

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 and workforce development 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 \$780,000
- Accredited **training subsidies** of \$3,300,000
- Capacity-building **training course development funding** of \$500,000 to ensure training 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’](#) – \$785,000
- 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.

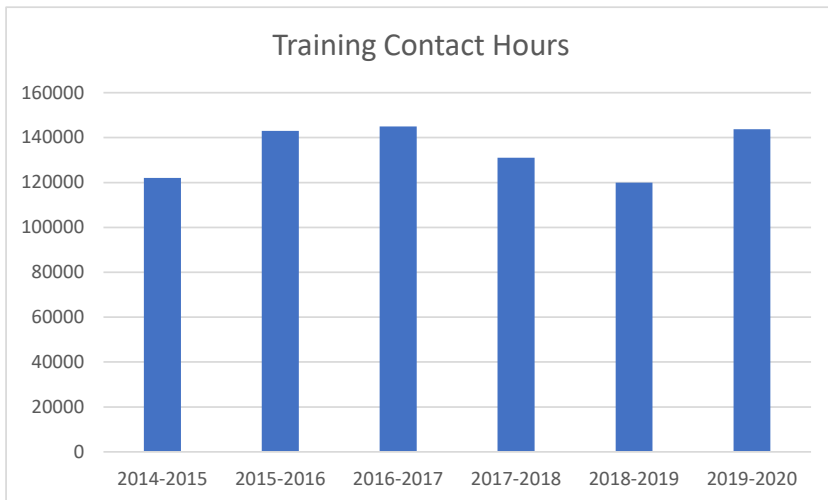
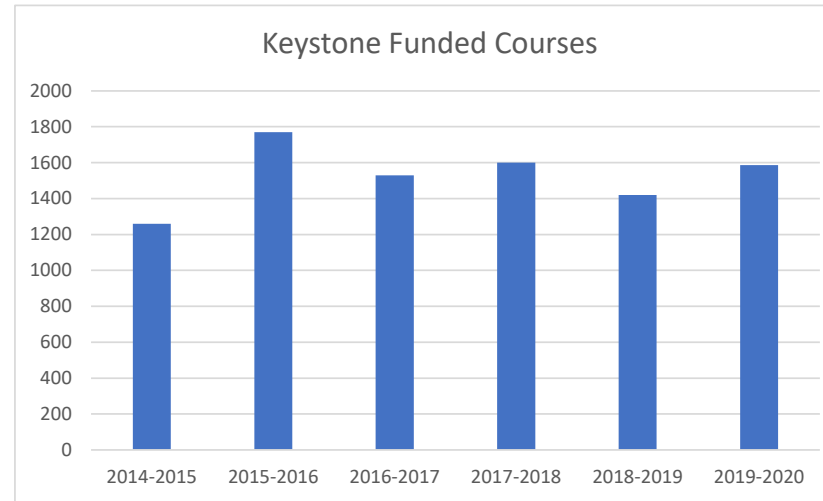
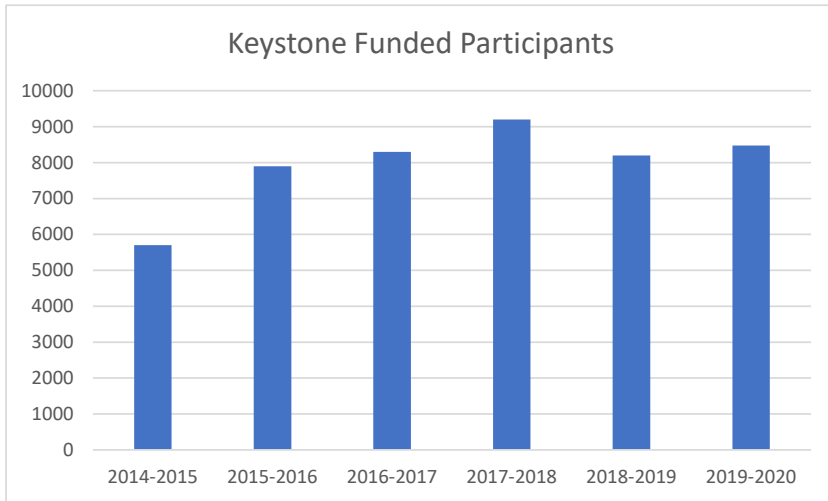
In addition, the Plan will support the building and construction industry as it faces identified skill demands and retention challenges.

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 \$3,850,000 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 7th October 2021



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Norm McIlfatrick  
Chairperson  
On behalf of the Board



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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

## 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.



## Building the Workforce to Build Tasmania

The Tasmanian Government is continuing to invest in transformational building and infrastructure projects that provide long lasting generational benefits. This currently includes:

- a. \$5 billion infrastructure program, which included a total investment of \$2.4 billion into road transport network over the next four years.
- b. Extending social housing building pipeline to 2027, by investing an additional \$280 million. This will mean 2000 extra homes, on top of the 1500 already being built over the next three years and \$20 million for new supported accommodation facilities for older Tasmanians in the North and North-West of the State.
- c. \$735 million investment into Tasmania's renewable energy and hydrogen initiatives.

This investment in building and construction pipeline, in conjunction with a significant private sector pipeline across commercial and residential sectors, means the building construction workforce will need to grow significantly over the next four years.

Keystone's labour market modelling program SOFIA will make an important contribution to industry's understanding of workforce planning needs.

Keystone Tasmania is pleased to be a party to a Memorandum of Understanding that sets out the framework for a collaborative partnership between the State and the key building and construction industry stakeholders on next steps and to help meet the workforce growth objective.



## Keystone's Funding Model Review 2021



Since its establishment, the Board has provided funding to industry in the following ways:

1. Subsidy for training (short courses and full qualifications) at a nominated hourly or daily rate, paid to the employer.
2. Various apprentice incentive payments for employers who recruit and retain an apprentice, paid to the employer.
3. Funding for Certificate IV, Diploma and Bachelor programs at set rates per qualification, paid to the training provider upon participants' completion of units of study.
4. Project funding for associations and other organisations at varying rates.
5. Sponsorship of awards and small scholarships on application.

Stakeholder feedback in 2020 highlighted a perception that the Board's funding model has not kept pace with the needs of industry over time, that our funding in key areas has been inadequate, and that our processes and systems have become difficult to navigate and lack transparency.

We are addressing our stakeholders' concerns through a range of strategic actions. The Board considered it appropriate that a review of the Funding model be undertaken to complement that work.

Consultation with industry, Associations and government has continued through 2021 to enable us to refine and communicate an improved funding model.



## Keystone's Funding Model Review 2021

Alongside the new funding model, Keystone will consult on, and implement, a quality assurance and audit process to promote transparency, quality and industry relevance in training.

A new Keystone funding model will take effect from **1st April 2022**. It 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
- Provide transparency around who, what and how much we fund.
- 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

## FUNDING MODEL AT A GLANCE



**Three categories of funding with a scaled and fixed % of advertised course cost subsidised.**

Note: Category A1 provides 100% of the advertised course cost PLUS a nominated incentive amount. This category will target identified highest priority skills and qualifications.



**Training course subsidies will be paid to the employer (incl sole traders), with the option for the subsidy to be assigned to a training provider in specific circumstances.**



**Major projects will be funded through a combination of an annual EOI process targeting identified industry needs, and flexible ad-hoc funding for projects where need arises outside the EOI timeframes.**

## Funding allocations April – December 2022

A1	150%	Full advertised course cost plus incentive
		Certificate III in Civil Construction
		Training and Assessment Certificate IV
A2	100%	VET and Higher Education
		Accounting and business management Certificate IV
		Accounting and business management Diploma
		Building Design Certificate IV
		Building Design Diploma
		Building Surveying Diploma
		Environmental Management Diploma
		WHS Certificate III
		WHS Certificate IV
		WHS Diploma
		<b>Business Skills</b>
		Project Management Certificate IV
		Project Management Diploma
		Project management (short course)
		<b>ICT</b>
		Software Product Training
		Digital Literacy
		Web Development
		<b>WHS</b>
		Alcohol and Drugs
		Asbestos Awareness
		Confined space
		Driving advanced
		Fire safety
		First aid
		Life skills
		Manual handling
		OHS general
		Traffic and rail management
		WHS Manager, supervisor and safety rep
		Work safely induction white card
		Working at heights
		Workplace Hazards



## Funding allocations April – December 2022

		<b>High Risk Work Categories (as defined by Worksafe Tasmania)</b>
		Cranes and hoists
		Dogging and rigging operation
		Scaffolding operation
		Forklift operation
		Pressure equipment
		Multi tool carrier / Telehandler
<b>B</b>	<b>80%</b>	<b>Short Course Training</b>
		Asbestos Removal
		Building Code and Regulations
		Cabling and instrumentation
		Concreting, earthworks and pavements
		Dogging
		Electrical licence, wiring and testing
		Environment
		EWP
		Footings and Flooring
		Forklift
		Gas and refrigerants
		Greensmart
		Heating and air-conditioning
		Heat Pump Systems Certificate II
		Heavy Vehicle Licensing
		Heritage
		Plans, property, surveying
		Plant operator
		Plumbing
		Plumbing CPD (MPAT)
		Product update
		Refrigeration
		Repairs
		Rigging
		Scaffolding
		Solar energy
		Testing and tagging
		Tie downs, bracing, footings and slabs
		Timber Framing
		Waterproofing
		<b>VET and Higher Education</b>
		Building & Construction Certificate IV
		Building & Construction Diploma
		Plumbing Certificate IV

## Funding allocations April – December 2022

		<b>Business Skills</b>
		Assessment Skills
		Contracts and Security Payments
		Environmental Management
		Estimating
		Finance and Tax
		Management and General
		Managing Contractors
		Quality Management
		Sales and Marketing
		<b>Innovation</b>
		BIM
		Modular construction
<b>C</b>	<b>50%</b>	<b>Other</b>
		Bachelor of Building and Surveying
		Bachelor of Construction Management
		Diploma of Construction Management
		Internal/in-house training (Keystone-approved)

Approved by the Board of Keystone Tasmania August 2021



## 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.

## Keystone Funding Eligibility

### GTOs

Keystone Tasmania recognises the potential contribution of Group Training Organisations (GTOs) to the development of a skilled and sustainable workforce in the Tasmanian building and construction industry. Government, industry, member associations and Keystone have all supported the Tasmanian Building and Construction Industry Workforce Action Plan, which specifically promotes the role of GTOs within the industry.

To ensure Keystone's policies are consistent with industry expectations and need, the Board considered it timely to review its policy on GTO funding.

The Board currently approves funding applications for GTOs to deliver 'construction ready' and other short course programs to school students and apprentices. This has been, and will continue to be, administered as 'project funding', through the new annual EOI process.

Central to the GTO business offering is their provision of full-service support to employers. This includes organising apprentice training as required. Currently, Keystone requires the host employer to claim for any training subsidy, somewhat undermining the benefit of the GTO services and creating additional administration for the host employer. To address this, Keystone will permit the host employer to actively assign their entitlement to Keystone training course subsidies to the GTO, via our online administrative system.

The Board will:

1. Retain its existing policy definition of 'employers' as eligible businesses (as defined by Schedule 2 of the Building and Construction Industry Training Fund Act 1990) either directly employing, or in the case of GTO-based apprentices, hosting, an eligible industry employee.
2. Continue to apply the principle that training course subsidies are made available to those who contribute via levy.
3. Permit the host employer to assign their entitlement to Keystone training course subsidies to a GTO.
4. Publicise the funding available to GTOs for 'construction ready' and other short courses, to encourage a range of eligible GTOs to apply.
5. Allocate a discrete project funding amount for GTOs to deliver 'construction ready' programs, administered through the annual EOI process, with a consistent set of quality criteria to be determined.
6. Review the amount and scope of discrete funding for GTOs annually, based on stakeholder and industry feedback.

## Keystone Funding Eligibility

### Architects, designers, engineers, quantity and land surveyors

For several years, a number of stakeholder groups have lobbied Keystone Tasmania to have access to funding support for training and workforce development.

These professions are not in the scope of the Building and Construction Industry Training Fund Act 1990 and the project value used for levy calculation excludes the value of work associated with these professions.

There is broad recognition that the building and construction industry encompasses more than 'traditional trades' with architects, designers, engineers, quantity and land surveyors considered integral professions in the overall cycle of design and construction.

Keystone Tasmania – like many other organisations, schools and government – is actively promoting the industry as broad, diverse and inclusive of associated professions.

To understand the workforce development and training needs of these professions, the Board convened a working group in August 2021 comprising representatives from:

- Office of the Surveyor General
- Australian Institute of Architects
- Engineers Australia
- Surveying & Spatial Sciences Institute

The group is currently providing feedback to Keystone on a variety of issues for the Board's further consideration later in 2021.

For 2022, Keystone will allocate funding for selected training subsidy relevant to architects, designers, engineers, quantity and land surveyors to Category C.



## Keystone Funding Eligibility



### Internal/ in-house training

The Board recommits to accredited training as the preferred option for funding subsidy.

Notwithstanding this, the Board recognises that on occasion companies in the building and construction industry conduct in-house training that is not available through an accredited provider and which contributes to the upskilling of staff.

The Board has determined that it will approve internal/ in-house training that meets the following criteria:

- Is not training that is otherwise available through an RTO or other Keystone-approved training provider.
- Is delivered by a suitably qualified and/or experienced person.
- Is delivered in facilities suitable for the purpose.
- Has clearly articulated learning outcomes.
- Is complemented by appropriate quality learning materials.
- Contributes to the general upskilling or multiskilling of participants i.e. is not related to company-specific policy, procedure, or operations.
- Demonstrates transparency about the estimated cost for training.

This funding will be allocated to Category C and any approval will be valid for the application calendar year only.

## 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	\$1,650,000	\$900,000
OBJECTIVES	<ul style="list-style-type: none"> <li>To enhance workforce productivity and service quality as well as keep industry abreast of the use of new equipment/tools, regulations and best practice.</li> <li>To develop a culture that values training within the industry and to facilitate life-long learning.</li> <li>To enable the workforce to respond to strategic state developments.</li> </ul>	
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	5,200
BUDGET	\$850,000	\$1,000,000
OBJECTIVES	<ul style="list-style-type: none"> <li>To develop a safety culture in the workplace.</li> <li>To equip industry personnel with skills which would enable them to perform tasks according to safety standards and legislative requirements.</li> <li>To facilitate, promote and fund safety training directly relating to industry reform.</li> </ul>	
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"> <li>To facilitate industry members' access to technologies and innovation to meet their business and client needs.</li> <li>To assist the industry with the uptake of new technologies that could improve business processes as well as building and construction practices at large.</li> </ul>	
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"> <li>To improve industry's capability to discover and respond to market opportunities.</li> <li>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.</li> <li>To assist industry in meeting the requirements of building and construction standards and regulations.</li> </ul>	
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"> <li>To assist in ensuring sufficient numbers are trained in occupations within the building and construction industry.</li> <li>To ensure people working in the industry are provided with the widest possible career path options in addition to traditional apprenticeships.</li> <li>To assess and recognise the skills of experienced industry members and promote the benefits of upskilling through workplace-based and off-site training.</li> <li>To increase the number of people undertaking entry level training by introducing new initiatives.</li> <li>To support the retention and completion of apprentices and trainees during economic downturns.</li> <li>To ensure building practitioners have access to Certificate IV and other courses required for accreditation.</li> </ul>	
SPECIFIC TRAINING IDENTIFIED BY INDUSTRY	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.	