspectives, priorities and knowledges’** andcontributes to the National Agreement on Closing the Gap Priority Reforms[[5]](#footnote-6) by:

**Priority Reform 1: Formal Partnerships and Shared Decision Making** – identifying opportunities for engaging and ensuring First Nations people are engaged early in the evaluation design process.

**Priority Reform 2: Building the Community-Controlled Sector** – working closely with local First Nations organisations in designing the evaluation.

**Priority Reform 3: Transforming Government Organisations** – continually building the evaluation team’s cultural capability, applying a strengths-based narrative and ensuring First Nations successes are factored into evaluation design.

**Priority Reform 4**: **Shared Access to Data and Information at a Regional Level** – asking First Nations people, communities and providers what data is important and useful to help inform decisions for community.

## Evaluation consultation and community collaboration

To make evaluation useful and relevant, evaluators need a good understanding of the program context and how the evaluation would benefit the stakeholders and the community. This requires active engagement with stakeholders and the community in clarifying the intent of the services, determining the measures of success and the data collection methods that are culturally appropriate.

To serve this purpose, a workshop was conducted in August 2023 by the employment evaluation team with the department’s program and policy stakeholders who developed and implemented Broome Employment Services to get insights on:

the program inputs, activities, how it is intended to work and the expected outcomes

key evaluation questions of interest.

Community input was gathered in October 2023 in a collaboration between the employment evaluation team and local stakeholders,[[6]](#footnote-7) including employers, community organisations (which refers to community representative organisations, other employment services providers, other support services providers and Registered Training Organisations) and government agencies (which refers to regional development bodies, local and state government agencies and Commonwealth Government agencies) in Broome. The focus was to understand the views on:

what the success of Broome Employment Services looks like from stakeholders’ perspectives

culturally appropriate ways of measuring the success

what cultural safety means to stakeholders

other local insights to consider for the evaluation.

Inputs from the stakeholder consultation and the evaluation community collaboration were used to assist in the development of a program logic (**Section 3.4**) and the design of evaluation methods and data collection (**Section** **4.2**).

More information on the evaluation community collaboration is presented at **Appendix 7.3.**

## Broome Employment Services program logic

A program logic provides a visual summary of the core elements and activities of the program and the outcomes that it aims to achieve. This provides essential program information that the evaluation assesses and reveals whether and how the program works as intended.

The Broome Employment Services program logic[[7]](#footnote-8) reflects stakeholder consultation and the evaluation community collaboration. In addition to employment-related outcomes, outcomes that matter to the community are also incorporated. In particular, the community highlighted the importance of clients’ wellbeing and having a positive experience with the employment services. The program logic captures the intended outcomes for:

clients

family and community of the client

employers

the provider

the department

others (community organisations and government agencies).

The Broome Employment Services program logic is at **Appendix 7.4.**

## Evaluation scope

### 3.5.1 In scope

The evaluation reference period is 1 January 2024 to 30 June 2025 and the evaluation scope includes:

Broome Employment Services

interactions, such as referrals, with other programs and services[[8]](#footnote-9)

local community and provider engagement in the consultation process for future servicing arrangements in the Broome region.

### Out of scope

The evaluation will not assess:

service continuity arrangements and the transition period (April 2023 to October 2023)

the effectiveness of the consultation planning and process for future servicing arrangements

effects on clients and the community from programs and services other than Broome Employment Services

Workforce Australia Online[[9]](#footnote-10)

broader social and economic imperatives with the potential to influence social and economic development in Broome, such as ownership of land and other assets and Native Title determinations.

#

# Evaluation approach

The evaluation approach is guided by key evaluation questions and characteristics of Broome Employment Services. As it operates within an employment services and environmental landscape characterised by change, there is a need for flexibility in evaluation design and implementation. The views gathered from the evaluation community collaboration are also taken into consideration to ensure the evaluation approach meets the needs of the community and is culturally appropriate.

## Key evaluation questions

The key evaluation questions to meet the evaluation objectives outlined in **Section 3.1** are:

EQ1. Is the Broome service model appropriate in meeting and responding to community needs and expectations?

EQ2. What are the experiences of and satisfaction with the service among clients, employers and the broader community?

EQ3. What are the impacts and outcomes of the service on clients, employers and among the broader community?

EQ4. To what extent has the embedded APS personnel model built the capability and capacity of the provider and the APS to deliver and complement employment services and coordinate services?

EQ5. What are the drivers of and the extent to which community stakeholders are engaged in the consultation process for future servicing arrangements?

In assessing the appropriateness and effectiveness, where possible, specific cohorts, including First Nations people and women, will be separately examined.

In addressing these key evaluation questions, the evaluation will provide learnings on the extent to which the Broome Employment Services model could be replicated, including in other thin labour markets.

The evaluation design is flexible to allow it to adapt to changes in policy, to address changes in relative importance of issues and the availability of resources and data. Sub evaluation questions will be developed during the evaluation and finalised over time so that adjustment of evaluation focus is possible over the evaluation period.

A data framework mapping areas of focus to the evaluation objectives is presented at **Appendix 7.7**.

## Methods

The evaluation will use a mixed method approach, combining qualitative and quantitative analysis.

Qualitative and quantitative methods are complementary and ensure that understanding is improved by integrating different ways of knowing.

### Qualitative research

Qualitative research provides an in-depth understanding of the process of change, of what works, what does not and why. It focuses on identifying factors contributing to outcomes and may also be used to fill emerging data gaps and respond to emerging questions.

#### Qualitative data collection

The data collection method for qualitative research is typically through focus group discussions and in-depth interviews.

The community feedback also indicates that First Nations people’s ways of knowing include:

stories and storytelling

seeing and feeling the impact in the community

asking local people.

Other data sources suggested during the evaluation community collaboration are:

client file notes (where available)

day in the life of an employment consultant

local departmental staff to keep track of achievements

good news stories on collaboration.

Stories of significant changes present a strong qualitative indicator for the impact of the program.

#### Areas of focus for qualitative research

The qualitative research will provide insights that are broader than only employment-related outcomes, including into:

clients’ experience with Broome Employment Services, the development of clients’ human capability and linkages to other support services

impacts on the family and friends of clients and the broader community

employers’ experience with Broome Employment Services, meeting employers’ needs and employers’ support for clients

the provider’s quality of service, operational conditions and capability

the department’s administration of Broome Employment Services, trust in government and the impact of local APS personnel

other community organisations’ experiences with Broome Employment Services and relationships between services.

For further details, see the intended outcomes described in the program logic (**Appendix 7.4**) and the data framework mapping areas of focus to the evaluation objectives (**Appendix 7.7**).

#### Research participant groups

An inclusive list of research participants in the qualitative research will enable the gathering of various perspectives, including perspectives from First Nations people. The qualitative research will involve the following groups:

Broome Employment Services clients

the Broome Employment Services provider

Elders and community members, including clients’ family members, friends and mentors

other employment services or support services providers

local businesses/employers

Registered Training Organisations

the department

the government Employment Facilitator

Commonwealth Government agencies, including Services Australia and the National Indigenous Australians Agency

local and state government agencies

other community stakeholders (not listed above but involved in the consultation for future services).

### Quantitative analysis

Quantitative analysis can provide a summary of the extent of program impacts and outcomes being achieved, using administrative data. The administrative data on outcomes and activities from the department’s Employment Services System (ESS) will be the primary source, and data from the Research and Evaluation Database (RED) and the Personal Level Integrated Data Asset (PLIDA) may also be used. Where appropriate, survey data will be collected about clients’ experience and wellbeing.

#### Measuring employment-related outcomes

Key measures of Broome Employment Services effectiveness may draw on proxy measures of individuals’ progress to employment, employment and employment sustainability.

This includes:

progress to employment, including engagement in support services and addressing non-vocational barriers

work-ready outcomes, including certificates I and II

conversions from training to employment

part-time employment and seasonal employment for outcomes

exit from or reduced reliance on income support

proxy outcome measure, using provider outcomes payments.

#### Estimating net impact

Estimating net impact in the evaluation refers to quantifying the impact of the program on the intended outcomes, in comparison to those in the absence of the program. A net impact study, usually involving statistical modelling, will provide findings that meet higher evidence standards than findings from descriptive summary or insights of a qualitative nature, as it offers a more definite claim that the impact is attributed to the program. Refer to **Appendix 7.5** for the standards of evidence.

The net impact study requires the identification of a group of people who are not in Broome Employment Services but are similar to Broome Employment Services clients (namely, a counterfactual). There are also data requirements such as the availability of individual characteristics data and outcome measures for the counterfactual.

There may be limitations to the availability and quality of the department’s administrative data in the Broome Employment Region. The way of life in the Kimberley region may also mean proxies for employment ordinarily used by the department may not be reliable. Collectively, these challenges mean that quantitative analysis of employment outcomes and exits may be difficult, as these outcomes are under reported and may not be a reliable proxy for employment. Attempting to estimate net impact (that is, attributing any change in outcomes and/or exits to the Broome Employment Services model) using these measures may be limited.

A summary of the department’s data and limitations is presented at **Appendix 7.6**.

### Measuring clients’ wellbeing

Positive experiences and improved wellbeing for clients are key success measures for Broome Employment Services. Wellbeing measures will be aligned with First Nations people’s way of expressing wellbeing, as quoted from the Yawuru Wellbeing Project:[[10]](#footnote-11)

*In the western notion of subjective wellbeing expressions such as happiness can invoke a host of meanings and interpretation. Indigenous peoples have long explained and described wellbeing from a relational perspective, with the Yawuru notion of liyan reflecting a continuity and connection between the mind, body, spirit, culture and land.*

Where appropriate, qualitative and/or quantitative data collection tools and qualitative analytical frameworks will be aligned with the Mabu Liyan domain and indicator areas.

## Cultural safety and capability

Given the nature of Broome Employment Services, one important consideration is to ensure the evaluation is culturally safe for First Nations people and the employment evaluation team is equipped with adequate cultural capability.

#### Cultural safety

Cultural safety means showing respect. When visiting the community to conduct fieldwork, culturally safe approaches may include but are not limited to:

considering cultural protocols – providing comfortable spaces for fieldwork (for example, separate interviews for men and women) and having options for individual interviews or focus groups

making use of existing gatherings for fieldwork (where appropriate to do so)

considering sensitive periods and/or events for fieldwork

using plain English language when communicating with the community

having strengths-based conversations.

Further advice will be sought from the locally based APS personnel, the department’s engagement team/Indigenous Liaison Officer and the data collection business (if available) to ensure the evaluation is culturally appropriate.

#### Cultural capability

Feedback from the evaluation community collaboration is that the employment evaluation team should include members with an understanding of the local community and cultural obligations, protocols and safety.

Where possible, a suitable data collection business (which preferably has connections to the Broome region) will work with the evaluation team to help bridge the gap and build the evaluation team’s cultural capability. The role of a data collection business will not only assist with the conduct of the fieldwork in a way that is culturally appropriate to the local community but also help share findings that are presented through the world views of First Nations people.

# Evaluation management

## Key stakeholders

Key internal and external stakeholders will be consulted, where appropriate. To the extent possible, the employment evaluation team will incorporate the views of stakeholders in the evaluation design and implementation. Key departmental stakeholders include but are not limited to:

policy and program areas (including the senior responsible officer of Broome Employment Service)

embedded APS personnel

government Employment Facilitator.

Key external stakeholders include but are not limited to:

relevant individuals and community organisations (including First Nations individuals and community organisations)

the Broome Employment Services provider

other affected government agencies (including Services Australia and the National Indigenous Australians Agency)

other government agencies that provide analysis (including Jobs and Skills Australia).

## Governance

In line with the defined evaluation principles, this evaluation is impartial and independent from the policymaking, implementation and program management at all stages of the evaluation process.

The evaluation has been designed and will be conducted in close collaboration with the departmental working group for Broome Employment Services, and evaluation documents are provided to the EAC for noting.

The responsible program area will contribute to the evaluation by:

informing the evaluation team of key program issues which may affect the evaluation

assisting with contacting and visiting the Broome Employment Services provider and other participating organisations, facilitating data provision and evaluation participation.

Where possible, a community governance arrangement is to be established, in line with the evaluation principle of placing First Nations clients’ and community stakeholders’ voices at the centre of the evaluation.

Key findings from the evaluation will be provided to the responsible program area, departmental working group and EAC as they become available.

## Research ethics

The research activities will be undertaken in line with the National Statement on Ethical Conduct in Human Research. Where required, a review by a registered Human Research Ethics Committee (HREC) will be undertaken by the data collection business supporting the evaluation.

## Risk and limitations

There are several risks and limitations to the conduct and the quality of the evaluation, including:

Data quality and availability: administrative data, including Employment Services System data, is the primary data source for employment-related outcome measures.

Primary data collection: qualitative data is the primary source. The evaluation will be limited if the qualitative research coverage and engagement is limited.

Access to income support data: the evaluation assumes that the department will have timely access to income support data from Services Australia and that this data will be similar to what has previously been shared. Any changes may impact the scope of the evaluation.

Changing policy and program elements: changes to policy and program settings make it more difficult to attribute effects and outcomes to the given program settings.

Meeting community expectations: community stakeholders aspired to an evaluation that would capture wide-ranging outcomes more than employment outcomes. The scope of the evaluation is limited to what is achievable in the timeframe and utilising the data available, as well as most relevant to evaluating the service itself.

Resource management: the evaluation depends on the availability of adequate funding for external research and recruiting and retaining internal staff with appropriate skills.

Cultural capability: any lack of adequate cultural capability of the evaluation team members could affect the qualitative research coverage and engagement.

# Timeline, reporting and dissemination

## Timeline of key evaluation activities

| Timeline | Key evaluation activities |
| --- | --- |
| Ongoing | Close collaboration with the relevant policy and program areas for the design and conduct of the evaluation, as well as timely provision of early insights to facilitate evidence-based continuous improvement. |
| February 2024 | Evaluation Strategy noted by the department’s EAC. |
| April – May 2024 | HREC application submission. |
| May – June 2024  | Commence fieldwork on local community and provider engagement in the consultation for future services in the Broome region. |
| July – August 2024 | Qualitative research of early insights into the awareness, experiences and impacts of Broome Employment Services. |
| December 2024 | Deliver the interim report of early insights of Broome Employment Services and an assessment of the local community and provider engagement in the consultation of future services. |
| May – June 2025 | Qualitative research into the impact and effectiveness of Broome Employment Services. |
| December 2025 | Deliver the qualitative research report. |
| July 2024 – December 2025 | Undertake quantitative analysis. |
| June 2026 | Deliver the final report of the assessment of the impact and effectiveness of Broome Employment Services. |

## Key deliverables

### Ongoing sharing of insights

The evaluation team will provide regular and timely fieldwork reports to policy and program areas to facilitate evidence-based continuous improvement. The evaluation team will also contribute to any reviews or inquiries as evidence becomes available. This includes presentations of findings to departmental senior management committees as appropriate.

### Interim report

The interim report will examine the local community and provider engagement in the consultation process for future servicing arrangements and provide early qualitative insights into Broome Employment Services.

The interim report is expected to be completed by December 2024.

### Final report

This will assess the overall effectiveness and appropriateness of Broome Employment Services and focus on short-term outcomes. The final report will be informed by both qualitative and quantitative research, where possible.

The final report is expected to be completed by June 2026.

## Dissemination

The evaluation team will provide regular and timely fieldwork reports to policy and program areas, and to departmental senior management committees as appropriate.

The evaluation team will also provide timely updates to the Broome community in a format that meets the needs of the community. During the evaluation collaboration process, stakeholders stated that evaluation plans and findings should be shared with the community, with summaries presented in a visual format and plain English used for reporting.

The expectation is that both the interim and final evaluation reports will be published.

# Appendices

## More information on Broome Employment Services

#### Client eligibility

People are eligible for Broome Employment Services if they live in the Broome Employment Region and:

are on income support

have multiple or significant barriers to employment

are unable to use Workforce Australia Online

have exited Workforce Australia Online after 12 months (as they are not engaged in work or training) and

are not referred to Disability Employment Services or eligible for Transition to Work.

#### How the new servicing arrangements differ from Workforce Australia Services

Key differences of Broome Employment Services include:

**New payment structure** – in addition to the 4-, 12- and 26-week outcome payments and the associated Very Long Term Unemployment Bonus under Workforce Australia Services, new employment outcome payments include:

* + 8-week outcomes
	+ 18-week outcomes
	+ permanent employment bonus.

**Upfront capital for the new provider** – to support capability and capacity building activities to deliver outcomes for clients, employers and Broome Employment Services. This could include funding for staff development, such as First Nations cultural competency or case management training, the development of tools and resources to improve service delivery, and purchasing software to streamline business processes.

**Support from APS personnel** – APS personnelwork alongside provider staff to deliver local area engagement and coordination, advocacy and awareness raising across the services system to streamline the user experience and improve outcomes for clients. APS personnel also support the capability and capacity of provider staff to deliver improvements to employment services and employment outcomes for clients.

**Performance Framework** – to account for the differences between the new model and Workforce Australia Services, provider performance will be measured through a separate performance framework.

## More information on consultation for future service arrangements

During 2024 a consultation process will be conducted with the local community and the Broome Employment Services provider to develop elements of a place-based model for future consideration when the trial ceases in June 2027.

The objective is to consult on specific areas for innovation, focused on embedding a stronger case management approach to support clients to navigate the services system to prepare for and move towards employment.

Key elements to be considered in the consultation process include:

Client Outcomes Framework – to outline key foundational areas that support progress to and achievement of employment outcomes, including housing, physical and mental health and wellbeing, family functioning and social support, justice, education and training.

Service delivery model – to outline the underlying principles, interrelated processes and interactions involved in delivering employment services in Broome (for example, service culture, employee engagement, quality of services and client experience).

Use of data to drive service delivery – to outline ways for the provider and the department to better use local labour market data and caseload data to drive decision-making and continuous improvements in services.

## Evaluation community collaboration

Elements of the evaluation strategy have been designed in collaboration with representatives of the Broome community, as well as departmental officers involved in the development and implementation of the program. The rationale for this is to ensure the active engagement of these key stakeholders in determining the measures of success and the methodology for collecting data. This approach is expected to increase the likelihood that both the Broome community and the department benefit from the findings of the evaluation.

### Community stakeholders engaged

Collaboration occurred with stakeholder groups that represent the broader Broome community and/or deliver services to the Broome community, including Aboriginal Community Controlled Organisations. Stakeholder groups engaged included:

community representative organisations

other employment services providers

other support services providers

Registered Training Organisations

regional development bodies

employers

local and state government agencies

Commonwealth Government agencies with a presence in Broome.

### The evaluation community collaboration process

The evaluation collaborative approach has involved 3 rounds of engagement with the Broome community, as outlined below:

1. An informal introductory **‘meet and greet’** visit (14–18 August 2023), facilitated by the department’s representatives from the Broome Taskforce.
2. **Collaborative workshops** (9–13 October 2023) to discuss the evaluation approach, including:
	* what the success of Broome Employment Services looks like from stakeholders’ perspectives
	* what are culturally appropriate ways of measuring the success
	* what cultural safety means to stakeholders
	* other local insights to consider for the evaluation.
3. A **follow-up** engagement (16–19 October 2023) to share with stakeholders what we heard in the collaborative workshop and check if we missed anything important or misunderstood what was shared with us.

### How the community stakeholders’ views have been used

These visits to Broome were valuable, as they provided community members with an opportunity to meet the evaluation team (both formally and informally), learn more about the evaluation and why it is being conducted, and understand that community members’ views and opinions are valued and will help determine the success measures against which the program is being evaluated. The visits are expected to also help community members feel safe and comfortable participating in a discussion once the recruitment and fieldwork phase of the evaluation commences.

These visits have also provided the evaluation team with a wealth of information on the history of Broome, issues and challenges within the community, current and previous approaches to the delivery of employment services, and community members’ aspirations for an employment service.

Overall, contributions from community members to the collaboration on the evaluation design have been used to identify the outcomes the community values and how to measure these outcomes in a culturally safe way.

Community members aspire to have employment services that deliver a holistic service to the community and address many non-vocational barriers to employment. They hope for an evaluation that will capture these wide-ranging outcomes.[[11]](#footnote-12)

The scope of the evaluation is limited to what is achievable in the timeframe and to utilising the data available, as well as most relevant to evaluating the service itself.

## Program logic – Broome Employment Services





## Standards of evidence

Standards of evidence refers to how confident we can be that findings from the evaluation are accurate. The framework is an approach that helps structure how evidence is gathered, interpreted and assessed.

Table 1: NESTA Standards of Evidence

| Standards of evidence | Expectation | How the evidence can be generated |
| --- | --- | --- |
| Level 1 | Be able to give an account of impact. This means providing a logical reason, or set of reasons, why the initiative could have an impact and why that could be an improvement on the current situation. | This is done by drawing upon relevant information and research from existing sources and consulting with relevant stakeholders.Literature review and a theory-based approach are commonly used for this level of evidence. |
| Level 2 | Be able to show some change among those participating in the initiative.At this stage, data can begin to show effect but it will not evidence direct causality. | This is done by gathering baseline and outcome data for individuals and conducting pre and post evaluation or cohort/panel study. This is commonly done by conducting descriptive analysis. |
| Level 3 | Be able to demonstrate that the initiative is causing the impact, by showing less impact among the similar group who do not participate in the initiative. | This is done by applying robust methods, using a control/comparison group (experimental or quasi-experimental designs), that begin to isolate the impact of the initiative. Random selection of individuals (with sufficient sample) strengthens the evidence at this level. |
| Level 4 | Be able to explain why and how the initiative is observed to have the impact. The evaluation quantifies the impact.In addition, the initiative can deliver impact at a reasonable cost, suggesting that it could be replicated and purchased in multiple locations. | Built on the evidence of Level 3, the evaluation at this level also investigates and validates the nature of the impact. This is done via a mixed method approach (including quantitative and qualitative study). It is also expected to collect and report on the cost information for the initiative. |
| Level 5 | Be able to show that the initiative could be operated by someone else, somewhere else, and scaled up, while continuing to have a positive and direct impact on the outcome, and while remaining financially viable. | The evidence at this level will be further supported by such approaches as replication evaluations, future scenario analysis and fidelity evaluation. |

## The department’s administrative data

The department’s administrative data contains information on individuals in Broome Employment Services, sourced from:

Research and Evaluation Database (RED) data

The RED contains information related to income support payments and recipients, based on Services Australia administrative data. For example, it includes data on individual demographic characteristics, family circumstances, hours worked and earnings, educational activities and receipt of income support payments. The RED data will mainly be used to examine changes in reliance on income support, including exits from income support as a proxy for employment.

Employment Services System (ESS) data

Individual administrative data is held in the ESS. Information in the ESS includes Job Seeker Classification Instrument (JSCI), Job Seeker Snapshot and Employment Services Assessment (ESAt) results; Job Plans; job search activity and compliance outcomes; some types of assistance received; job placements and paid outcomes; and payment transactions. The ESS data will mainly be used to examine employment-related outcomes such as training and job placements, including provider outcome payments as a proxy for employment.

Anecdotally, the employment evaluation team is aware that there may be limitations to the availability and quality of the department’s administrative data, including:

Inaccuracies in JSCI responses, meaning that personal characteristics and subsequently scores may not be accurate.

A shortfall in employment outcomes recorded due to lower usage of single touch payroll by employers in the region (meaning that employment outcomes are not automatically detected).

Loss of contact with clients or incomplete information for the provider to manually submit an employment outcome.

Movements between Community Development Program regions and the Broome Employment Region, meaning that exits from Broome Employment Services may not be a strong proxy for employment.

## A data framework mapping areas of focus to evaluation objectives

| Evaluation objectives | Key evaluation questions | Areas of focus# | Data sources |
| --- | --- | --- | --- |
| 1. Examine the appropriateness and effectiveness of Broome Employment Services | EQ1. Assess the appropriateness of the service model in meeting and responding to community needs and expectations | * Understanding of community needs and services available
* Operational conditions for the provider
* Referral pathways and transition between services
* Use of flexibility in the service for local conditions
* Meeting employer needs
* Tailored/individualised support for clients
 | * Feedback from the community, the provider and employers
* Feedback from the department, locally based APS staff and local service agencies
* Activities data in the ESS
* Labour market data
 |
|  | EQ2. Explore experiences of and satisfaction with the service among clients, employers and the broader community | * Social and emotional wellbeing
* Satisfaction with employment services by clients
* Support services for clients
* Support for clients by businesses/employers
* Use of employment services by employers
* Satisfaction with employment services by employers
 | * Feedback from clients, the community and employers
* Possible wellbeing survey data
* Stories /storytelling
 |
|  | EQ3. Identify the impacts and outcomes of the service on clients, employers and among the broader community | * Development of human capability
* Progress to employment
* Employment outcomes for clients
 | * Feedback from clients, the community and employers
* Feedback from the department and the provider
* The department’s administrative data – ESS and RED
* Possible wellbeing survey data
* Client file notes (where available)
* Stories / storytelling
 |
|  | EQ4. Determine the extent to which the embedded APS staff model built the capability and capacity of the provider and the APS to deliver and complement employment services and coordinate services | * The provider’s capability
* Local partnerships, engagement and collaboration
 | * Feedback from the community, the provider, local services providers and employers
* Feedback from the department and locally based APS staff
* stories on collaboration
 |
| Examine the level of local community and provider engagement in the consultation process for future servicing arrangements in the Broome region | EQ5. Determine the drivers of and the extent to which community stakeholders are engaged in the consultation process for future servicing arrangements | * The level of participation
* The reasons for participation
* Experience with the consultation process
 | * Feedback from the community, the provider and local stakeholders who are engaged in and participate in the consultation process
* Feedback from the department
 |

# Areas of focus for EQ1–EQ4 are informed by ‘what success looks like’ in the program logic.

1. The Broome Local Government Area (as defined by the Australian Bureau of Statistics) is the best available data that covers a similar but not identical area to the Broome Employment Region (as defined by the department). [↑](#footnote-ref-2)
2. Australian Bureau of Statistics, [2021 Census All persons QuickStats, Broome Local Government Area](https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA50980) [↑](#footnote-ref-3)
3. These defined evaluation principles are adopted from the department’s [Evaluation Strategy for Workforce Australia Employment Services 2022–2028](https://www.dewr.gov.au/employment-services-evaluations/resources/evaluation-strategy-workforce-australia-employment-services-2022-2028) [↑](#footnote-ref-4)
4. Productivity Commission, [Indigenous Evaluation Strategy, October 2020](https://www.pc.gov.au/inquiries/completed/indigenous-evaluation/strategy/indigenous-evaluation-strategy.pdf) [↑](#footnote-ref-5)
5. National Agreement on Closing the Gap, [Priority Reforms](https://www.closingthegap.gov.au/national-agreement/priority-reforms) [↑](#footnote-ref-6)
6. This does not include clients and Elders. [↑](#footnote-ref-7)
7. Note that the consultation for future services in the Broome region is not part of the program logic. [↑](#footnote-ref-8)
8. Including but not limited to: Disability Employment Services, the Community Development Program, Career Transition Assistance, Employability Skills Training, Transition to Work, ParentsNext, the Local Jobs program, and other social and health services. [↑](#footnote-ref-9)
9. Workforce Australia Employment Services primarily consist of Workforce Australia Services (by providers) and Workforce Australia Online. While Workforce Australia Services in the Broome region was replaced by Broome Employment Services from 1 November 2023, Workforce Australia Online remains the same. [↑](#footnote-ref-10)
10. Yawuru Wellbeing Project, Yap and Yu (2016), [Community wellbeing from the ground up: a Yawuru example](https://www.curtin.edu.au/local/docs/bcec-community-wellbeing-from-the-ground-up-a-yawuru-example.pdf), Bankwest Curtin Economics Centre Research Report 3/16. [↑](#footnote-ref-11)
11. Note: A consultation process will be conducted with the local community and new provider to develop elements of a place-based model for future services arrangements beyond June 2023 (see **Section 7.2**). Future servicing arrangements for the Broome Employment Region will also be considered in the context of recommendations by the Select Committee on Workforce Australia Employment Services. Additionally, the Australian Government has announced it will replace the Community Development Program. For more information, visit [www.niaa.gov.au/indigenous-affairs/employment/remote-jobs](http://www.niaa.gov.au/indigenous-affairs/employment/remote-jobs) [↑](#footnote-ref-12)