

Interim Strategic Plan

2024 - 2025



Context

Keystone Tasmania is an independent statutory authority dedicated to supporting the Tasmanian building and construction industry through the management of the Building and Construction Industry Training Fund.

Over the past four years, Keystone Tasmania has undergone a major business transformation.

This transformation was driven by a need to move to a more contemporary business model, supporting industry revitalisation in response to COVID-19 challenges, and industry concerns about conservative management of the Training Fund. However, the pace and extent of this transformation and increased demand for services has exposed limitations in the current business model.

As a result of these challenges, Keystone Tasmania has reviewed its Strategic Plan, resulting in a recalibration of priorities focusing on fundamental aspects of our operations.

This recalibration emphasises:

- **Prudent Fund Management:** Ensuring that responsible stewardship of the Building and Construction Industry Training Fund remains a cornerstone of our strategy.
- **Strong Partnerships:** Maintaining and cultivating robust partnerships with industry stakeholders and government entities.
- **Operational Efficiency:** Refocusing our operational priorities to maximise cost-effectiveness and organisational efficiency.
- **Funding Policy Review:** Reviewing our funding model to ensure alignment with training quality and financial sustainability outcomes.

Keystone Tasmania has achieved considerable success in elevating the profile of the Tasmanian building and construction industry and the training and career pathways that are available. This Strategic Plan recalibration aims to ensure these marketing achievements are a foundation for successful facilitation of high quality and sustainable training for the building and construction industry.

As the manager of an independently resourced Training Fund, Keystone Tasmania is the custodian of an invaluable industry and State asset. It is therefore incumbent on Keystone Tasmania to ensure that the Training Fund continues to be an important enabler of the building and construction industry's success and sustainability.

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Our Purpose

Keystone Tasmania was established to improve the quality of training in the Tasmanian building and construction industry

Our Strategic Goals

- Ensure ongoing sustainability of the Training Fund
- Facilitate a shared vision of success for industry workforce training and development in Tasmania
- Maximise available funding to improve industry training quality
- Ensure that the business model is resilient and efficient

Our Vision

To be an acknowledged leader enabling successful training and workforce development outcomes for the Tasmanian building and construction industry

Our Heritage

Keystone Tasmania is the trading name of the Tasmanian Building and Construction Industry Training Board. The Board and the Building and Construction Industry Training Fund were established by the *Building and Construction Industry Training Fund Act 1990*. The Fund is financed through a statutory training levy of 0.2% paid on all building and construction work with a value over \$20,000. Keystone Tasmania is not a training provider.

Keystone Tasmania was established as the result of a shared building and construction industry vision to provide high quality and sustainable training over 35 years ago.



Keystone
TASMANIA

Building capacity.
Building Tasmania.