

Good people Good jobs

QUEENSLAND WORKFORCE STRATEGY 2022–2032





Acknowledgement of First Nations People

The Queensland Government respectfully acknowledges the First Nations peoples in the state of Queensland, and acknowledges the cultural and spiritual connection that Aboriginal and Torres Strait Islander people have with the land and sea. We respectfully acknowledge Aboriginal people and Torres Strait Islander people as two unique and diverse peoples, with their own rich and distinct cultures, resilience and strengths. We specifically acknowledge the unique history and cultural heritage of Aboriginal and Torres Strait Islander people as the First Peoples of Australia. We pay our respects to Elders past and present. We are dedicated to the inclusion of cultural knowledge and values as critical factors in the development, implementation and evaluation of strategies and actions to support First Nations people.

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MESSAGE FROM THE PREMIER OF QUEENSLAND

Queensland is at the heart of the Australian labour force. We are the nation's job creator.

Australian Bureau of Statistics data as of July 2022 emphasises this. Queensland has had the largest increase in employment, both in aggregate and percentage change terms, of all states and territories since March 2020 – up 213,300 or 8.3%.

My Government is building on this with the release of the 2022-23 Queensland State Budget in which \$1.2 billion is being invested in the training, development and growth of our workforce.

Queensland leads the way in job creation because my Government prepared to transition out of the global pandemic even during its most intense days. We were ready to sustain long-term economic growth by creating high value secure jobs and meaningful work.

We are developing dynamic, new economic sectors in hydrogen and renewables, critical minerals, advanced manufacturing and resource recovering, biomedical, agricultural technology, tourism, and creative and design.

These sectors will deliver new high paying, secure job opportunities for Queenslanders, and the skills required will reinforce the Queensland economy and prepare us for the future.

At the same time, we are continuing to support our traditional industries to grow, compete and innovate. This includes our essential frontline sectors of health, community services and education, which will drive much of our employment growth and underpin high-quality services for Queenslanders.

The Brisbane 2032 Olympic and Paralympic Games will provide a once-in-a-lifetime opportunity to secure long-term investment. Brisbane 2032 will deliver an estimated \$8.1 billion in economic benefits and 91,600 full-time equivalent jobs per year for Queensland.

The construction works currently taking place, and the confidence in future capital works investment, benefit the whole State. There will be legacy outcomes over the next 20 years and beyond.

Brisbane 2032 also heralds an opportunity to usher in a prosperous future for all Queenslanders and drive a strategic commitment to growing and skilling our workforce for the future, to ensure all Queenslanders benefit from the strength of our economy and the opportunities ahead.

Queensland has a vibrant and exciting future and this is backed by the Queensland Workforce Strategy 2022-2032.

Annastacia Palaszczuk
Premier of Queensland
Minister for the Olympics



MESSAGE FROM THE TREASURER

The Queensland Government is committed to creating more jobs in more industries.

Our economic recovery is driving domestic economic growth above the national average. This has resulted in very low unemployment and the strongest jobs growth in 17 years.

The Queensland Workforce Summit in March with business and community leaders highlighted that our industries must be sustained by a skilled workforce to drive our competitive advantage and attract new investment.

Traditional and emerging industries, such as renewable energy, new economy minerals, advanced manufacturing and creative and digital services will drive the jobs and skills of the future.

Through the Queensland Workforce Strategy 2022-2032 we are continuing our investment in Queensland's workforce.

The \$70 million in actions to be delivered through the strategy will leverage the government's current \$1.2 billion investment in vocational education and training and other existing workforce related plans and strategies.

The government will continue to invest in training opportunities to upskill workers so we are maximising workforce participation, creating workforce opportunities and helping young Queenslanders to successfully enter the workforce.

The Queensland Workforce Strategy 2022-2032 will drive a coordinated whole-of-government approach to support industries, businesses and communities to develop, skill and grow their workforces.

The next decade is one of significant opportunities for Queensland. The Queensland Workforce Strategy 2022-2032 will be central to ensuring the skills and capabilities of our workforce are a critical enabler to realising these opportunities.

Hon. Cameron Dick MP



MESSAGE FROM THE MINISTER FOR EMPLOYMENT AND SMALL BUSINESS AND MINISTER FOR TRAINING AND SKILLS DEVELOPMENT

Queensland has the enviable problem of an economy so strong that we have created more jobs than people to fill them.

Good people. Good jobs: Queensland Workforce Strategy 2022-2032 will connect, educate and attract the people we need to meet unprecedented workforce demand and unleash new strength in our greatest asset, our people.

The Strategy brings industry, communities and government together to create a prosperous future for all Queenslanders.

More than 350 leaders from across sectors and regions united at the Queensland Workforce Summit convened in March 2022 to tackle today's workforce shortages and plan for future industry needs.

The Queensland Workforce Strategy 2022-2032 comes out of the Summit. It is filled with initiatives to ensure Queenslanders can seize the enormous job opportunities available now and into the next decade.

Pursuing those opportunities requires industry, community and government to reimagine the workforce. Across the state employers will be supported to tap into workers they had not traditionally accessed. At the same time Queenslanders, young, new or old, will be supported to work in jobs they had only ever dreamed of taking on.

A deep commitment to this strategy will create a future where all Queenslanders can thrive in a prosperous and inclusive community and ensure our state is at the forefront of the new economy.

All Queenslanders must play a part – from the business owners seeking staff, to the students planning their career, people returning to work or taking on more hours, and the industry and community leaders who can 'grow their own' workforce. We also welcome people from interstate and overseas who are ready make a great career move to the sunshine state.

The message is clear: Queensland wants you.

Hon. Di Farmer MP

EXECUTIVE SUMMARY

Queensland has proven to be Australia's employment powerhouse, leading the nation in job creation.

The state's deliberate and effective response to the COVID-19 pandemic has seen the economy grow by 7.8%¹ since before COVID-19, while unemployment is now at a low of 3.8%.²

The outlook for Queenslanders is bright, with continued economic growth and job demand predicted in the Olympic decade. In fact, there has never been a more exciting time to live and work in Queensland.

The Queensland Workforce Strategy 2022-2032 will drive us towards opportunities with a clear vision:

A strong and diverse workforce ready to seize today's jobs and adapt to future opportunities.

Queensland will need an extra 280,000 workers in the four years to 2024-2025, as Australia faces one of the tightest labour markets in recent history.

New challenges require new approaches, and we are ready to deliver.

The Queensland Workforce Strategy 2022-2032 delivers innovative and practical solutions that are needed now to ensure Queensland has a ready workforce to support growth, strengthen our communities and keep Queensland at the forefront of new economic opportunities.

The Queensland Government is committed to increasing the size, skills and adaptability of the state's workforce by committing \$70 million towards new initiatives through the Strategy.

This builds on the significant investment in existing government-funded programs to accelerate job creation and workforce development and help Queenslanders overcome barriers to employment. In 2022-2023 alone, we will invest more than \$1.2 billion in skills and training initiatives.

Collaboration, innovation and partnerships with key stakeholders are essential to the Strategy's success. Industry, communities and government are already working together in a proactive and coordinated way, with the Strategy based on input from leaders at the Queensland Workforce Summit in March 2022.

Three pillars direct the Strategy to:



Connect industry, community and government to more Queenslanders



Educate the workforce through upskilling and reskilling



Attract and retain a skilled workforce

The Strategy is underpinned by five focus areas and the first of three multi-year action plans:

- Workforce Participation
- Local Solutions
- School-to-Work Transitions
- Workforce Attraction and Retention
- Skilling Queenslanders Now and Into the Future

¹ ABS. (2022). Australian National Accounts, 5206.0, March 2022. Australian Bureau of Statistics: Canberra.

² ABS. (2022). 6202.006, Labour Force, Australia, July 2022. Australian Bureau of Statistics: Canberra.

The key outcomes for the Strategy are:

- More workers with the right skills to fill roles critical for economic growth and quality service delivery
- A resilient workforce able to respond and adapt to challenges
- Barriers to participation removed so all Queenslanders can access job opportunities

- Attracting new workers and increasing investment in our regions
- Create a workforce with the skills and capability that industry needs now and in the future.

Queensland's greatest strength has always been its people: their determination, hard work and commitment to ensuring its best days are always yet to come.

Strong labour market performance



213,300+ more Queenslanders were employed in July 2022 – an 8.3% increase since before COVID-19³



Job advertisement activity across Queensland is up **88.9%** from pre-COVID-19 levels⁴



67.0% labour force participation, which is higher than the 65.5% rate recorded before COVID-19⁵



Year-average employment growth was **4.9%** in 2021-22, the strongest in 17 years⁶

³ ABS. (2022). 6202.006, Labour Force, Australia, July 2022. Australian Bureau of Statistics: Canberra.

⁴ Labour Market Information Portal. (2022). IVI Regional data, July 2022. Australian Government: Canberra.

⁵ ABS. (2022). 6202.006, Labour Force, Australia, July 2022. Australian Bureau of Statistics: Canberra.

⁶ *ibid.*

A STRONG EMPLOYMENT OUTLOOK

Queensland has a diverse and resilient economy with competitive advantages and economic strengths across regions and industries such as agriculture, mining, tourism, and the services sector.

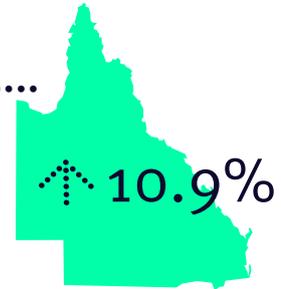
These industries will remain important to the Queensland economy, while emerging industries will provide opportunities to diversify and grow.

Queensland’s strong workforce demand is forecast to continue through upskilling in traditional sectors as well as investment in growing, diversifying and building new industries.

These new workforce opportunities will result in increased demand for higher-level and more flexible skills across our workforce, including in the science, technology, engineering and mathematics fields that are critical to developing the knowledge-based industries of the future.

The Brisbane 2032 Olympic and Paralympic Games provide an opportunity to further enhance social, economic and environmental outcomes for Queenslanders.

By 2024-2025...



The Games are forecast to generate a 10-year pipeline of trade and investment prospects, construction jobs and legacy projects.

Net zero emissions transformation and innovation will create significant global jobs growth in key sectors including energy, agriculture, manufacturing and construction. Queensland’s renewables sector has continued to grow since the Queensland Government established a 50 per cent renewable energy target by 2030, creating more regional jobs. New challenges require new approaches, and we are ready to deliver.

Jobs Queensland data projects a 10.9% increase in Queensland’s employment between 2020-2021 and 2024-2025.⁷ That translates to an extra 280,000 jobs.⁸ Queensland’s population is expected to grow by 10% to 2030⁹, however, it is also ageing and by that time there will be a 31% increase in the number of people over 65.¹⁰

Future workforce drivers

Workforce solutions need to consider global megatrends...

-  More jobs in more industries
-  Supporting a growing, ageing population
-  Encouraging technology adoption
-  Transitioning to a net zero emissions economy

...and identified workforce pressures...

- Increases in total workforce demand and specific sector needs
- Greater demand for higher-level, flexible skills, especially in key STEM areas, advanced trade skills, health, and in education to support this skilling
- Changing skill needs in regions, with regional areas experiencing locally-specific growth
- Changing skill needs in industries undergoing adaptation

...to meet demand for workers and skills across sectors and regions

- Growing need for degree-qualified and experienced health, social and education workforce
- Strong demand for entry-level and VET-qualified workforce in health care and social assistance
- Increased demand for VET- and degree-qualified engineering, technical and digital workforce
- Ongoing demand for entry-level workers in our consumer-facing service sectors
- Demand for a VET-qualified workforce in skilled trades, traditional industry and utilities.

⁷ Jobs Queensland. Anticipating Future Skills, March 2022.

⁸ ibid

⁹ QGSO. (2019). Projected population, by five-year age group and sex, Queensland, 2016 to 2066, low series. QGSO: Brisbane.

¹⁰ QGSO. (2019). Projected population, by single year of age (males, females and persons), Queensland, 2016 to 2066, medium series. QGSO: Brisbane.

SUPPORTING QUEENSLAND'S STRATEGIC DIRECTION

The Queensland Workforce Strategy 2022-2032 is the first whole-of-government workforce strategy produced by the Queensland Government.

It will be pivotal in:

- Expanding the workforce and supporting industries to grow and thrive
- Helping to build social and economic inclusion
- Positioning Queensland as an attractive place to live, work and do business
- Supporting employers to attract and retain their workforce
- Ensuring all Queenslanders have access to high-quality services.

The \$70 million investment through the first Action Plan under the Strategy will build upon a suite of programs that together have powered the state's significant economic growth. In 2022-2023 alone, the Queensland Government will invest more than \$1.2 billion in delivering high quality training and creating exciting career pathways for Queenslanders.

The Strategy also directly contributes to the Queensland Government's objectives for the community:

- Good, secure jobs in our traditional and emerging industries
- Deliver even better services right across Queensland
- Protect and enhance our Queensland lifestyle as we grow.

Existing investment in Queensland's workforce

\$3.34 billion – Queensland Jobs Fund including \$2 billion in the Renewable Energy and Hydrogen Jobs Fund

\$263 million – additional funding over four years (with \$77 million annually ongoing) to reduce cost of kindergarten for families, increase disability funding and implement educational need funding

\$222.2 million – additional funding over 2 years to deliver safe and secure government employee housing in remote and regional communities as part of the government's commitment to attract and retain key frontline staff

\$201 million – JobTrainer Fund with another \$201 million from the Australian Government to reskill and upskill Queenslanders

\$80 million a year – Skilling Queenslanders for Work initiative

\$45.5 million – Youth Engagement Strategy to re-engage children and young people who have disconnected from study or work

\$21 million – for Free TAFE and Free Apprenticeships for all under 25s

\$19.8 million – for the Turn to Teaching Internship Program

\$17.75 million – Regional Manufacturing Hubs

\$16.5 million – to establish Manufacturing Skills Queensland

\$15 million – VET Emerging Industries initiative to support skills development for manufacturing, renewable energy, agriculture, and screen and digital media.



The Strategy further complements a range of broader government commitments, including:

- The State Infrastructure Strategy, Advance Queensland Priority Industry Roadmaps, SEQ City Deal, the Digital Economy Plan and other strategies focussed on industry, infrastructure and community growth
- The Queensland Women's Strategy 2022-27 and other strategies focused on health, education, inclusion and community safety
- Industry-specific strategies including the Queensland Resources Industry Development Plan
- Workforce activities and strategies, including the Digital Professional Workforce Action Plan
- The Public Service Commission's 10-Year Human Capital Outlook and 3-Year Strategic Roadmap, and other strategies focused on skills, capability and transformation
- The Local Thriving Communities and Path to Treaty Strategies and the National Closing the Gap agenda to contribute to improved outcomes for First Nations peoples
- The commitment under Australia's Disability Strategy 2021–2031 to increasing employment of people with a disability and supporting implementation of the NDIS National Workforce Plan: 2021–2025.

The actions underpinning the Queensland Workforce Strategy 2022-2032 will ensure that all Queenslanders, including those who may have been previously underrepresented, receive the support, skills and training needed to secure employment.

The Queensland Government is further committed to working with all levels of government to address current and future workforce challenges and will advocate to the Australian Government for:

- Employment services and income support systems to facilitate effective pathways into work
- Lifting barriers to workforce participation through childcare subsidies, taxation arrangements, superannuation regulation and the National Disability Insurance Scheme
- Regional economic development including housing availability and affordability
- Addressing skills and workforce shortages through the national skills reform, university funding and skilled migration.

QUEENSLAND WORKFORCE STRATEGY 2022-2032

Vision *A strong and diverse workforce ready to seize today's jobs and adapt to future opportunities*



Connect industry, community and government to more Queenslanders



Educate the workforce through upskilling and reskilling



Attract and retain a skilled workforce

Focus areas



Workforce Participation

- Enable all Queenslanders to participate in the workforce
- Support employers to rethink their employment practices and grow a more diverse workforce



Local Solutions

- Implement locally focused and led workforce planning and initiatives
- Coordinate efforts across industry, the community and government at all levels to focus on local and regional priorities



School-to-Work Transitions

- Create strong and effective school-industry partnerships across Queensland
- Improve access to high-quality career information for school students



Workforce Attraction and Retention

- Partner with industries and communities on new approaches to attract and retain workers
- Support industry-led initiatives to work differently to increase workforce capability and capacity
- Leverage migration to address critical workforce gaps



Skilling Queenslanders Now and Into the Future

- Develop an innovative, modern and flexible training system that delivers for traditional and emerging industries
- Increase collaboration between government, industry and the education system at all levels

Shared responsibility

All levels of government | Employers | Industry | Individuals | Education and training providers | Communities

Outcomes

- More workers with the right skills to fill roles critical for economic growth and quality service delivery
- A resilient workforce able to respond and adapt to challenges
- Barriers to participation removed so all Queenslanders can access job opportunities
- Attracting new workers and increasing investment in our regions
- Create a workforce with the skills and capability that industry needs now and in the future.



WORKFORCE PARTICIPATION

Maximising workforce participation not only enables employers to draw on a larger talent pool but ensures all Queenslanders have access to employment opportunities, particularly people who have been previously underrepresented. By increasing participation and leveraging the existing skills, experience and qualifications of Queenslanders, including migrant communities, the state can build a stronger, more resilient and capable workforce. This also means ensuring that people have enough work to meet their needs and aspirations. Currently, almost 190,000 employed Queenslanders are actively seeking more work.¹¹

The Summit highlighted that some small businesses which are looking to increase the size and diversity of their workforce may benefit from support in attracting and retaining employees from underrepresented groups.

This trend highlights the role government can play in helping employers access information and tools to build diverse workforces, and the benefits industry and employers can gain from redesigning work practices to ensure flexibility and inclusivity.

The Queensland Government already invests significantly in maximising opportunities for Queenslanders to fully participate in the workforce, through programs such as Skilling Queenslanders for Work, Back to Work and the Social Enterprise Jobs Fund. Our actions under this Strategy will further enhance our commitment to ensuring that all Queenslanders benefit from the strength of our economy and jobs growth.

¹¹ ABS. (2022). 6202.006, Labour Force, Australia, July 2022. Australian Bureau of Statistics: Canberra.

Action Plan (2022-2025)

- Establish a network of Industry-based Workforce Advisors to work directly with employers to help them to address workforce challenges and diversify their workforces
- Support more Queenslanders, particularly women, to access the workforce through fostering flexible work practices to widen the pool of available workers
- Establish a Multicultural Affairs Settlement Team to advocate and improve workforce outcomes for migrants and refugees
- Expand the Diverse Queensland Workforce Program to ensure migrants, refugees and international students have the support and guidance needed to find a fulfilling job and build rewarding careers
- Deliver the Social Enterprise Jobs Fund to support profit-for-purpose businesses and increase the participation of Queenslanders currently underrepresented in our workforce
- Partner with industry to harness the existing skills of the onshore migrant workforce, particularly to address skills shortages in high demand sectors
- Deliver the First Nations Training Strategy to support First Nations people to be better connected with training and skilling opportunities that link to sustainable local jobs
- Deliver the Aboriginal and Torres Strait Islander Economic Strategy to improve outcomes for Aboriginal and Torres Strait Islander Queenslanders
- Deliver the Queensland Public Sector Inclusion and Diversity Strategy 2021–2025 to improve outcomes for groups who may be underrepresented in the workforce, and showcase the Queensland Government as a model employer
- Deliver the next state disability plan through a co-design process, incorporating priorities under Australia’s Disability Strategy 2021–2031 including increasing employment opportunities for people with disability.

CASE STUDY

BUILDING THE FOUNDATION FOR WOMEN IN CONSTRUCTION



July 2021 marked a milestone for the construction industry with the completion of a five-storey, 20-apartment social housing complex in Brisbane where almost a third of the workers on site were women.

The exemplar construction project at Cannon Hill, led by QBuild, highlighted the opportunities for women in construction and sets a wonderful example of breaking down the barriers to gender equality in the construction industry.

Female trades participation in Queensland reached almost five per cent but on this work site female involvement was 31 per cent, with 22 per cent of the frontline workforce including women in trades like plumbing, electrical, fencing and painting.

A growing number of women continue to showcase their ability and skills as project managers, architects, quantity surveyors, construction managers and tradespeople such as painters, carpenters and electricians.

Increasing the visibility of women in construction will encourage other women to take up a trade.

High female participation rates on this project demonstrated major benefits to the construction workplace, safety standards as well as project delivery and social outcomes, reinforcing the vital role that women play in construction.

The exemplar project was delivered through a partnership between the National Association of Women in Construction (NAWIC), Construction Skills Queensland, the Department of Energy and Public Works and the Department of Communities, Housing and the Digital Economy.

This has led the way for wider government and industry adoption of female participation targets in construction.

The Department of Employment, Small Business and Training has a 15 per cent target for women in frontline construction roles on the \$100 million 'Equipping TAFE for our future' capital infrastructure program.

A second Queensland Government social housing exemplar project in the Hervey Bay region also aims to have a 15 per cent female participation rate and will use QBuild female tradies and apprentices wherever possible.

This is above the 11 per cent target set by NAWIC, who aims to have an industry workforce that is 25 per cent women by 2025. Queensland is leading the way for women who want to be part of the \$46 billion building sector.



FOCUS AREA



LOCAL SOLUTIONS

Predicted employment growth across the regions will drive the need for skilled workers at all levels. The Queensland Government is committed to supporting regions to 'grow their own' workforce. This commitment requires local leadership and collaboration to identify workforce opportunities and challenges relevant to the region and implement locally-led responses. Facilitating access to education and training will help build the skills base of the region.

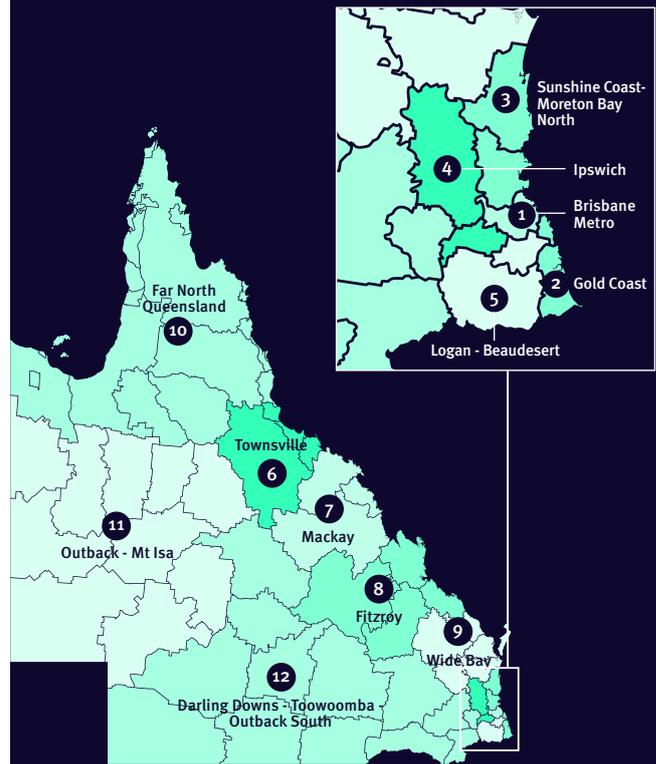
While effective local strategies rely on labour mobility, they are also influenced by a range of factors. Workforce attraction and retention must be supported by strong regional economies, the provision of quality services, vibrant and inclusive local communities and access to infrastructure. The availability and affordability of housing is also key to ensuring that local jobs can be filled. These are complex issues that require all levels of government to work together to assist regional communities and improve outcomes.

Each of Queensland's regions is unique, which results in varied demand for workers and skills across each region. These localised workforce challenges and opportunities are best addressed through locally-led solutions, underpinned by quality data and collaboration.

Local structures are currently supporting workforce outcomes at the local level, including a network of Regional Jobs Committees, Regional Community Forums, Local Decision-Making Bodies, regional office networks of government agencies and Neighbourhood and Community Centres. Coordination of these activities is essential, to maximise their effectiveness.

Workforce challenges and opportunities vary by region

- Projected jobs growth in Queensland to 2024-25 is shared across all regions and industry sectors
- Varied labour markets and projected employment demand emphasises the importance of local responses



Metropolitan areas and growth corridors

- Retail, Accommodation & Food Services
- Health Care & Social Assistance
- Professional, Scientific and Technical Services



Regional population centres

- Health Care & Social Assistance
- Retail, Accommodation & Food Services
- Mining
- Education & Training



Rural areas

- Health Care & Social Assistance
- Retail, Accommodation & Food Services
- Agriculture, Forestry & Fishing

CASE STUDY

MACKAY-ISAAC-WHITSUNDAY POSITIONING FOR THE FUTURE



Collaboration, coordination and planning are central to the Greater Whitsunday region's workforce approach to drive its economic future.

Through our Mackay Regional Jobs Committee (RJC), with the support of Greater Whitsunday Alliance (GW3), the region is developing a successful partnership model to meet the education, skills and training requirements of the future.

Mackay Regional Jobs Committee Chair Sherry Smith says that planning for our workforce is just as important for the future as planning for infrastructure needs like roads, water and digital.

"Through the Mackay Regional Jobs Committee, we have been able to effectively plan and respond more rapidly to the changing nature of work," she says.

The economic profile of the region is changing and evolving, where traditional industries are being increasingly complemented by emerging industries such as aquaculture, biofutures and the technology sector.

A key priority for the region is to provide a diverse economy with access to employment and careers in roles across multiple sectors so as to attract and retain people.

To this end, the Mackay RJC has guided regional workforce planning and development activities, including the *Future Employment Study* and the *Future Skills Roadmap*.

It is also delivering practical programs to develop the local workforce, with a focus on the next generation.

These activities include a stackable career education program for schools and the Activate Program to support teachers in local high schools to provide new economy skills to students.

Greater Whitsunday Alliance CEO Kylie Porter says there is so much untapped potential to build off the region's already strong economic base.

"Technology is literally changing the nature of the jobs in our region," she says.

"Our education, training and skills focus is around growing our own by preparing our current workforce and engaging the future workforce through activities like partnerships with local high schools."

The region is fostering cross-industry skilling pathways to create a workforce that has skills and expertise that are transferrable and adaptable into the numerous industry opportunities emerging in the region.

"We really are advancing in terms of capturing new industries, tapping into the expertise we have locally and really being able to showcase our region to the world," Ms Porter says.

Action Plan (2022-2025)

- Partner with rural and remote communities to deliver local skills and job creation initiatives to increase workforce capacity in these locations
- Partner with regions to develop workforce plans and initiatives to support 'grow your own' workforces and cross-sector skills development
- Increase subsidies available to eligible regional apprentices/trainees to offset their travel and accommodation costs when attending training offsite
- Include a focus on place-based approaches within the design and development of relevant future workforce-related programs
- Extend the Rural Jobs Initiatives for the Queensland agricultural sector to continue efforts to attract, train and retain a skilled and high performing workforce.





SCHOOL-TO-WORK TRANSITIONS

Creating an environment where young people can participate and thrive in the workforce is vital to building the economy, creating vibrant communities, and developing a strong, diverse and skilled workforce. The Queensland Government is committed to creating additional pathways to support youth in the workforce through skilling, educating, training and employment opportunities. This will build on existing investments in school-to-work pathways, including through Vocational Education and Training (VET) in Schools, where Queensland has led the nation in participation for more than a decade.

Innovative and collaborative partnerships between schools and industry are essential to ensure students can investigate career options, prepare for the workforce, and identify local work opportunities. For industry, having a strong connection to schools provides an opportunity to promote local employment opportunities. This will be considered through the development of a VET Strategy for Queensland.

The Queensland Workforce Summit identified four key priorities to strengthen the school-to-work transition. These include building the capacity for industry liaison functions to facilitate successful partnerships between schools and industry, improving the delivery of quality career information and advice, providing access to relevant industry experiences, and leveraging the success of existing programs.

Youth participation insights



90% of recent Year 12 graduates were engaged in education, employment or training in 2021, a rebound from 80.5% the year earlier



In Queensland, there are **64,600** 15-24 year-olds not engaged in study or employment – **10.2%** of this cohort's population



45.5% of Year 12 graduates were combining work and further study

Of those Year 12 graduates not engaged in education, employment or training – **74.2%** were looking for work, while **25.8%** were not interested due to disability or health; future study commitment, were waiting for a job to start or didn't feel ready for work.

Sources: 2021 Next Step statewide summary; and ABS, Survey of Education and Work, Australia, May 2021, Datacube 5 (Table 15).

CASE STUDY

SCHOOL TRAINEESHIPS STARTING FIRST NATIONS HEALTH CAREERS



Metro North Health's Deadly Start Education2Employment program is giving young Aboriginal and Torres Strait Islander school students a head start into healthcare roles, including nursing, midwifery, oral health, dental assisting, food services allied health and administration.

The Deadly Start program is one of several school-based health support services traineeship programs Queensland Health runs to future-proof the workforce and ignite early interest in healthcare careers.

The program is a partnership between the Metro North Health and a number of Registered Training Organisations to deliver a dedicated program for high school students who identify as Aboriginal and/or Torres Strait Islander.

Students are recruited in Year 10 and commence a nationally recognised Certificate II in Health Support Services qualification over the first six months (two school terms) of Year 11.

This qualification provides them with the foundational skills, knowledge and practical experience of working in the health sector.

Students who complete the Certificate II and have a desire to further explore a nursing, dental, food services, allied health, patient support services or health administration career, can transition into a Certificate III School-Based Deadly Start traineeship with Metro North Health at locations including the Royal Brisbane and Women's Hospital, The Prince Charles, Caboolture, Redcliffe, STARS and other clinics.

Throughout the program, students will learn key skills in areas including infection control and safety, first aid and CPR, delivering quality healthcare to patients, roles and duties of an assistant in nursing, administration, and career options within the health industry.

There are 45 Deadly Start students who commenced the Certificate III school-based traineeship across Metro North Health services in 2022.

Maddison Wiggs is one student to have benefitted from the Deadly Start program through her traineeship at Caboolture Hospital while a student at St Columban's College.

A proud Ngemba woman, Maddison has a keen interest in biomechanics and is delighted to be completing a Certificate III in Allied Health Assistance, with a focus on physiotherapy.

Maddison's success and commitment to her traineeship was recognised at the 2021 Queensland Training Awards, winning the Aboriginal and Torres Strait Islander Student of the Year category at the North Coast regional final and progressing on to be a state finalist.

Maddison is currently working as a Clinical Assistant at Caboolture Hospital whilst undertaking her Bachelor of Physiotherapy at the Australian Catholic University.



Action Plan (2022-2025)

- Develop regional action plans to expand and assist school-based apprenticeships and traineeships
- Expand the Gateway to Industry Schools Program to include the hydrogen industry and ensure accessibility for individuals and groups that may be underrepresented
- Appoint Regional School Industry Partnership managers in education regions to strengthen school-industry partnerships and support school to work transitions
- Create a career development program for teachers and a career education program for students in Years 7 to 10 to help them understand their potential career options.



WORKFORCE ATTRACTION AND RETENTION

The impacts of COVID-19 have changed the way that employees wish to engage with work, the drivers for attraction and retention and how ‘meaningful work’ is defined. More people are now weighing up financial and lifestyle factors when making employment decisions. Workplace culture and values are also having a greater impact on whether employees choose a particular workplace and whether to remain there.

Recent research shows that around a quarter of employees are considering leaving their current jobs.¹² Similarly, there is a significant expectation gap between what employers believe and what workers actually value.¹³ In the current competitive labour market, employers will need to re-think their recruitment practices and the ways that they attract and retain staff. This includes who they will employ and what workplace accommodation and flexibility is needed to employ and retain those workers.

There was broad agreement among delegates at the Queensland Workforce Summit that industries and their employers must take ownership of this issue. However, there is an important role for government in encouraging, enabling and facilitating consideration of these issues by employers, especially for small businesses that do not have in-house human resources capabilities.

Industry’s role is central to the success of this Strategy. Workforce planning at the sector level is critical and must be underpinned by industry leadership, as it is industry who is responsible for job creation, employing people and shaping the future state of the workforce. The Summit also noted the importance of industry sharing with government its plans to deal with workforce change so the training and education sector can effectively deliver a sufficient pipeline of workforce supply to meet projected workforce demand.

Similarly, there is a role for government to continue its support to industry, regions and employers, particularly where partnering will deliver significant workforce or community benefit.

The Queensland Government will always prioritise maximising opportunities for Queenslanders in the workforce, however, there will not be enough Queenslanders for the projected number of jobs in the coming years. Migration will continue to be a critical source of skills and labour for Queensland, contributing positively to the diversity and vibrancy of the economy, workforce and communities.

The current challenge for employers

In July 2022, there were **almost 58,600** vacancies advertised in Queensland. This represents:



Over **27% growth** in vacancies over a twelve-month period



Almost 90% more vacancies advertised than immediately prior to COVID-19.

Source: National Skills Commission, Internet Vacancy Index, July 2022.

¹² National Australia Bank, NAB Behavioural & Industry Economics. *NAB Behavioural Insight Report*, February 2022

¹³ PwC Australia. *What workers want: Winning the war for talent*. 2021.

CASE STUDY

FLEXIBILITY BRINGS WORKFORCE BENEFITS FOR LOCAL EMPLOYER



Thinking differently comes naturally to Alliance Business Technologies, a locally owned and operated Information Technology service provider in Brisbane.

The company delivers a range of IT-based solutions for its customers, including computing and technology products and 24-7 helpdesk support services.

With the competition for talent greater than ever before and workers becoming increasingly harder to attract and retain, Alliance Business Technologies knew they needed to make a change.

Action Plan (2022-2025)

- Establish a Workforce Connect Fund to increase investment in industry and community-led projects that address workforce shortages
- Partner with the health and community services sectors to create and implement sector-led workforce development, attraction and retention strategies
- Create a Queensland Government Skilled Workforce Attraction Office to promote Queensland as an attractive destination to live, work and play
- Develop the skills pathways for the growing clean energy economy, including the critical skills required for Queensland to embrace the emerging opportunities in clean energy
- Develop a Queensland Resources Industry Workforce Plan, as an action under the Queensland Resources Industry Development Plan
- Enhance the Mentoring for Growth Program to provide further one-on-one support to employers to help them address their workforce challenges
- Implement new initiatives focussed on supporting apprentices and trainees to complete their training
- Deliver an internship program pilot for a supported pathway for people with a trade qualification to become qualified teachers.

“We have many staff in our business, with all sorts of skills, attributes and backgrounds.

We have recognised how tough the labour market is now and we decided we needed to look differently at how we attract and retain staff,” says General Manager Troy Radloff.

In pursuing this change, the company looked at their operations and considered a need for flexible working hours to support more parents and caregivers in the workplace.

“We recognised that not all prospective employees are available all day, five days a week.

We saw an opportunity to attract and retain workers who are keen, able, and committed, but still need to be able to do the school drop-offs and pick-ups each day.

We made it our strategy to increase the flexibility of our operating model to enable 9am-2pm working days for those who have school-aged children,” Mr Radloff said.

Alliance Business Technologies has since seen significant benefits across its whole workforce by taking this new approach.

The company is now tapping into a broader talent pool, accessing skills and capabilities that were previously difficult to attract, as well as increasing female participation in its workforce.

Mr Radloff shares, “We are really pleased that we have tried something different in relation to our workforce, and it’s paying off.

It’s helping us to be more successful and grow and that means positive outcomes for both our people and our business.”



SKILLING QUEENSLANDERS NOW AND INTO THE FUTURE

To successfully develop a skilled and adaptable workforce for the future, Queensland needs to build on the strength of its existing school and post-school education and training, through its Vocational Education and Training (VET) system and world-class universities. It will also require a focus on lifelong learning, closer collaboration between industry and the education and training sectors, while supporting contemporary training offerings such as micro-credentials to complement traditional training and courses.

Our traditional and emerging industries, such as renewable energy, new economy minerals, advanced manufacturing, creative and digital services, underpinned by the innovation and skills of Queenslanders, will drive the jobs and skills of the future. Queensland's workforce is a key attractor of investment to the State.

A large proportion of future jobs will be in occupations and roles that require a post-school qualification.¹⁴ Increasing the number of people with post-school credentials, and the proportion of people in the workforce with higher-level skills, is necessary to drive economic growth, lift productivity and provide high-quality services for Queensland.

The Queensland Government is significantly investing in delivering high quality training and creating exciting career pathways for Queenslanders. We will ensure that this investment is effectively targeted and achieving the best possible outcomes to meet Queensland's current and future workforce needs.

Training and skills insights



226,763 people undertook training in 2021-22



Significant increase since pre-COVID-19



61,085 apprentices and trainees commenced in 2021-22



Highest commencements ever recorded



7,980 school-based apprentices and trainees commenced in 2021-22



Queensland trained over 55% of the nation's total in 2021



260,879 Queenslanders enrolled in a Queensland university in 2020.

Sources: 2021-22 Financial Year, Department of Employment, Small Business and Training, Internal Database; National Centre for Vocational Education Research Data Builder; and Department of Education, Skills and Employment, D22/96428, Student Enrolments Pivot Table.

¹⁴ Jobs Queensland. Anticipating Future Skills, March 2022.

CASE STUDY

PARTNERSHIP DRIVES DEFENCE INDUSTRY SKILLS



One of the major challenges facing the production of military vehicles in Australia is the ability to recruit suitably qualified local welders with certifications that meet required international standards.

To overcome this challenge and to help deliver highly skilled defence manufacturing jobs for Queensland, TAFE Queensland is partnering with the largest supplier of military vehicles, Rheinmetall Defence Australia, to bridge the international welding certification gap.

The partnership is vital to supporting the building of Combat Reconnaissance Vehicles in South East Queensland.

Action Plan (2022-2025)

- Develop a VET Strategy to ensure that Queensland's \$1.2 billion annual investment in skills and training is tailored to meet current and future workforce needs
- Partner with industry to increase the uptake of higher-level apprenticeships and traineeships in industries where strong demand exists
- Extend the Micro-Credentialing Pilot Program to provide increased access to industry-supported short courses
- Expand the Group Training Organisation Pre-Apprenticeships Program to encourage more individuals to complete an apprenticeship and to provide employers with greater access to skilled workers
- Partner with Queensland's university sector to increase collaboration and engagement between the Queensland Government, universities and industry
- Develop pathways into higher education courses for those interested in pursuing a career in automation and support upskilling and reskilling in autonomous technology fields through an additional investment of \$3.3 million in the Queensland Future Skills Partnership.

Without ISO 9606 qualified welders, Queensland engineering and manufacturing businesses need to engage overseas workers to compete for this work.

TAFE Queensland Chief Executive Officer Mary Campbell said the fusion welding program enables local engineering and advanced manufacturing businesses to upskill existing workers and transitional welders to the international welding standard, providing them the opportunity to become part of the defence industry supply chain.

Emily Giezen, a trained welder and former engineering apprentice, is one Queenslanders making the most of the partnership which has helped her secure a role as an armoured steel welder with Rheinmetall Defence Australia.

TAFE Queensland's Course in Fusion Welding to ISO9606 for Experienced Welders helped Emily perfect her skills using the latest augmented reality welding simulators to supplement live arc welding bay practices.

Emily said using augmented reality welders was initially a challenge after years of welding a specific way throughout her career.

"Even if you think you're the world's best welder, it's definitely a tool that you can use to critique and improve your skills," Emily said.





DELIVERING THE STRATEGY

This Action Plan is the first of three that will be developed and released across the next ten years to 2032.

Successive plans will reflect the lessons learnt and build on the achievements of the previous plans, tackling any challenges and opportunities that have emerged. To ensure the Strategy remains responsive to the evolving needs of Queensland's workforce over the next decade, the plans will be evidenced-based and evaluated. This reflects the Government's commitment to deliver for Queenslanders.

Implementation of the Strategy will be guided by an industry roundtable, chaired by the Minister for Employment and Small Business and Minister for Training and Skills Development.

A digital collaboration hub will also be established to promote innovative solutions to address workforce challenges and enable ongoing collaboration and information sharing between government, industry, community groups and the education and training sector.





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