



PATHWAY PLAN:
INVESTMENT IN TALENT
AND SKILLS 2019-2023

Invest
Sunshine Coast
Australia

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COAST
COUNCIL

Sunshine Coast Council would like to thank the signatories and partners of the Regional Economic Development Strategy and acknowledge the valuable contribution they have made to the implementation of the REDS and the continued growth of the Sunshine Coast economy.



ACKNOWLEDGEMENT OF COUNTRY

Sunshine Coast Council acknowledges the traditional Country of the Kabi Kabi Peoples and the Jinibara Peoples of the coastal plains and hinterlands of the Sunshine Coast and recognise that these have always been places of cultural, spiritual, social and economic significance. We wish to pay respect to their Elders – past, present and emerging – and acknowledge the important role Aboriginal and Torres Strait Islander people continue to play within the Sunshine Coast community.



SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2013-2033 PATHWAY PLAN: INVESTMENT IN TALENT AND SKILLS 2019-2023

*One of five implementation plans referenced in the
Sunshine Coast Regional Economic Development Strategy 2013-2033*

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THE SUNSHINE COAST – A GROWTH ECONOMY

The Sunshine Coast Regional Economic Development Strategy 2013-2033 has provided a vision and blueprint for the new economy – a prosperous, high value economy of choice for business, investment and employment, while offering an enviable lifestyle and environment.

The Sunshine Coast Regional Economic Development Strategy 2013-2033 (REDS) was initially accompanied by a five-year implementation plan to 2018 and industry investment plans for each of the seven high-value industries.

Building on the outcomes and achievements of these implementation plans since 2013, the REDS Implementation Plan 2019-2023 prioritises further actions under five critical pathways:

- Leadership, collaboration and identity
- Capital investment
- High-value industries
- Local to global connections
- **INVESTMENT IN TALENT AND SKILLS.**

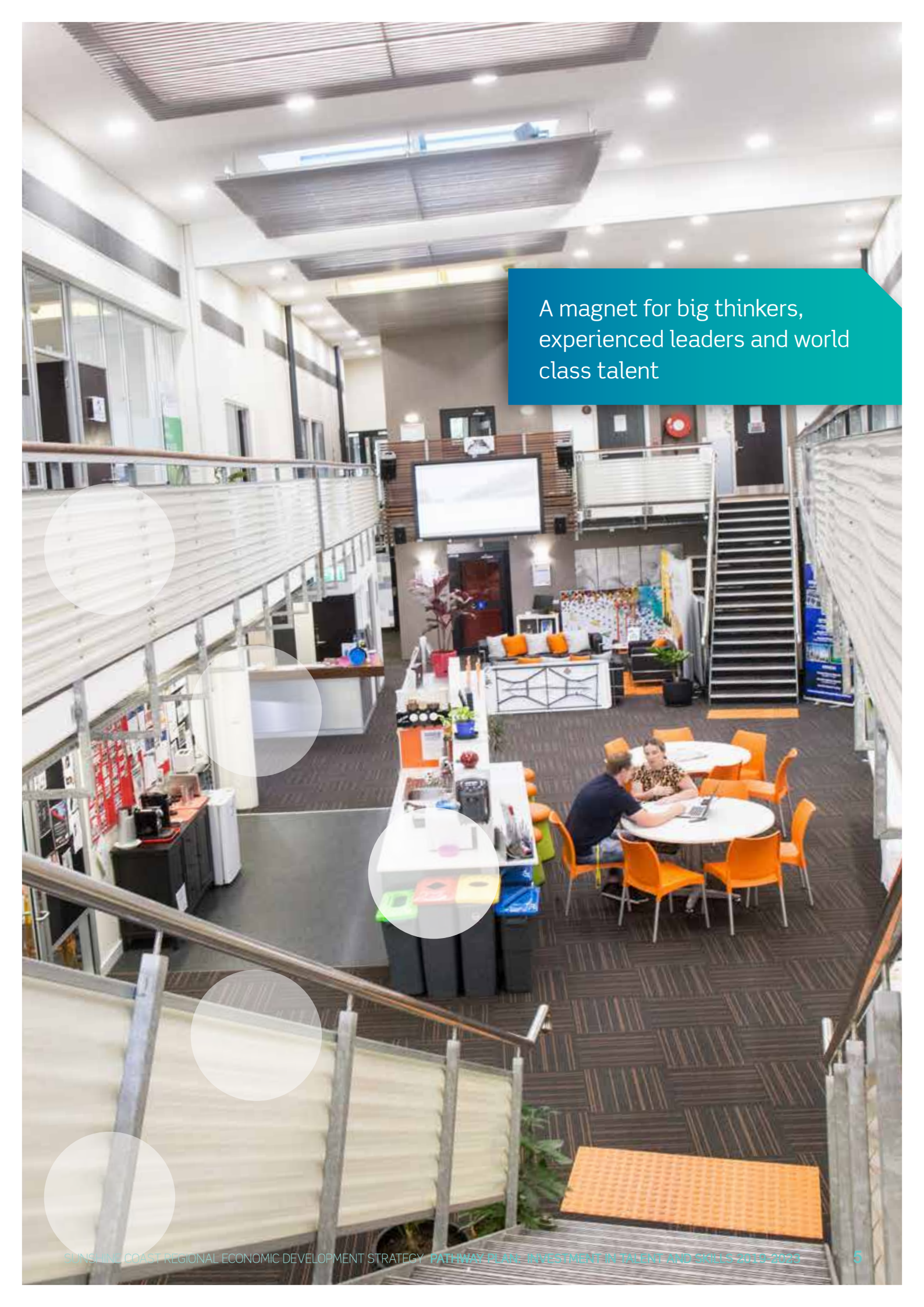
Improving education and training options through industry-specific courses and programs are foundational ingredients for driving and sustaining economic growth

Continued advancement of the new Sunshine Coast economy for the 2019-2023 implementation period will be built on:

- Strong economic leadership and collaboration between government at all levels, industry and the community.
- A recognised, competitive regional identity.
- Securing investment in the region's infrastructure and other project priorities.
- Supporting high-value industries to expand activities, job opportunities and connectivity to markets and supply chains.
- Promoting cross-sector collaboration and engagement on key initiatives and projects.
- Promoting entrepreneurship, innovation, research and digital connectivity.
- Positioning the Sunshine Coast in key national and global markets.
- Supporting local businesses to respond and adapt to market changes and opportunities.
- Developing, attracting and retaining a suitably skilled workforce.
- A regional education and training offering that aligns to the demands of the changing economy.

As these priorities align to the critical pathways, five-year action plans have been developed for each pathway, which will be reviewed and updated annually to ensure they remain responsive to the factors shaping the regional economy.

Investment in talent and skills is a critical pathway to attract and retain skilled workers to support the growth of high-value industries.



A magnet for big thinkers,
experienced leaders and world
class talent

ABOUT INVESTMENT IN TALENT AND SKILLS

Improving education and training options through industry-specific courses and programs – as well as promoting career pathways and links between formal education, skills development and work – are foundational ingredients for economic growth.

The transition to a new Sunshine Coast economy requires new skills and talent to deliver region shaping projects and achieve high-value industry investment and business growth.

Many aspects of the region's new economy will be founded on 'clever' industries which rely upon and attract a workforce with high levels of knowledge and skills.

Over the next two decades, the top growth industries will include healthcare and social assistance, education and training, and professional services.

For this reason, targeted investment in skills and talent will generate increased access to a range of enduring career opportunities and higher paying jobs for the local community. This investment will also supply industry with a skilled workforce to meet business needs.

Delivering and attracting a regional workforce with the skills and expertise to achieve the Sunshine Coast Regional Economic Development Strategy 2013-2033 goals requires a multifaceted approach.

A REGIONAL EDUCATION AND TRAINING SYSTEM GEARED TO THE DEMANDS OF OUR GROWING ECONOMY

The education and training sector, which is equipped with the facilities and capabilities to provide a range of regional training and career planning activities, plays a key role in future-proofing the Sunshine Coast's current and emerging workforce. This includes ensuring the secondary school age population has a high level of awareness of what the region's future employment demand will be, and clear and accessible pathways to acquiring the qualifications and skills to take advantage of this demand.

INCUBATING, MENTORING AND RETAINING TALENT

Future-proofing the workforce also requires nurturing entrepreneurial talent through the Innovation Centre Sunshine Coast and other incubators, accelerators, skills development and mentoring programs that respond to existing and emergent opportunities delivered by high-value industries and region shaping projects.

The region's working population including existing professionals are equally important community contributors to growing a skilled workforce. As such, retaining talent will require government, industry and business to:

- Ensure community awareness of local opportunities
- Maximise local participation in education, training and industry skills programs targeted at supporting and leveraging the demands of region shaping projects and high-value industries.

IMPORTING TALENT TO FILL THE SKILLS GAP

The region may also need to consider options to attract migrants with specialist skills and business expertise to address specific professional and technical skills shortages and meet future business and industry skills needs. This could include targeted initiatives to attract suitable workers from elsewhere in Queensland, interstate and internationally, as well as making significant local investments in education and training.

The Sunshine Coast is home to a flourishing innovation ecosystem built on networks and collaboration, which is a magnet for big thinkers, experienced leaders and world class talent

DELIVERING A NEW ECONOMY

2013

Launch of Regional Economic Development Strategy 2013-2033

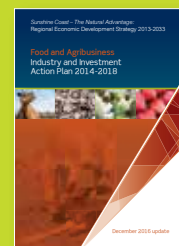
- Growing the economy to \$33 billion
- Increasing the number of high-value jobs to 100,000
- Expanding exports of goods and services to 20%
- Achieving household incomes above the state average



2014

Launch of seven Industry and Investment Action Plans 2014-2018

- Focus on attracting and developing high-value industries
- Achieving a regulatory environment that encourages investment and growth
- Promoting innovation, research and digital participation
- Establishment of industry led High Value Industry Taskforces



2018

Release of Regional Economic Development Strategy Implementation Report Card 2013-2018

- \$17.2 billion economy
- 17.9% of goods and services produced for export outside the region
- 82,633 high-value industry employment opportunities
- 9.33% household income below Queensland average



2019

Launch of Regional Economic Development Strategy Implementation Plan 2019-2023

- Strong leadership embracing collaboration, agility and a sustained commitment to succeed
- Essential infrastructure to support growth and competitiveness
- Investment in high-value industries that generate enduring employment
- A focus on national and global markets where the region has an identifiable competitive advantage
- The talent and skills of its workforce and the contribution of community members



2019

Launch of five year action plans for each pathway

- Leadership, Collaboration and Identity
- Capital Investment
- High-value Industries
- Local to Global Connections
- **INVESTMENT IN TALENT AND SKILLS**



2023

Evaluate impacts, review and modify strategy

- Evaluate 2019 to 2023 actions and outcomes
- Develop and deliver 2024-2028 action plans

THE PAST FIVE YEARS: DELIVERING INVESTMENT IN TALENT AND SKILLS (2013-2018)

There has been a strengthening of the ongoing investment and focus on talent and skills to provide the labour force pipeline that the region's new economy will require.

Since 2013, significant work has occurred to recalibrate aspects of the education and training sector's offerings to ensure these are clearly targeted to address critical gaps in the region's workforce profile.

Key initiatives that have been delivered collaboratively with industry since 2013 include:

- Establishment of Study Sunshine Coast as the region's key student attraction and retention program and its ongoing implementation aimed at increasing both the number of international students, as well as the retention of local students into future pathways. Since 2016, Study Sunshine Coast's website received 135,909 page views, with 37,761 followers on Facebook.
- JobShow, Future Careers Expo and other skills development programs to help connect our young talent with jobs, training and development opportunities across the region. 4500+ people attended two JobShow Expos promoting 1,200 jobs and filling 400 openings. An additional 1100+ students and educators attended the Future Careers Expo 2025.
- Development of the CoderDojo initiative, which delivers training to 400 students each year in coding skills in collaboration with industry partners.
- Establishment of the annual Mayor's Telstra Innovation Awards program which has trained almost 120 students in innovation and entrepreneurship principles between 2016-2019 and awarded over \$50,000 worth of prizes, including team travel to Sydney for a mentoring, technology and entrepreneurship experience.
- Establishment of the SCRIPT program providing more than \$1 million over three years to develop innovation and entrepreneurial activities.
- Formation of Education Sunshine Coast as the peak body for advocacy and promotion of education in the region.
- Mentoring support provided to young entrepreneurs, new and established businesses through the Mayor's Telstra Innovation Awards, Generation Innovation, an annual challenge for 15-25 year olds to start their own businesses, and Sunshine Coast Chamber Alliance Mentoring Program which assists in the development of small businesses across the region.
- Ongoing liaising with state and federal agencies and industry to monitor workforce gaps and labour skills shortages.

Approximately 98% of Year 12 school leavers graduated with a recognised qualification – providing them with the skills and education to follow a range of work, further study and training pathways.

QCCA, February 2017.

Regional education and training sector participants – including tertiary, vocational education and training and schools – have all played an important role in supporting the development of a regional education and training system that will provide the required qualified workforce into the future.



CONTINUING THE INVESTMENT IN TALENT AND SKILLS (2019-2023)

Demand will be strong for professionals, community and personal service workers, and managers over the next 20 years.

To safeguard and strengthen the talent and skills in the region, the focus will now be on developing the reputation of education and training beyond the region and strengthening cooperative relationships with all levels of government to leverage current and planned federal and state investment.

The region has a large and highly talented pool of workers with skills across a range of industries

For 2019-2023, the core areas of activity to further invest in talent and skills are:

- 1 Work with state and federal government agencies and local industry to monitor skills and labour shortages, and ensure workforce skill gaps and early solutions are identified for high-value industries and connected to region shaping projects within the region and south east Queensland.
- 2 Work with industry representatives and key growth sectors to identify the skilled work requirements to grow and expand the industry's market footprint.
- 3 Investigate partnership opportunities between the public and private sector to design and implement targeted workforce attraction and retention strategies.
- 4 Develop local business support programs that support small and medium-sized enterprises to grow (capacity build) and connect (opportunities).
- 5 Leverage opportunities in key markets to increase the intake of international students in tertiary, technical and secondary schools.
- 6 Leverage the sport connection, talent and skills pathways on the Sunshine Coast to enable national and international connectivity.

The specific programs and initiatives that will be delivered under these core areas of activity are outlined in the final section of this document.

FRAMEWORK FOR THE FUTURE

The REDS Implementation Plan 2019-2023 sets out six key actions for talent and skills. These actions sit alongside a suite of other pathway actions that will be implemented simultaneously due to a dependency across the different pathways.



LOCAL TO GLOBAL CONNECTIONS

ACTIONS

- Support the ongoing expansion of the export network
- Develop and implement a comprehensive Regional Export Program
- Deliver program of outbound trade and investment missions
- Conduct a review of the sister city agreements
- Work with tourism and food and agribusiness industry to ensure the Sunshine Coast Airport expansion project and opportunity has the required infrastructure
- Continue to foster high level relationships with Austrade and TIQ

IMPACTS

- Stronger profile in international markets
- Increase in exports
- Increase in inward international investment
- Increase in collaboration

INVESTMENT IN TALENT AND SKILLS

ACTIONS

- Work with State and Federal Government agencies and local industry to monitor skills and labour shortages
- Work with industry representatives and key growth sectors to identify the skilled work requirements to grow and expand the industry's market footprint
- Investigate partnership opportunities between the public and private sector
- Develop local business support programs
- Leverage opportunities in key markets to increase the intake of international students
- Leverage the sport connection, talent and skills pathways to enable national and international connectivity

IMPACTS

- Increase in economic resilience
- Strong Regional Competitive Effect for target industries
- Higher wages
- Improved self-containment (employment) and retention of talent
- Increase in accolades and awards for industry members
- The level of imports in target industries

TRACKING IMPACTS: INVESTMENT IN TALENT AND SKILLS

Each pathway action plan outlines the programs and projects, lead agents and timeframes that fall under each of the Pathway Actions set out in the Regional Economic Development Strategy Implementation Plan 2019-2023.

To ensure that the Implementation Plan 2019-2023 delivers the necessary change and growth of the Sunshine Coast economy, each pathway action plan includes a structure for collecting, analysing and reporting information on relevant indicators of success.

For the investment in talent and skills pathway, successful intervention is expected to contribute towards an:

→ **Increase in economic resilience**

Economic resilience is linked to an area's ability to prevent, withstand and quickly recover from major disruptions and external market forces. While growing the region's exports and diversifying the economy builds economic resilience, decreasing the proportion of the population with low levels of education can also support economic resilience.

In 2016, 37,703 (34%) people living on the Sunshine Coast did not hold any form of qualification. This is a smaller percentage than the national average and review of this comparative result will occur in 2021.

→ **Strong regional competitive effect (RCE) for target industries**

The regional competitive effect indicates how the local industry performed against benchmark trends. An industry with a positive RCE suggests local characteristics, which could include innovation, that supported above trend growth in that period.

In 2017-2018 the construction industry had RCE six times the industry benchmark for growth. The local health care and social assistance industry also has an extremely strong comparative RCE, while four other industries also have RCE greater than the industry benchmark for growth.

The regional competitive effect of all industries will be monitored annually.

→ **Higher wages**

The region's household income in 2016 was \$142 per week less than the Queensland average. A 25% increase in job numbers within high-value industries from 2011-2016 should translate to an increase in new higher wage employment opportunities for Sunshine Coast locals, and therefore an increase in household income. As underemployment can also be a contributor to low household incomes, the profile of hours worked will be monitored.

→ **Improved self-containment (employment) and retention of talent**

Self-containment measures the proportion of resident workers who are employed within the boundaries of the Sunshine Coast. It also indicates the propensity of residents to seek employment outside the local government area or region in which they live. This can be an indicator of how well the region is retaining talent.

In 2016, 77.6% of the Sunshine Coast's resident workers were employed locally. This is an important indicator given the jobs to residents ratio for the region in 2017-2018 was 0.93. Both of these indicators will be monitored as data becomes available.

→ **Increase in accolades and awards for industry members**

Business and industry award recipients will continue to be collaboratively tracked and monitored, as key indicators of a strengthening reputation.

→ **The level of imports in target industries**

Imports by industry are the purchases of goods and services from industries located outside the Sunshine Coast boundaries.

The manufacturing, public administration and safety industries consume the highest percentage of imports on the Sunshine Coast. In contrast, health care and social assistance accounts for only 2.4% of all industry consumed imports. A decrease in imports can be an indicator of increased supply chain capacity, while an increase in imports can be an indicator of a decline in industry capacity to meet market needs.

Relative changes in all industry imports will be monitored against time series trends and south east Queensland benchmarks.

ACTION PLAN: INVESTMENT IN TALENT AND SKILLS



- 1 Work with state and federal government agencies and local industry to monitor skills and labour shortages, and ensure workforce skill gaps and early solutions are identified for high-value industries and connected to region shaping projects within the region and SEQ

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
1.1	Monitor education and training provision in the region and ensure course offerings remain relevant to future requirements	<ul style="list-style-type: none"> → Continually analyse existing and emerging data and provide recommendations to education providers on how to address potential skills gaps, including priority high-value industries (HVIs) → Government, businesses, representative industry bodies and service providers to monitor and advocate for the provision of new programs where required by industry. → Ongoing education reform by the Department of Education and Training, other government agencies and specific providers is matched to local industry needs 	2-5	SCC
1.2	Support education and career development across the seven high-value industries	<ul style="list-style-type: none"> → Funding secured and partnerships developed for programs to foster the development of digital industry professionals to gain best practice knowledge → Stakeholders from the education and industry sectors are connected with the education sector peak body and other relevant agencies → Deliver programs and initiatives that support and promote skills development which are aligned to industry needs in collaboration with schools, vocational training, higher education and other education providers 	2-5	EdSC
1.3	Establish and deliver a talent connections program	<ul style="list-style-type: none"> → Advocacy provided to support and promote Skilling Queenslanders for Work training in the region → Support capacity building initiatives for the region's high-value industries and promote recruitment opportunities across the industries → Connect talent with mentors and access to industry programs and pathways 	2-5	SCC



2 Work with industry representatives and key growth sectors to identify the skilled work requirements to grow and expand the industry's market footprint

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
2.1	Facilitate skills and workforce development strategies	→ Work with education providers such as TAFE Qld to identify specific skills and workforce development strategies to ensure regional workforce capability, ie skilled tourism and hospitality workers plus those linked to HVIs and region shaping projects	1-3	SCC
2.2	Build the capacity of education and training providers to ensure they can meet the skilling needs of the new economy	→ Support education businesses through capacity building programs and initiatives → Position Education Sunshine Coast (EdSC) as the peak body for advocacy and education industry connection on the Sunshine Coast	2-5	EdSC



3 Investigate partnership opportunities between the public and private sector to design and implement targeted workforce attraction and retention strategies

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
3.1	Develop an ICT employers' alliance to ensure demand for graduates	→ A job ready workforce sufficiently skilled for entry-level coding and ICT roles within the local business community	3-5	SCC
3.2	Continue to develop and deliver existing ICT/digital programs for workforce development outcomes	→ Work with local education and industry providers to facilitate the delivery of digital literacy and cyber security training for local business and industry, including sub-sectors of opportunity	1-5	SCC
3.3	Deliver digital talent attraction programs for youth	→ Delivery of targeted programs and events that inform and excite young people about digital disruption and the careers of the future	3-5	SCC
3.4	Talent attraction and employability programs	<ul style="list-style-type: none"> → Support provided for programs to promote employment in the region and attract and retain talent → Support provided for the rollout of jobs and career initiatives in collaboration with HVI peak bodies (eg FAN, Education Sunshine Coast) → Facilitate improved opportunities for successful transitions from school-based training programs to work → Regular domestic investment missions targeting Melbourne and Sydney businesses to fill talent gaps → Promote leading local operators and the capabilities of the supply chain in domestic markets 	1-5	SCC



4 Develop local business support programs that support small and medium-sized enterprises to grow (capacity build) and connect (opportunities)

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
4.1	Help business owners, managers and the workforce maintain optimal skills for a rapidly changing business landscape	<ul style="list-style-type: none"> → Facilitate the development and delivery of capacity building programs and workshops for business and industry → Leverage government business improvement and assistance programs, workshops and events → Link entrepreneurship programs to local business networks such as Chambers of Commerce and industry bodies → Develop resources such as Business ekit, Level Up, collaborative marketing, one to many programs and initiatives including access to grants → Delivery of industry accreditation and award application workshops and assistance programs 	1-5	SCC
4.2	Link business and industry with education providers for contemporary new education products	<ul style="list-style-type: none"> → Work with local education providers to develop and promote the delivery of short courses and micro-credentialing programs → Assist in the aggregation of demand for new education products across industries to enable the testing and trial of new education products 	2 -4	SCC
4.3	Deliver a Commercial Precincts Activation Program	<ul style="list-style-type: none"> → Program resources are prioritised for commercial precincts in gateway centres that have a commercial status and visitor pull that is critical to the achievement of the Regional Economic Development Strategy targets → The collective resilience of the business community and destination appeal of target commercial precincts are strengthened through programed initiatives → Business continuity and job security within the gateway centre is supported through program initiatives 	1-5	SCC



5 Leverage opportunities in key markets to increase the intake of international students in tertiary, technical and secondary schools

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
5.1	Enable and support Study Sunshine Coast as the official study cluster for the Sunshine Coast region	<ul style="list-style-type: none"> → Delivery of the Study Sunshine Coast program and Ambassador program → Leverage funding opportunities through the International Education and Training Partnership Fund → Deliver a range of industry events to connect and enthuse business and industry on international and domestic education programs and initiatives → Provide domestic and international students with information about the region that assist them to study, live, work and play on the Sunshine Coast → Build and support collaborations and initiatives in partnership with Study Sunshine Coast and education providers 	1-5	SCC

6 Leverage the sport connection, talent and skills pathways on the Sunshine Coast to enable national and international connectivity

	PROGRAMS/INITIATIVES	DELIVERABLES	TIMEFRAME (YEARS)	LEAD RESPONSIBILITY
6.1	Leverage business development opportunities with national and international teams and events	<ul style="list-style-type: none"> → Work with USC, Sunshine Coast Lightning, Australian Cycling Academy and partners to leverage talent and skills pathway opportunities and initiatives → Build connections and opportunities with the Singapore Sports Institute and associated member organisations 	1-5	SCC
6.2	Connect our upcoming talent with successful sports professionals and events	<ul style="list-style-type: none"> → Program with USC / TAFE and schools to make business and our young talent aware of our sport connections and opportunities 	1-5	SCC

CASE STUDY 1: FUTURE CAREERS 2025+

A continued investment in talent and skills is crucial to meeting the needs of the region and preparing our workforce with the knowledge and experience they need to compete in a global marketplace.

The Future Careers Program highlights the impact that technology and innovation will have on the careers of the future and the education pathways that students can investigate to begin their journey.

invest.sunshinecoast.qld.gov.au/Innovation/Future-careers



CASE STUDY 2: STUDY SUNSHINE COAST

Study Sunshine Coast (SSC) plays an important role in promoting and positioning the region as a study destination for both domestic and international markets, students and visiting relatives and friends, as well as aiming to keep more local students at home for further education and employment.

SSC works closely with education providers, industry and tourism providers to assist students, parents and education agents with information on the study opportunities, educational facilities and destination and lifestyle offering available in the region.

www.studysunshinecoast.com.au



GLOSSARY



Economic impact modelling

A tool which assesses the impacts of major projects and policy changes on the local economy.

Region shaping projects

Major projects nominated in the Regional Economic Development Strategy that are predicted to have transformational effects on business, employment and investment growth in the region.

Gross Regional Product (GRP)

Measures the total value of goods and services produced in a region.

High-value industries (HVI)

The seven industry sectors identified in the Strategy that have the greatest potential to generate enduring career opportunities and higher-paying jobs for the local community.

Horizon 3 solutions

Solutions which can significantly transform an industry or area.

Regional competitive effect

Comparison of how a local industry performs against benchmark trends.

Regional Economic Development Strategy 2013-2033 (REDS)

In November 2012, Sunshine Coast Council initiated a collaborative process with key business, industry and government organisations to develop a 20-year blueprint to support the region's future economic sustainability and prosperity. This was endorsed and brought into effect in 2013 to guide future actions.

Sunshine Coast Regional Innovation Project Team (SCRIPT)

A collaboration of local entrepreneurs, businesses, government stakeholders and community members dedicated to growing innovation and business capacity in the region.

SEQ Regional Plan

Provides a regional framework for growth management and sets planning direction for sustainable growth, global economic competitiveness and high-quality living across 12 councils, including the Sunshine Coast.

Sunshine Coast International Broadband Network (SCIBN)

The investment by Sunshine Coast Council to bring an undersea cable to the region, enabling the co-investment in additional broadband infrastructure by multiple parties that will ensure the region is highly connected both nationally and internationally.

Sunshine Coast Enterprise Corridor

Stretching between Sunshine Coast Airport and Caloundra South, this is the key regional location for commercial and residential growth over the next 20 years.

Transforming SEQ City Deal

Sets out the shared ambition of the Queensland Government and local governments to identify many of the key opportunities for strategic investments and stronger partnerships between governments, civic leaders, community and industry.

ACRONYMS AND ABBREVIATIONS

Austrade	Australian Trade and Investment Commission
FAN	Food and Agribusiness Network
HVIs	High Value Industries
ICSC	Innovation Centre Sunshine Coast
SCA	Sunshine Coast Airport
SCC	Sunshine Coast Council
SCCA	Sunshine Coast Chamber Alliance
SEQ	south east Queensland
SSC	Study Sunshine Coast
TIQ	Trade and Investment Queensland
UAV	Unmanned aerial vehicles, eg drones
USC	University of the Sunshine Coast
VSC	Visit Sunshine Coast

Sunshine Coast Regional
Economic Development Strategy 2013-2033

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