



FUTURE READY:

OUTCOMES OF THE 2025 NORTHERN TERRITORY RESOURCES INDUSTRY SKILLS SUMMIT

A REPORT DELIVERED TO THE NORTHERN TERRITORY GOVERNMENT
DEPARTMENT OF TRADE, BUSINESS AND ASIAN RELATIONS

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EXECUTIVE SUMMARY

This document presents the outcomes of the 2025 Northern Territory Resources Industry Skills Summit. The findings, priorities and recommended actions reflect the views of Summit participants and are based on industry input collected through workshop sessions, survey responses and stakeholder discussions. These outcomes represent a point-in-time consensus and may be refined through ongoing collaboration.

To grow the Territory's resources sector, we must invest in a skilled local workforce.

The Northern Territory's resources sector is entering a period of strong growth and transition, driving increased demand for skilled, diverse and resilient workers. As new projects progress, the need for local talent continues to rise. Despite significant investment in training and advocacy, many roles remain difficult to fill, particularly in regional and remote areas. Without coordinated action, these workforce pressures will continue to constrain project delivery, increase reliance on interstate labour, and limit the Territory's ability to capture long-term value from its resources endowment.

This is a shared challenge, requiring a Territory solution. To address this, the MCA NT convened the 2025 Northern Territory Resources Industry Skills Summit on 19 June 2025, bringing together over 45 representatives from the minerals and energy industries, government, education and training sectors.

The Summit provided a forum to identify workforce shortages, share insights and design practical solutions to strengthen local participation.

Participating companies reported a wide range of occupations that are consistently difficult to fill locally and frequently reliant on interstate labour. Survey responses identified more than 50 role shortages across approximately 30 occupation types across the resources workforce. These roles can be grouped into four broad categories:

- **Exploration & Discovery:** Geoscience and technical specialists
- **Mining & Processing:** Engineering, trade and plant operation roles
- **Corporate & Support:** Administrative, managerial and digital systems roles
- **Environment & Safety:** Environmental, heritage and rehabilitation professionals

From this broader set of occupations, Summit participants prioritised ten roles for detailed mapping of education pathways, certifications and Northern Territory training delivery. Within these, four occupations were identified as the highest priority for coordinated workforce development due to their strategic importance, training lead times and expected future demand.

1. **Geoscience occupations**, including geologists, hydrogeologists and spatial scientists, underpin exploration and discovery across the Territory. These roles are foundational to identifying new resources and supporting the investment decisions that enable downstream development and production.
2. **Mine closure and rehabilitation specialists** are an emerging workforce priority. Demand is expected to grow as several Northern Territory mines approach closure in the coming decades, increasing requirements for environmental management, rehabilitation planning and post-mining land use.
3. **Mechanical and maintenance occupations** (including mechanics, diesel fitters and mechanical engineers) represent persistent workforce pressures. These roles are essential to maintaining plant and equipment and are in high demand across multiple industries.
4. **Electrotechnology occupations** (including electricians and electrical engineers) face similarly acute shortages. Competition from construction, energy and infrastructure sectors continues to constrain local availability.

Together, these four priority occupations provide a clear anchor for workforce planning in the Northern Territory resources sector. They span both long-lead professional roles and more immediate trade and technical workforce needs, allowing investment and initiatives to be sequenced across the broader set of priority roles

Discussions at the Summit identified six key barriers limiting local workforce participation in the Northern Territory resources sector:

1. Attraction and retention
2. Skills alignment
3. Liveability
4. Inclusion
5. Policy complexity
6. System coordination

Participants also identified practical opportunities to address these barriers through early career engagement, targeted training pathways, place-based support and initiatives that strengthen the liveability and attractiveness of the Territory.

To address these challenges, the Summit developed four strategic recommendations for government, supported by fourteen initiatives that bring together industry, government, education providers and community partners:

- Careers Awareness and Education
- Migration Pathways
- Liveability and Attraction
- Training and Workforce Development

While the strategic recommendations outlined in this report reflect priorities identified by Summit participants and are directed to government, MCA NT and its members will continue progressing practical initiatives in partnership with education providers and industry stakeholders. Implementation will be coordinated through MCA NT, with ongoing opportunities for refinement and collaboration across government, education providers and member companies.

Together, these outcomes and actions provide a practical roadmap for developing a skilled, inclusive and future-ready resources workforce for the Northern Territory.

1. INTRODUCTION

The Northern Territory resources industry is entering a period of renewed investment and project development, increasing demand for a skilled and locally based workforce. The minerals industry is committed to supporting this growth while delivering economic prosperity, responsible social development and strong environmental stewardship.

The Northern Territory's resources industry is a major driver of the economy. In 2023–24, mineral production was valued at \$4.32 billion, with \$176 million spent on mineral exploration and \$370 million on petroleum exploration¹. Combined, the resources industry contributed \$346 million in royalties to the NT Government, accounting for 32% of the Territory's own source revenue² and directly employed 4,060 full-time local workers³.

Despite this significant contribution, local participation in the workforce remains low with only 40% of roles filled by Northern Territory residents. This is despite ongoing advocacy and substantial industry investment in education and skills initiatives at both the national and local levels. Workforce shortages continue to limit growth and project delivery across the sector. A more sustainable workforce model is needed that grows local capability, reduces reliance on interstate labour, and avoids the costly cycle of inter-company competition for the same workers.

The 2025 Resources Industry Skills Summit (The Summit), held on the 19 June 2025, an industry-led initiative to develop actions to secure a skilled, inclusive and sustainable Northern Territory resources industry.

Supported by the Energy Club NT, The Summit brought together approximately 45 stakeholders from the resources industry, including both minerals and energy sector, peak bodies, government, and training providers in person and online. Where companies were not able to attend in person, they provided valuable feedback via a survey and through phone interviews (Appendix 1).

The Summit identified priority occupations and skills required to support industry now and into the future. It explored barriers to local participation and mapped priority workforce needs. Participants workshopped and agreed on collaborative actions over three focus areas:

- **Grow and diversify local participation:** Strengthen pathways and targeted engagement to increase participation from local and underrepresented groups, especially young people and First Nations Territorians.
How do we help more Territorians get a career in the resources industry?
- **Attract and retain skilled workers:** Enhance liveability, streamline skilled migration, and promote resource industry careers to secure the workforce needed now and into the future.
How do we attract professionals to the NT and make them stay?
- **Align policy, investment and advocacy:** Coordinate advocacy, reduce regulatory barriers, and promote a strong, unified NT minerals workforce brand to drive long-term investment and support.
How do we work together to shape the system and share our story?

This report summarises the outcomes and artifacts of The Summit and collaborative actions to fortify the future resources industry workforce

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2. PRIORITY WORKFORCE OCCUPATIONS

Participating companies in the energy and minerals sector provided insights into their workforce shortages, based on their direct experience with recruitment and retention. Industry feedback identified more than 50 role shortages across approximately 30 occupation types. From this input, four categories of hard-to-fill roles were identified. These categories represent the occupations most often reliant on interstate workers to meet demand:

- **Exploration & Discovery:** Specialist science and technical roles critical to identifying new resources (e.g. geologists, hydrogeologists, surveyors, data scientists, GIS analysts, remote sensing specialists, laboratory technicians, marine pilots).
- **Mining & Processing:** Engineering and trade roles essential to operations and innovation (e.g. electrical and mechanical engineers, electricians, fitters, boilermakers, machine operators, process engineers, instrumentation technicians, refrigeration mechanics, renewable energy technicians).
- **Corporate & Support:** Management, project, and systems roles that underpin business operations (e.g. administrators, financial advisors, logistics officers, procurement managers, project managers, cybersecurity specialists, AI/data systems engineers, social impact professionals).
- **Environment & Safety:** Roles ensuring compliance, sustainability, and community engagement (e.g. environmental scientists, ecologists, rehabilitation consultants, mine closure specialists, cultural heritage officers, WHS managers, Indigenous liaison officers, ESG managers).

From this input, ten occupations were prioritised for further workforce planning and targeted workforce development.

- Geologist / Hydrogeologist / Spatial Scientist
- Environmental Scientist
- ESG / Social Impact Manager
- Mine Closure / Rehabilitation Specialist
- Mechanical and Maintenance (Mechanic, Diesel Fitter, Mechanical Engineer)
- Electrotechnology (Electrician, Electrical Engineer)
- Process Operators / Technicians
- Administration
- Storeperson / Logistics
- Executive / Management

Within this group, four occupations were identified as the highest priority for coordinated workforce development due to their strategic importance, training lead times and expected future demand.

- **Geoscience (Geologists and related roles)**
Foundational to exploration, discovery and investment decisions that underpin the future pipeline of projects.
- **Mine Closure and Rehabilitation Specialists**
An emerging workforce need as several major mines approach closure and rehabilitation obligations expand.
- **Mechanical and Maintenance Trades and Engineers**
High-volume operational roles critical to maintaining plant and equipment.
- **Electrotechnology (Electricians and Electrical Engineers)**
Persistent shortages across the Territory due to strong demand across multiple industries.

Collectively, these insights highlight the areas where additional investment, coordination or innovation will be needed to build a sustainable local workforce.

3. KEY BARRIERS TO LOCAL WORKFORCE PARTICIPATION

Despite strong opportunities for employment in the NT resources sector, local participation remains constrained by a number of persistent barriers. These barriers fall into six key themes outlined below:

1. Workforce attraction and retention

Respondents identified ongoing challenges attracting and retaining workers, particularly in remote regions.

- Difficulty attracting and retaining workers, especially in remote regions
- Limited career progression pathways and job stability
- Few school-to-work transition supports
- Competition with other sectors and jurisdictions
- Poor perception of industry and roles
- Lack of motivation from many job seekers
- Competing with other industries and government on wages and flexibility
- Skilled workers often train interstate and don't return

2. Skills, training and workforce readiness

Stakeholders consistently raised concerns about the alignment between training systems and industry needs.

- Training and qualifications not consistently aligned with industry needs
- Limited motivation or applications from locals
- Few local graduates or jobseekers with required qualifications
- Barriers to upskilling for existing workers and career changers
- Trade and tertiary pathways both need stronger support to meet industry demand
- Lack of flexible, modular training limits mobility
- Minimal co-design between RTOs and industry reduces training relevance and responsiveness

3. Liveability and enabling infrastructure

Discussions focused on how cost-of-living pressures and limited services impact regional workforce stability.

- High cost of living impacting workforce attraction
- Inadequate housing availability in key regions
- Limited access to healthcare, childcare and community services
- Infrastructure gaps affecting mobility and workforce stability
- Lifestyle and remoteness barriers to long-term relocation
- Insufficient child and family supports for relocating or returning workers

4. Inclusion and diversity

Participants noted persistent underrepresentation and barriers for women, Aboriginal people, and culturally diverse workers.

- Workforce participation does not yet reflect the diversity of the Territory community, including women, Aboriginal Territorians and neurodivergent individuals

- Low participation from women, Aboriginal and CALD people across all occupations
- Inconsistent practices for inclusion across employers and programs
- Lack of culturally responsive or flexible engagement approaches
- Perception and awareness issues affecting diverse workforce entry
- Lack of family support and local networks
- Cultural and social challenges to entering and staying in work

5. Policy and bureaucracy

Industry input emphasised the complexity of navigating regulatory and policy systems across jurisdictions.

- Fragmentation between federal and NT policy settings
- No pathways for undocumented people to engage in training or work
- Procurement structures disadvantaging SMEs
- Skilled migration delays and complex visa systems
- Innovation stifled by time-consuming regulatory processes
- Time pressures to fill roles inhibit proper supervision and development
- Some business unwilling or unable to pay for apprentice time on contracts

6. System coordination and accountability

Several organisations drew attention to fragmented planning and a lack of accountability across training and workforce systems.

- Training not always aligned with current industry needs
- Limited access to training in remote areas, or low in Darwin
- Inconsistent demand makes some training programs unviable
- Poor visibility of career pathways in schools and communities
- Barriers to upskilling for career changers and existing workers
- Limited capacity to develop growth strategies that reflect the NT's unique geographic, economic, and cultural context

4. OPPORTUNITIES FOR LOCAL WORKFORCE PARTICIPATION

While the Northern Territory resources sector faces persistent challenges in attracting and retaining a local workforce, industry and government stakeholders identified clear opportunities to strengthen participation. These opportunities focus on early engagement, responsive training, and place-based initiatives that connect local people with sustainable careers in the sector.

Addressing these challenges will require coordinated action across government, industry, education and community partners.

1. Early and inclusive careers engagement and promotion

Respondents highlighted the importance of engaging young people, families, and under-represented groups early to build awareness and aspiration.

- Empower families to influence career choices by sharing relatable information and addressing barriers from generational unemployment.
- Focus engagement efforts in primary schools where flexibility allows deeper, sustained STEM involvement.
- Coordinate school outreach to reduce overload and improve access to meaningful industry programs.
- Build confidence in all pathways by promoting diverse education and training options beyond university.
- Broaden the talent pipeline by engaging families, job seekers, and under-represented groups.
- Enhance visibility through local role models, videos, and stories that reflect the NT's workforce and lifestyle.
- Strengthen public perception with consistent, positive messaging about resources careers and the community value.
- Showcase Territory diversity to inspire aspiration.

2. Targeted and future focused skills and training

Stakeholders emphasised the need for agile, forward-looking training systems aligned with emerging technologies and industry demand.

- Build future-ready skills in automation, AI, data, renewables, remote sensing, mine closure and decommissioning.
- Improve access to quality education through innovation, collaboration and incentives across VET and tertiary sectors
- Focus on training for the top 10 priority occupations
- Accelerate training pathways through fast-tracked apprenticeships, and wraparound pre-employment support such as transport, childcare, and digital access to enable full participation.
- Leverage existing training infrastructure by upgrading, sharing or repurposing student-focused, multi-use facilities.
- Align training with industry activity by coordinating with proponents on project timelines and workforce forecasts.
- Strengthen community pipelines between certifications and actual employment

3. Place-based training and support into employment

Industry participants noted that flexible, community-based training models are essential for improving access and retention across regions.

- Target under-represented cohorts like career changers, mature workers, and the underemployed with tailored programs.
- Embed flexibility in training models to support part-time, remote, or culturally responsive learning.
- Support wraparound services such as transport, childcare, and digital access to enable full participation.
- Strengthen foundational skills (e.g. literacy, numeracy, digital literacy) alongside technical training.
- Contextualise training for NT learners with strong practical skills but lower literacy or formal education and ensure delivery approaches support diverse learning styles including neurodivergent learners.
- Back local delivery by investing in NT-based RTOs and expanding On-Country training.
- Reduce travel barriers by decentralising training away from Darwin and Alice Springs.
- Scale successful pilots with long-term funding for proven programs.
- Promote transferable skills across sectors (e.g. construction to mining) to maximise existing workforce potential.
- Build on early wins like 'New to Industry' to expand inclusive pathways for women and Indigenous workers.
- Liveability driven attraction and migration pathways

4. Invest in liveability through events, retail, and recreation to boost community appeal

Discussions focused on improving liveability, affordability, and belonging as key drivers of workforce attraction and retention.

- Tackle cost barriers by addressing high freight, flight, and living expenses.
- Expand incentives beyond bonuses to reward long term Territorians.
- Simplify migration and fast-track recognition of overseas qualifications.
- Support student pathways with visa-friendly policies and employer incentives.
- Build soft skills into training and migration programs.
- Strengthen social interactions and belonging through mentorships, networks, and migrant support groups.

Together, these opportunities provide a practical framework for increasing NT workforce participation, supporting local capability, and ensuring the Territory's resources sector remains both competitive and community driven.

5. SUMMIT-DERIVED STRATEGIC ACTIONS

The Summit identified four strategic recommendations, supported by 14 initiatives to strengthen workforce participation and capability in the resources sector.

Together, these provide a basis for further discussion and coordinated action across government, industry, education providers and community partners. Further detail is provided in Appendix 2.

Stream 1 – Careers Awareness and Education

1. **Early awareness and school pathways** – introduce STEM and mining concepts from primary school to inspire aspiration from a young age.
2. **Industry exposure through experiences** – create hands-on opportunities for students and jobseekers to experience resources workplaces.
3. **Integrated career education framework** – strengthen career education from school through VET and higher education with clear links to NT jobs.
4. **Community career promotion** – expand mentoring, local storytelling and visibility of real roles to build awareness and belonging.

Stream 2 – Migration Pathways

5. **Streamlined visa and skills recognition** – simplify migration processes and fast-track qualification recognition.
6. **Regional migration zones** – prioritise regional attraction mechanisms and place-based migration pathways.
7. **Inclusive mentoring and representation** – support mentoring, community integration and representation for migrants in the workforce.

Stream 3 – Liveability and Attraction

8. **Improve essential services and community liveability** – invest in housing, childcare, health and social infrastructure.
9. **Zone tax rebates** – advocate for reforms to improve the financial attractiveness of living and working in the NT.
10. **Reduce cabotage costs** – address freight and logistics barriers that impact cost of living and regional access.
11. **Visibility and promotion of NT benefits** – promote Territory lifestyle advantages through coordinated branding and storytelling.

Stream 4 – Training and Workforce Development

12. **Flexible and accessible training pathways** – expand regionally delivered and culturally responsive training models.
13. **Strategic workforce planning** – improve forecasting, data and coordination between industry, government and education.
14. **Upskilling and reskilling support** – provide targeted programs for career changers, mature workers and under-represented cohorts.

APPENDIX 1: PRE-SUMMIT QUESTIONNAIRE

To supplement the discussion and insights for the Summit, and to capture the views of companies not able to attend the summit in person.

The survey was completed by 17 minerals, oil and gas and service companies.

Questionnaire:

- 1 What roles are hard to fill in the NT, or most frequently filled by interstate workers?
- 2 What are the major barriers to hosting or supporting local graduates, apprentices and trainees?
- 3 Are existing Territory-based apprenticeships and graduate programs meeting your needs?
- 4 What training gaps has your company identified as being limited in the NT? How do you currently fill these gaps?
- 5 Would your organisation support co-investment in NT-based training delivery (e.g. lectures, placements, course design)?
- 6 What are some of the biggest challenges when it comes to attracting and retaining local workforce in the Territory? How does your company try and overcome these challenges?
- 7 The 2022 MCA NT Skills Summit identified several themes for collaboration, please rank these themes in order of priority
- 8 Are there other priorities that the 2022 MCA NT Skills Summit may not have considered?
- 9 What do you think the biggest opportunities are when it comes to shared industry action on ensuring a skilled workforce?
- 10 MCA NT members identified the following skilled roles (exploration and environmental) as hard to fill in the NT, please rank based on criticality.
- 11 MCA NT members identified the following skilled roles (operations and support) as hard to fill in the NT, please rank based on criticality.
- 12 Are we missing any priority occupations for the list that you would put into a top five?
- 13 Do you have any further comments or suggestions to bring to the Skills Summit?

Question 1 What roles are hard to fill in the NT, or most frequently filled by interstate workers?

- | | |
|---------------------------------|---|
| • Administrator | • Financial advisor |
| • AI / data systems engineer | • Geologist |
| • Boilermaker | • Geotechnical engineer |
| • Care and maintenance officer | • GIS analyst |
| • Community officer | • Hydrogeologist |
| • Cultural heritage officer | • Indigenous liaison |
| • Cybersecurity specialist | • Innovation roles |
| • Data scientist | • Laboratory technician |
| • Diesel and mechanical fitters | • Laboratory technician |
| • Ecologist | • Logistics officer |
| • Electrical engineer | • Machine operator |
| • Electrician | • Maintenance (mechanics, electricians) |
| • Engineering roles | • Marine pilots |
| • Environmental manager | • Mechanical engineer |
| • Environmental scientist | • Mine closure specialist |
| • ESG manager | • Mining engineer |
| • Executive / Management | • Mining supervisor |

- Operations/ instrumentation technicians
- Process engineer
- Procurement manager
- Project manager
- Refrigeration mechanic
- Rehabilitation consultant
- Remote sensing specialist / Drone operator
- Renewable energy systems technicians
- Sales
- Science-based roles
- Social impact manager
- Social impact roles
- Surveyor
- Tailored environmental science degrees
- Warehouse officer
- Water plant operator
- WHS advisor / Manager

Question 2 What are the major barriers to hosting or supporting local graduates, apprentices and trainees?

(note MCA NT have arbitrarily categorised answers for readability)

Training Access and RTO Capacity

- Lack of structured local pathways and accredited programs.
- Limited Registered Training Organisation (RTO) staffing and qualified trainers.
- Shortage of training options in regional and remote areas

Employer Barriers

- High cost and time burden of training inexperienced workers.
- Insufficient support or incentives for SMEs to offer mentoring.
- Large companies shift apprentice/training expectations onto contractors.
- Lack of practical guidance on workforce planning for businesses.

Candidate Readiness and Participation

- Many jobseekers lack confidence or job-readiness.
- Transport issues, financial barriers, and housing shortages limit access to work.
- Low levels of local graduate applications, especially in trades.

Support in Remote and Regional Areas

- Limited on-the-ground supervision, housing, and cultural safety.
- Remote mentoring and training programs face consistency and demand issues.
- Lack of wraparound support deters participation and retention.

Retention and Motivation

- Poor retention due to lack of career progression, support, or connection.
- Under-represented cohorts need more targeted mentoring to build confidence.
- Career development is often ad-hoc and not embedded in workplace culture.

Question 3 Are existing Territory-based apprenticeships and graduate programs meeting your needs?



Question 4 What training gaps has your company identified as being limited in the NT? How do you currently fill these gaps?

(note MCA NT have arbitrarily categorised answers for readability)

Insufficient Local Demand for Training Viability

- Training is available but often underutilised due to low local demand.
- Training is technically possible but not economically viable without scale (e.g. hydraulics, LNG operations).

Training Gaps in Emerging and Specialist Skills

- Gaps in renewable energy systems, digital automation, ESG compliance, and job-readiness (especially for remote areas).
- Need for more scalable, regionally tailored programs in high-growth sectors.
- Limited local electrical training, especially for solar and EEHA qualifications.

Workforce Shortages and Training Barriers

- Healthcare, Construction, Engineering, Digital, Hospitality, Agriculture — all flagged as areas with unmet workforce or training needs.
- YouthWorX NT supports entry pathways in engineering and digital careers for young people, but ongoing program development is needed.

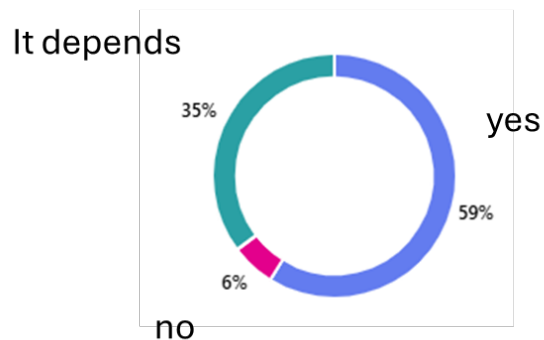
Reliance on Interstate Talent

- Employers frequently hire geologists, engineers, electricians, and other specialists from interstate due to lack of NT-based candidates.
- Lack of local training makes it difficult to source or develop qualified candidates within NT.

Barriers to upskilling

- Desire to train field supervisors internally is constrained by inconsistent government work pipelines.
- Employers struggle to find trade-qualified staff who are ready or willing to learn.
- Cost of local training is high and often not subsidised, reducing uptake.

Question 5 *Would your organisation support co-investment in NT-based training delivery (e.g. lectures, placements, course design)?*



Question 6 *What are some of the biggest challenges when it comes to attracting and retaining local workforce in the Territory? How does your workforce try and overcome these challenges?*

(note MCA NT have arbitrarily categorised answers for readability)

Cost of Living and Remoteness

- High cost of living, especially in Darwin and during the dry season
- Travel and accommodation costs limit engagement
- Remoteness of sites makes relocation less attractive

Housing, Services, and Infrastructure

- Limited housing availability in regional areas
- Inadequate social and transport infrastructure
- Some locals lack access to basic needs (housing, food, transport)

Attraction and Retention

- Negative perceptions of NT lifestyle and safety
- Crime and social concerns deter relocation
- Preference for FIFO not always supported by employers
- Workers seek defined project durations and clear benefits
- High turnover in regional and remote areas

Pay, Conditions, and Progression

- Competing with other industries and government on wages and flexibility
- Limited opportunities for career advancement
- Smaller companies use flexibility and experience as incentives
- Need to improve work-life balance

Skills and Training Gaps

- Local workforce often lacks qualifications or experience
- Training access limited or low in demand in Darwin
- Misunderstandings about industry roles deter interest
- Entry-level training programs and support services are critical

Question 7 What do you think the biggest opportunities are when it comes to shared industry action on ensuring a skilled workforce?



Question 8 Are there any other priorities that the 2022 Skills Summit may not have considered?

(note MCA NT have arbitrarily categorised answers for readability)

Emerging Technologies and Skills

- Urgent need to build AI literacy and applied data skills across the NT workforce
- Automation and AI seen as opportunities to address workforce shortages
- Demand for skills in predictive maintenance, automation, intelligent energy systems, and remote sensing

Renewable, and ESG Capabilities

- Skills in decarbonisation are increasingly important
- Training needed in renewables, hybrid systems, and ESG (Environmental, Social, Governance) reporting to stay competitive and responsible

Culturally Responsive, Place-Based Training

- Stronger focus required on training models that are place-based and culturally responsive
- Need to increase long-term First Nations participation, especially in technical and supervisory roles

Local Business Support

- Support for local businesses remains important
- Retention strategies, including meaningful, long-term pathways, are still needed

Question 9 What do you think the biggest opportunities are when it comes to shared industry action on ensuring a skilled workforce?

(note MCA NT have arbitrarily categorised answers for readability)

Workforce Planning and Pipeline Stability

- Need to level out "boom or bust" workloads to support consistent workforce and training demand.
- Developing locally based capability (rather than FIFO) helps grow long-term service demand and economic contribution.
- Ensuring realistic expectations of industry roles through early exposure and clear pathways.

Cross-Sector Collaboration and Co-Design

- Strong support for co-designed, regionally tailored, industry-led training ecosystems.
- Collaboration between industry, education, and community organisations is key to addressing specific skills gaps.
- Shared action to enable work-integrated learning at scale,
- joint digital and AI capability investment, culturally responsive First Nations inclusion
- An integrated VET–higher ed–industry strategy
- Collaboration is essential but coordination remains a challenge, especially with limited workforce availability.

Shared Models and Resource Pooling

- Interest in shared traineeships/apprenticeships (e.g. ICT-style business rotations).
- Pooling resources is critical in a small jurisdiction like the NT.
- Large companies can support smaller contractors by hosting apprentices and trades on major sites.

Training Relevance and Pathway Visibility

- Training packages must align with actual industry needs—industry must influence curriculum.
- Promote trades as career pathways beyond traditional stereotypes ("not just getting dirty").
- School-based training and early exposure can build stronger local pathways.
- Improve livability and entry-level supports (e.g. housing, incentives) to make Darwin and regional areas more attractive.

Question 10 MCA NT members identified the following skilled roles (exploration and environmental) as hard to fill in the NT, please rank based on criticality



Question 11 MCA NT members identified the following skilled roles (operations and support) as hard to fill in the NT, please rank based on criticality



Question 12 Are we missing any priority occupations for the list that you would put into a top five?

- Instrumentation and Control Technician
- AI/Data Systems Engineer
- Technician
- Renewable Energy Systems Technician
- Engineer
- Indigenous Liaison
- Cultural Heritage Officer
- Cybersecurity Specialist (Industrial Systems)
- Mining Engineers
- Environmental scientist
- Mechanical Fitter
- Refrigeration Mechanic

- Power System Operator
- Mechanic
- Operations Technician (Process)

Question 13 Do you have any further comments or suggestions to bring to the Skills Summit?

(note MCA NT have arbitrarily categorised answers for readability)

Support for Local Businesses

- Encourage Darwin-based companies and their contractors to prioritise local suppliers and services.
- Strengthen local ecosystems by keeping investment and job creation in the Territory.

Long-Term Investment in Local Training

- Prioritise Territory-based, future-focused training systems.
- Integrate digital, renewable energy, and AI capabilities into workforce planning.
- Ensure First Nations participation through culturally responsive pathways.

Industry and Education Collaboration

- Enhance collaboration between industry and universities to co-design scalable training models.
- Promote work-integrated learning to align education with real job opportunities.
- Recognise and plan for emerging roles in data, automation, and ESG.

APPENDIX 2: SUMMIT Initiatives and Stakeholder Mapping

This appendix summarises the detailed activity tables developed through the 2025 NT Resources Industry Skills Summit. Each table outlines the initiative purpose, MCA NT's level of influence, key partners, and indicative next steps.

The influence and interest ratings derive from the Summit's stakeholder mapping exercise and are intended as an internal planning reference to guide coordination and implementation.

These tables should be treated as a living document, updated annually to reflect progress and changing priorities. Implementation ownership will be refined through collaboration with the NT Government, NT Chamber of Commerce and other stakeholders.

Action Stream 1- Careers Awareness and Education

Initiative	Purpose / Description	MCA NT Role	Key Partners	Influence / Interest	Next Steps / Notes
Early awareness and school pathways	Introduce STEM and mining concepts from primary school to inspire early aspiration.	Partner	Education NT, CDU, industry mentors	High influence / High interest	Expand pilot programs such as <i>Map My Mine 2.0</i> into primary curriculum.
Industry exposure through experiences	Deliver hands-on opportunities for students and jobseekers to experience resources workplaces.	Lead	Energy Club NT, local operators	High influence / Medium interest	Develop an annual calendar of site visits and student internships.
Integrated career education framework	Strengthen career education from school through VET and higher ed with clear links to NT jobs.	Partner	Department of Education, CDU Careers Centre, ISAC NT	Medium influence / High interest	Align messaging across school programs and industry materials.
Community career promotion	Expand mentoring and local storytelling to build awareness and belonging.	Lead	Women in Resources NT, GSA, Business Council	High influence / Medium interest	Launch campaign showcasing Territory role models and career stories.

Action Stream 2- Migration Pathways

Initiative	Purpose / Description	MCA NT Role	Key Partners	Influence / Interest	Next Steps / Notes
Streamlined visa and skills recognition	Simplify migration processes and fast-track recognition of qualifications.	Advocate	NT Government, DHA, Industry Skills Advisory Council	Medium influence / High interest	Support Critical Skills Taskforce engagement.
Regional migration zones	Prioritise regional attraction mechanisms and place-based pathways.	Advocate	NT Government, Local Gov Association NT	Medium influence / Medium interest	Develop joint submission on regional migration zones.
Inclusive mentoring and representation	Support integration and representation for migrants in the workforce.	Partner	Multicultural Council NT, Industry Champions	Medium influence / Medium interest	Pilot cross-industry mentoring network.

Action Stream 3 – Liveability and Attraction

Initiative	Purpose / Description	MCA NT Role	Key Partners	Influence / Interest	Next Steps / Notes
Improve essential services and community liveability	Advocate for investment in housing, childcare, health, and recreation.	Advocate	NT Government, Local Gov Assoc NT	Medium influence / High interest	Feed into Territory Liveability Roundtable.
Zone tax rebates	Advocate for reform to improve financial attractiveness of NT living.	Advocate	NT Treasury, Business Council	Medium influence / Medium interest	Prepare policy brief ahead of 2026 Budget.
Reduce cabotage costs	Address freight and logistics barriers impacting cost of living.	Advocate	Infrastructure Australia, Freight NT	Low influence / Medium interest	Support Business Council submission on freight reforms.
Visibility and promotion of NT benefits	Promote Territory lifestyle advantages through coordinated branding.	Partner	Tourism NT, Business Council, industry partners	High influence / High interest	Develop joint communications campaign highlighting NT opportunities.

Action Stream 4- Training and Workforce Development

Initiative	Purpose / Description	MCA NT Role	Key Partners	Influence / Interest	Next Steps / Notes
Flexible and accessible training pathways	Expand regionally delivered and culturally responsive models.	Partner	CDU, RTO Network NT, First Nations Orgs	Medium influence / High interest	Support expansion of On-Country training pilots.
Strategic workforce planning	Improve forecasting, data and coordination between stakeholders.	Lead	NT Government, ISAC, CDU	High influence / High interest	Establish NT Workforce Data and Insights Group.
Upskilling and reskilling support	Provide targeted programs for career changers and mature workers.	Partner	Job Actives, Business Council, Local Employers	Medium influence / High interest	Scale successful 'New to Industry' pilot programs.