



Building capacity.

Building Tasmania.



Keystone
TASMANIA

TRAINING PLAN 2021-2022



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Executive Summary

In its Training Plan for 2021-22, Keystone Tasmania has allocated \$5,720,000 for the training of some 12,000 eligible industry members.

The Training Plan allocation for 2021-22 includes:

- Pathways into Construction – initiatives to promote sustainable building and construction industry employment **pathways for students and jobseekers** of \$300,000
- Funding of \$1,000,000 for workforce development and capacity-building across the **civil sector**
- Accredited **training subsidies** of \$3,300,000
- Capacity-building **project funding** of \$500,000 to ensure training provision adequately addresses identified skills gaps
- Industry-wide initiatives that promote **diversity, innovation** and advancement in all areas, including a significant awareness and recruitment campaign 'Be Part of Building Something Big' – \$485,000
- Strengthen Keystone's capacity to achieve our key functions with excellence, including a renewal of our systems (Keystone Connect) and investment in data collection and labour market modelling (SOFIA) – \$135,000

Through this Training Plan, Keystone Tasmania seeks to create an environment where industry actively participates in and fully appreciates the benefits of training. We are committed to producing a more productive, safe, employable, adaptable and innovative workforce.

Keystone Tasmania will collaborate with other organisations to address the training priorities identified by industry practitioners.

The Training Plan is designed to ensure funding can be made available to meet emerging training requirements identified by employers during the year. We accept that it is not possible to always accurately predict these different needs more than twelve months in advance of the training.

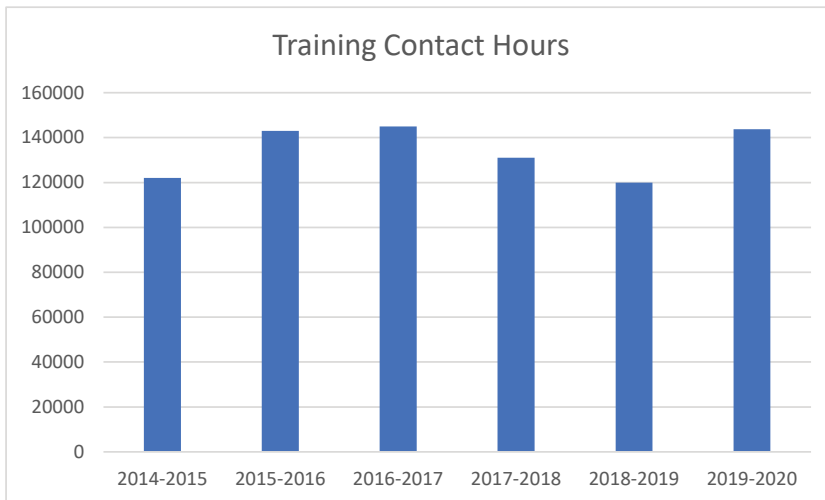
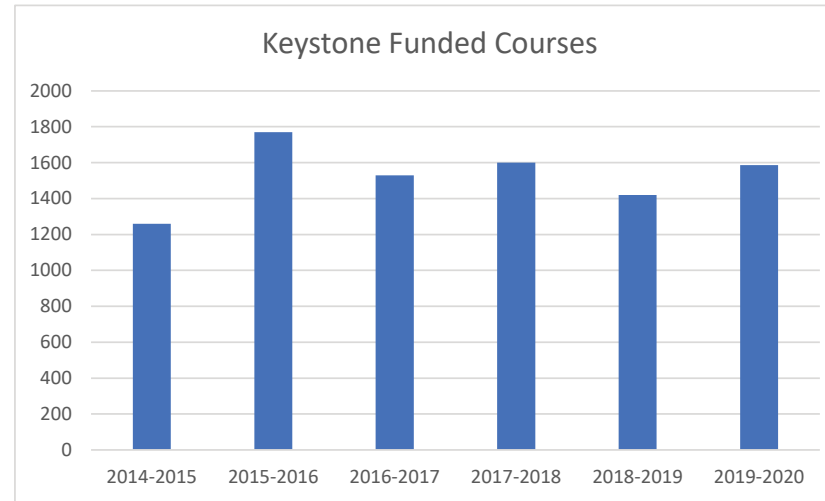
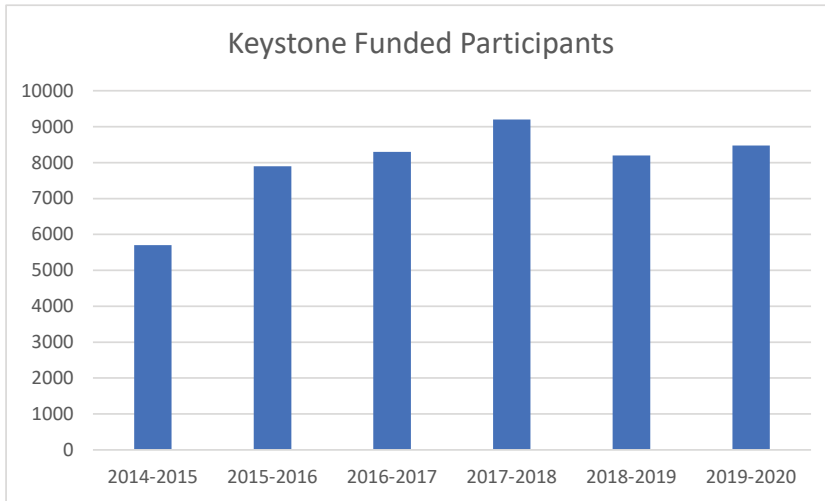
In addition, the Plan will support the building and construction industry as it faces identified skill demands and retention challenges.

Apprenticeship training continues to be a priority for Keystone Tasmania.

There is overwhelming support from the industry for a demand driven funding approach. This approach is consistent with the policy direction adopted by the State and Federal Governments for training entitlements and outcome-based funding. We continue to support increasing and maintaining the number and range of courses as well as the level of industry participation in training.



Participation in Training Funded by Keystone Tasmania



Statement of Funding and Allocation from the Training Fund

The Board of Keystone Tasmania recommends the 2021-2022 Training Plan to the Minister for approval and in doing so is satisfied that funding is available from the Building and Construction Industry Training Fund established under Section 36 of the Tasmanian Building and Construction Industry Training Fund Act to meet the cost of the Training Plan including future commitments arising from this and previous Training Plans. The Board is empowered to control and administer the Fund in accordance with Section 8 of the Act.

For 2021-2022, \$5,720,000 has been allocated from within the overall budget for the implementation of the Training Plan. The target for 2021-2022 is to provide training for approximately 11,000 people in a number of priority areas identified through consultation with industry.

This compares with the target of \$5,720,000 for training 10,450 industry members in 2020-2021. The Keystone Tasmania Annual Report 2020-2021 provides details of the Board's achievements against its strategic objectives as well as the Audit and Financial Reports.

The Board is confident this level of funding will substantially meet the training priorities identified by industry for 2021-2022. This Training Plan expenditure will be supported by major budget commitments to workforce development promotion.

The Board will maintain this level of funding by utilising reserves earmarked for the building and construction employment and training programs.

The Board will collaborate with other organisations where necessary to address these priorities.

Dated 26th April 2021



Norm McIlfatrick
Chairperson
On behalf of the Board



Dr Karin Mathison
Chief Executive Officer

WE ARE THE GO-TO ORGANISATION
for facilitating building and construction industry workforce
development in Tasmania

KEYSTONE
3 YEAR BIG GOAL

ENGAGE, ENABLE, EVALUATE, EMPOWER

THEMATIC GOAL
JAN - DEC 2021

ENGAGE

**Stakeholder
Engagement**

- Communication Strategy implementation
- Key partnerships with Associations, TAFE, RTOs, GTOs
- Industry Liaison
- Industry careers campaign

ENABLE

**Operations
& Funding**

- Develop & rollout new CMS, Website & Web App
- Funding model review

Staff

- Staff Professional Development
- Staff Wellbeing

EVALUATE

Data & evaluation

- Rollout, review & refine SOFIA Stage 1 (demand)
- Scope & commence SOFIA Stage 2 (supply)
- Strategic response to SOFIA data
- Training needs & RTO matrix

EMPOWER

2021 Focus Area: Civil Sector

- Collaborate with Skills Tas, CCF & Industry to identify training and WFD priorities
- Initiate, fund and/or support activity in support of the Civil Sector WFD Plan and B&C Action Plan objectives

CORE BUSINESS

**Industry
Funding**

- Applications + claims management
- Apprenticeship projects
- COVID-10 initiatives

**Levy collection &
administration**

- Collection + administration
- Process improvements

**Stakeholder
Engagement
Advice to Ministers**

- Maintain + develop industry relationships
- Advice to ministers
- Communication

HR

- Team health
- Staff development
- Recruitment, induction, appraisal

**Operations
Finances Reporting**

- Continuous improvements
- WH&S
- Finances
- Internal reporting

Keystone's Funding Model Review 2021



We continue to respond to industry feedback through a range of strategic actions. A comprehensive review of Keystone's Funding Model complements that work. Consultation with industry, Associations and government will continue through 2021 to enable us to refine and communicate an improved funding model.

A new funding model will:

- **Be responsive** to industry feedback about the support required to build capacity across all sectors
- **Engage** Keystone directly with businesses and employees to ensure our value is understood and leveraged
- **Enable** Keystone to strategically support training and workforce development based on real data, in a timely manner
- **Streamline** our processes to simplify application and claims processing
- **Coordinate** our major project funding through an annual Expression of Interest process with simple, transparent administration and rigorous reporting
- **Be easily articulated** to industry to maximise engagement with our services

Legislative Requirement

Training Plan

Section 34 of the Building and Construction Industry Training Fund Act 1990 provides that the Board shall prepare a building and construction industry Training Plan for each financial year.

The Training Plan shall:

- a. Set out priorities for employment related training to be funded from the Fund.
- b. Provide for the allocation of money from the Fund for the provision of training.



Training Priorities & Funding Allocations

Keystone Tasmania will continue its collaboration with Skills Tasmania on building and construction industry training issues.

We also note Skills Tasmania's industry policy promotes training for clients to be better informed about the training system, resource allocation according to informed priorities, and quality in all aspects of the training system.

We consider this Training Plan to be consistent with the Tasmanian Government's Skills Strategy. This Plan will enable training to be delivered to meet emerging priorities.

The Training Plan deals with these matters from the viewpoint of industry members and in accordance with the Building and Construction Industry Training Fund Act. It is important that the training priorities of industry members are addressed in any overall State Government Skills Strategy and industry policy.

Keystone Tasmania will continue to work with Skills Tasmania to provide strategic advice to the Department and the Minister on:

- Investing in Skills for Growth.
- Ministerial Priorities for Training and Workforce Development.
- Specific building and construction industry training issues.
- Keystone Tasmania will lead a number of significant initiatives arising from the Building and Construction Industry Workforce Action Plan.

Keystone Tasmania has identified three areas of strategic activity around industry training provision in 2020-2022:

- Promote quality pathways to employment.
- Support those in employment to develop their skills, obtain accreditation, and pursue career opportunities.
- Champion industry-wide initiatives that promote diversity, innovation, and advancement in all areas.

Given the diverse nature of the industry, including a very large number of small businesses located throughout the State, it is not practical to specifically prioritise individual businesses' training needs. The demand-driven model as detailed in this plan is designed to meet the needs of both small and large building and construction enterprises.

Eligibility for Funding

Priority for attendance at training programs funded by Keystone Tasmania from the training levy must be given to persons defined as follows:

Employed, directly or indirectly, in work regarded as building or construction as defined in Schedule 2 of the Building and Construction Industry Training Fund Act 1990.

This includes building surveyors directly involved in the approval process for on-site construction work. Indirectly means people in other occupations can also attend training on this basis providing the firm they work for is at least 90 percent involved in completing on site building and construction work as defined in Schedule 2. People working in joinery operations are also eligible, providing building and construction training packages or courses are used in those operations.

It must be noted that the definition of building and construction work has not been changed as it relates to the requirements of the Building and Construction Industry Training Fund Act itself.

The Board has determined that priority must be given to people working for enterprises that are at least 90 percent involved in on site building and construction work as defined in the Act. ALL people working for those enterprises are eligible, including people not directly involved in building and construction work as defined, e.g. office workers, safety workers, building designers, etc.

People working for enterprises not meeting this definition may also be eligible, although funding is more restricted and often limited to those directly involved in building and construction work e.g. carpenters, bricklayers, etc. People not directly involved may also be assisted at the discretion of the Board.

Based on the CPD for Building and Construction Professionals Report, the Board approved building surveyors' access to funding for training programs in accordance with the Board's Training Plan and Procedures, effective from August 2010. Building surveyors costs are included when calculating the levy on building and construction work.

All enterprises apply for funding in exactly the same way in accordance with Keystone Tasmania's Training Policy and Funding Procedures.

Upskilling & Multiskilling Training Program

Strategic Priorities:

Support those in employment to develop their skills, obtain accreditation, and pursue career opportunities.

Champion industry-wide initiatives that promote diversity, innovation, and advancement in all areas.



	2020-2021	2021-2022
TARGET TRAINING PLACES	2,500	2,600
BUDGET	\$750,000	\$900,000
OBJECTIVES	<ul style="list-style-type: none"> To enhance workforce productivity and service quality as well as keep industry abreast of the use of new equipment/tools, regulations and best practice. To develop a culture that values training within the industry and to facilitate life-long learning. To enable the workforce to respond to strategic state developments. 	
SPECIFIC TRAINING IDENTIFIED BY INDUSTRY	Cross industry skilling, heritage building skills, environmental awareness, sustainable building and construction, new industry standards, new technology and products, equipment operation, existing practices, codes of practice, industry reforms, mentoring, equity training support, literacy and numeracy.	

Workplace Safety, First Aid and High-Risk Training Program

Strategic Priorities:

Support those in employment to develop their skills, obtain accreditation, and pursue career opportunities.

Champion industry-wide initiatives that promote diversity, innovation, and advancement in all areas.



	2020-2021	2021-2022
TARGET TRAINING PLACES	5,500	2,200
BUDGET	\$850,000	\$1,000,000
OBJECTIVES	<ul style="list-style-type: none"> To develop a safety culture in the workplace. To equip industry personnel with skills which would enable them to perform tasks according to safety standards and legislative requirements. To facilitate, promote and fund safety training directly relating to industry reform. 	
SPECIFIC TRAINING IDENTIFIED BY INDUSTRY	General workplace health and safety, legislation including regulations and codes of practice, high risk licensing, safety induction (white card), safe use of tools and equipment, first aid training, life skills training, risk assessment training, mentoring, specific training e.g. asbestos related training, safety at roadworks.	

Industry Innovation & Information Technology Training Program

Strategic Priorities:

Support those in employment to develop their skills, obtain accreditation, and pursue career opportunities.

Champion industry-wide initiatives that promote diversity, innovation, and advancement in all areas.



	2020-2021	2021-2022
TARGET TRAINING PLACES	250	150
BUDGET	\$150,000	\$125,000
OBJECTIVES	<ul style="list-style-type: none"> To facilitate industry members' access to technologies and innovation to meet their business and client needs. To assist the industry with the uptake of new technologies that could improve business processes as well as building and construction practices at large. 	
SPECIFIC TRAINING IDENTIFIED BY INDUSTRY	New software and business equipment, building information modelling, electronic commerce, internet applications, building and construction innovation.	

Marketing & Business Skills Training Program

Strategic Priorities:

Support those in employment to develop their skills, obtain accreditation, and pursue career opportunities.

Champion industry-wide initiatives that promote diversity, innovation, and advancement in all areas.



	2020-2021	2021-2022
TARGET TRAINING PLACES	1,300	1,100
BUDGET	\$350,000 (including \$100,000 for COVID-19 response initiatives)	\$275,000
OBJECTIVES	<ul style="list-style-type: none"> To improve industry's capability to discover and respond to market opportunities. To develop skills required for quality, reliable and cost-effective business operations. To enhance the industry's ability to embrace innovation, excellence and new technology opportunities. To assist industry in meeting the requirements of building and construction standards and regulations. 	
SPECIFIC TRAINING IDENTIFIED BY INDUSTRY	Operations management, financial control, estimating, marketing, strategic planning, personnel management, contract administration, personal effectiveness, information systems, quality assurance, best practice, dispute avoidance and resolution. The Building Act and Occupational Licensing Act continue to impact demand for continuing professional development in all aspects of business management.	

Vocational & Tertiary Training Program

Strategic Priorities:

Promote quality pathways to employment.

Support those in employment to develop their skills, obtain accreditation, and pursue career opportunities.

Champion industry-wide initiatives that promote diversity, innovation, and advancement in all areas.



	2020-2021	2021-2022
TARGET TRAINING PLACES	900	900
BUDGET	\$850,000	\$1,000,000
OBJECTIVES	<ul style="list-style-type: none"> To assist in ensuring sufficient numbers are trained in occupations within the building and construction industry. To ensure people working in the industry are provided with the widest possible career path options in addition to traditional apprenticeships. To assess and recognise the skills of experienced industry members and promote the benefits of upskilling through workplace-based and off-site training. To increase the number of people undertaking entry level training by introducing new initiatives. To support the retention and completion of apprentices and trainees during economic downturns. To ensure building practitioners have access to Certificate IV and other courses required for accreditation. 	
SPECIFIC TRAINING IDENTIFIED BY INDUSTRY	<p>New apprenticeships and traineeships, collaborative funding for new programs as part of entry level training, national skills assessment and recognition, cadetships, post apprenticeship training, Certificate IV to Advance Diploma courses, degree programs, pre-employment training, scholarships. It should be noted that Certificate IV and higher qualifications include an extensive range of management units.</p>	