



STRATEGIC PLAN (2009-11)

1.1. Who We Are

The Queensland Fitness, Sport and Recreation Skills Alliance (the Skills Alliance) is a not-for-profit, incorporated, industry service organisation supporting the workforce development efforts of the industry in Queensland. Until December 2008, we traded as Recreation Training Queensland.

1.2. Our Vision and Mission

Our vision is to be the pre-eminent industry service organisation for workforce development for the fitness, sport and recreation industry in Queensland.

Our mission is to assist industry achieve workforce development related outcomes strategically by serving as a forum for industry stakeholders to identify issues and associated solutions to industry workforce development challenges, and operationally by undertaking workforce development related projects and offering enterprise-level products, services and advice.

1.3. Our Stakeholders

The Skills Alliance recognises five discrete groups of stakeholders who we target, engage and/or support:

- Industry Bodies and Organisations – all levels of industry from individual clubs and enterprises to peak industry bodies across all regions of Queensland, including specific sub-groups such as adaptive recreation providers, event and facility managers, etc
- Government Departments and Agencies – our key funding partners, including the Department of Education, Training and the Arts (DETA) and Department of Sport and Recreation (DSR)
- Education Sector Stakeholders – schools, TAFEs, registered training organisations and higher education institutions involved in delivering fitness, sport and recreation education, training and career-related advice
- Workforce Advisory Network stakeholders – similar bodies providing industry-specific workforce development / careers advice, including the national skills council covering fitness, sport and recreation (Service Skills Australia)
- Internal Stakeholders – our constitutional members, including our Board members.

Communicating and working with such a broad and diverse range of stakeholders presents significant on-going challenges for the Skills Alliance. This strategic plan takes into account the needs of all of these groups, but does so in a realistic manner consistent with our funding, resources and emerging strategic directions.

1.4. An Emerging Role

Historically, as Recreation Training Queensland we served and functioned as an industry training advisory board or 'ITAB'. In this role we provided strategic advice to the Queensland Government on the Vocational Education and Training (VET) needs of the industry, and actively promoted the benefits of recognised national education and training to industry employers and stakeholders. This role formally ceased as of 31 December, 2006.

In its place, Recreation Training Queensland won a State government contract to run a skills alliance on behalf of the industry, commencing 1 January 2007. The skills alliance model is a structured approach to industry engagement with a stronger emphasis on both workforce development – a broader concept than that of education and training alone – and industry ‘market intelligence’. The Skills Alliance contract paved the way for Recreation Training Queensland to focus on a greater, more holistic range of solutions to the challenges industry faces in attracting, developing and retaining a quality workforce.

1.5. A New Name

For some time, our original and long-held trading name, Recreation Training Queensland, caused a degree of confusion among our stakeholders regarding our role. Many understood our role as a training provider, yet training provision has never been a part of our role. Given this confusion – and along with a greater focus on workforce development together with what our Board believes is the very essence of what we are – it was agreed in late 2008 the organisation would adopt a new trading name incorporating the term ‘Skills Alliance. We are now the *Queensland Fitness, Sport and Recreation Skills Alliance*.

1.6. Our Strategic Directions

If the Skills Alliance is to remain a key policy influencer and advocate for fitness, sport and recreation, particularly given uncertainty surrounding future relationships between state and national level policy and advisory mechanisms, it is imperative that the Skills Alliance continues to work closely with the industry’s peak bodies and to spend considerable effort maintaining and expanding its networks with industry. Our vision of being the pre-eminent industry service organisation for workforce development for the industry rests upon the strength of our networks and industry engagement.

To more effectively engage industry employers and associations for this purpose, our role has shifted from promoting a VET culture to equipping industry groups with the tools and know-how for planning and developing their own workforces. This shift is being achieved by offering a range of tangible enterprise/association level products and services. These services, along with those we offer our industry peak bodies, will help increase the relevance of the Skills Alliance to all levels of the industry, better enabling us to achieve our strategic goals.

With the above point in mind, the Skills Alliance has set out to establish a limited number of overarching strategic goals that shape, and will continue to shape, the nature of our operational initiatives and activities. A strong operational focus remains on industry engagement, research and communication, complimented with an increase in the development of products and services to provide practical workforce development support to industry enterprises and associations. The strategic objectives associated with our goals have been formulated from an analysis of the strengths, weaknesses, opportunities and threats associated with our operating environment.

Our four strategic goals are:

- 1) **Influence** relevant government, industry and training provider workforce development related policies, standards and strategies.
- 2) **Support** industry to work together to ensure high quality, relevant and timely skilling opportunities.
- 3) **Provide** products, services and advice that meet industry and stakeholder needs.
- 4) **Sustain** efficient and effective operations.

1.7. Strategic Goals and Objectives

| <p>INFLUENCE <i>relevant government, industry and training provider policies, standards and strategies</i></p> | <p>SUPPORT <i>industry to work together to ensure high quality, relevant and timely skilling opportunities</i></p> | <p>PROVIDE <i>products, services and advice that meet industry and stakeholder needs</i></p> | <p>SUSTAIN <i>efficient and effective operations</i></p> |
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| <ol style="list-style-type: none"> 1. Participate and grow industry workforce development networks. 2. Promote the Fitness, Sport and Recreation Skills Alliance as the primary source of advice on industry skills development in Queensland. (KPI: Engagement occurs with Commonwealth and State governments and Service Skills Australia) 3. Align the organisation’s strategic objectives with known industry and government agendas/priorities. 4. RTQ to influence government agendas through publication of industry position statements. 5. RTQ to raise its profile and the profile of workforce development via a range of product and service offerings. (KPI: All items under <i>Support</i> and <i>Provide</i> are actioned) 6. Advocate the need for industry skilling (including the needs of volunteers). 7. Provide advice to stakeholders regarding the suitability of national industry training products. | <ol style="list-style-type: none"> 8. Provide industry peak bodies and the industry generally with research data that may assist their planning and representations to government. (KPI: 2 papers/year with a 2009 focus on the effects of the economic downturn on participation in fitness, sport and recreation) 9. (To the extent possible) Support collaborative industry workforce development strategies. (KPIs: 1) In 2009-10, monitor and respond to the Skills Formation Strategy by assisting the implementation of its initiatives/activities to the extent possible, 2) Explore and plan for a continuation of the process upon the expiry of the Strategy’s contract in early 2010) 10. In conjunction with relevant allied bodies, support networking and communication opportunities for the industry. (KPI: Support three industry networking-type activities in 2009) 11. Maintain Action Learning groups to provide on-going opportunities for collaborative learning about workforce development. (KPI: Support the establishment and running of two groups in 2009) | <ol style="list-style-type: none"> 12. Work with the State Government on implementing the Productivity Places Program. (KPI: Report on possibilities for the training of volunteers and ways RTQ could support a sustainable brokerage model) 13. Deliver workforce development workshops. (KPI: Ten workshops are hosted in 2009, with 4 in regional areas) 14. Provide access to mentoring opportunities (KPIs: 1) Twenty enterprises are sponsored in 2009 to utilise the Queensland Small Business Solutions program, 2) Linkages with other existing mentoring programs such as State Development Small Business Mentoring program are established) 15. Provide careers information and advice to jobseekers. | <ol style="list-style-type: none"> 16. Fulfil commitments to government agencies by completion of contracts in a timely and efficient manner. (KPI: All obligations are met by their due dates) 17. Explore additional funding opportunities such as philanthropy, sponsorship, and other government sources. 18. Develop the skills base of the organisation |