



TBCITB

Strategic 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.



TBCITB



TBCITB

Plan for 2020

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

TBCITB
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 projects manager role(s)



CORE BUSINESS

Fund Training

- Applications + claims management
- Apprenticeship projects
- COVID-19 initiatives



Levy

- Collection + administration
- Process improvements



Stakeholder Eng.

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



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
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> <ul style="list-style-type: none">• Understand the existing apprenticeship pipeline and have conducted an analysis of what is working / not working.• 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
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
<p>Rationale and Aims</p>	<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>
<p>Outcomes</p>	<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.
<p>Outputs</p>	<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
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>