



Keystone
TASMANIA

Building capacity.
Building Tasmania.

Strategic and Operational Plan
2020 - 2022



3 YEAR GOAL

2020-
2022

We are the go-to organisation for facilitating building and construction industry workforce development in Tasmania.

4 STRATEGIC ACTIVITIES

1

Promote quality pathways to employment by initiating and supporting programs that create sustainable employment opportunities in the Tasmanian construction industry.

2

Support those in employment to develop their skills, obtain industry accreditation and pursue career opportunities by funding high-quality training and professional development programs.

3

Champion industry-wide initiatives that promote diversity, innovation and advancement in all areas through research, promotion and stakeholder engagement.

4

Build clarity and strengthen our internal capacity to achieve our key functions with excellence.



WE ARE THE GO-TO ORGANISATION

for facilitating building and construction industry workforce development in Tasmania

KEYSTONE 3 YEAR BIG GOAL

RESET, REBRAND, RELOCATE, RESTRUCTURE

THEMATIC GOAL JAN - DEC 2020

RESET

Stakeholder Engagement

- Develop a strategy document (Timmins Ray)
- Scholarships and awards plan

Communication

- Develop a strategy with Timmins Ray and branding firm
- Internal data use review

REBRAND

Rename and Rebrand

- Clarify value proposition /story with branding firm
- New name, logo, style guide, marketing assets

RELOCATE

Relocate

- Identify a suitable location for new office
- Decision and approvals
- Move and set up office

RESTRUCTURE

Restructure

- Recruit new positions and onboard staff
- Project scoping for new project manager role(s)

CORE BUSINESS

Fund Training

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

Levy

- Collection + administration
- Process improvements

Stakeholder Engagement

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

HR

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

Operations

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

BIM / Innovation

- Oversee BIM Hub
- Engagement with TasTAFE
- Construction technology policy

STRATEGY 1: Promote Pathways to Employment

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| Rationale and Aims | <p>The pipeline of new apprenticeships is not meeting existing demand and requires a strategic re-think.</p> <p>A new approach to pathways is needed to embrace elements of the traditional apprentice pipeline that are working, and re-think elements that are not.</p> <p>We aim to make building and construction a "first choice" occupation and improve the quality and quantity of candidates moving into apprenticeships.</p> |
| Outcomes | <p>We:</p> <p>Understand the existing apprenticeship pipeline and have conducted an analysis of what is working / not working.</p> <ul style="list-style-type: none"> • Have developed a plan to increase the volume and quality of candidates moving into apprenticeships. • Have developed consistent and agreed targets in close collaboration with industry and government agencies. • Have industry support for our programs and activities. • Are communicating our programs effectively. • Are evaluating the success of our programs against agreed criteria. |
| Outputs | <p>Documented pathways plan in collaboration with industry, Skills Tasmania and Department of Education.</p> <p>Program-specific communication plans to engage employers, schools, students etc, generally and at key decision points.</p> <p>Roll out of programs and budgets in line with strategy.</p> <p>Ongoing monitoring of data in line with agreed targets.</p> |

STRATEGY 2: Facilitate High Quality Training and Professional Development

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| Rationale and Aims | <p>Currently, the industry has limited workforce development planning, which is often reactive and short term in nature.</p> <p>Civil construction has lower levels of training activity, planning and a fragmented industry collaboration.</p> <p>We have an opportunity to support and facilitate positive changes across this specific sector.</p> <p>Overall, we aim to promote longer-term planning that embeds a more strategic approach to training across industry.</p> |
| Outcomes | <p>We:</p> <ul style="list-style-type: none"> • Enable resources and targeted funding to provide the most effective training and delivery of professional development programs. • Have consolidated our support for training offerings to promote quality and competition in the sector. • Allocate funding and resources equitably and transparently, through streamlined processes. • Are positively influencing workforce planning in all sectors, but especially the civil sector, as evidenced by more strategic business-level planning and higher levels of training and professional development. |
| Outputs | <p>An overarching plan with recommendations about where to target our funding to meet strategic objectives.</p> <p>A regular, effective engagement forum that includes civil sector Associations and industry directly, to deliver a longer-term plan for strategic workforce planning.</p> |

STRATEGY 3: Champion Industry-Wide Workforce Development Initiatives

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| Rationale and Aims | <p>To accurately quantify current and future workforce needs, we need data consistency and currency.</p> <p>We aim to facilitate the online sharing of real-time data in a consistent, accessible format that enables stakeholders to develop strategy based on common understandings of the industry environment.</p> <p>We aim to promote innovation and engagement with new technologies across all sectors of the Industry.</p> <p>We aim to recognise exceptional performance and encourage greater participation through an equitable and transparent distribution of awards and scholarships.</p> |
| Outcomes | <p>We:</p> <ul style="list-style-type: none"> • Engage with stakeholders across government and industry to define the problem, the data required, and how to measure current and future skills shortages. • Have identified an agreed data set and reporting measures to measure skills shortages across the industry. • Are sharing contemporary data online with government, industry and the community to provide deep insights and projections of projects and labour force needs. • Have developed a plan and process to support awards and scholarships in a transparent and equitable way. • Are leading government-industry collaboration around a Construction Technology Policy. • Have articulated and commenced implementing a strategy to promote BIM. |
| Outputs | <p>Streamlined and consolidated data reporting collection and publication for industry.</p> <p>Data is available online in a user friendly, easy to navigate way for industry.</p> <p>Clear and documented awards and scholarships assessment and awards approach.</p> <p>A Construction Technology Policy approved by government.</p> <p>Funded relevant projects.</p> <p>Demonstrated leadership in the BIM hub and other groups that are promoting BIM.</p> |

STRATEGY 4: Strengthen Our Internal Clarity and Capacity

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| Rationale and Aims | <p>Stakeholders are unclear about the role and unique value the TBCITB offers industry.</p> <p>We are lacking a clear internal and external identity that clarifies our purpose and vision.</p> <p>We aim to develop a tailored approach to our communication and engagement with stakeholders.</p> <p>We aim to renew our organisational structure and internal capacity.</p> <p>Our current office is not fit for purpose. We aim to reflect our professionalism, provide high-quality staff facilities and move to a paper-light/paperless environment.</p> |
| Outcomes | <p>We:</p> <ul style="list-style-type: none"> • Understand our stakeholders' needs and expectations to target messages effectively. • Have rebranded, refreshed and re-named organisation. • Have re-signed our communications to better reach our stakeholder segments (website, newsletters, online communication). • Have the right staff with the right skills in the right positions to achieve our strategic goals. • Are working flexibly from a new office that is a contemporary, fit for purpose environment reflecting our "outward focused" engagement style. |
| Outputs | <p>Position created to specifically engage stakeholders.</p> <p>Documented Stakeholder Engagement strategy including channels of communication.</p> <p>Documented change management plan to launch our new name, brand and brand identity.</p> <p>Position created to specifically manage media and communications, or dedicated contracted support.</p> <p>Documented communication strategy to address key stakeholders (external) and staff (internal).</p> <p>New website launched.</p> |