



16 June 2015

Ms Bernice Watson
Research Director
Legal Affairs and Community Safety Committee
Parliament House
George Street
BRISBANE QLD 4000

Dear Ms Watson

Queensland Training Assets Management Authority Repeal Bill 2015

The TAFE Queensland Board welcomes the opportunity to provide a submission to the Legal Affairs and Community Safety Committee in relation to the Queensland Training Assets Management Authority (QTAMA) Repeal Bill 2015.

TAFE Queensland supports the Bill and is committed to working with the Government, the Department of Education and Training and key stakeholders in developing a 10 year strategic asset plan to ensure the state's training assets are properly utilised to meet the skilling needs of Queensland communities.

As outlined in the submission, it is recommended that any future strategies to increase access to TAFE facilities be established through fostering educational and industry partnerships based on the multiple benefits of such arrangements and the contribution these will make in supporting the Government's employment, economic and social reform priorities.

TAFE Queensland commends the Government for its commitment to developing a long term strategy for the state's training assets and the consultation program to be undertaken as part of its development. Extensive consultation with local communities will ensure infrastructure outcomes have the level of local support and endorsement required for successful implementation.

Should you have any queries or require further information in relation to the submission I invite you to contact Ms Jodi Schmidt, Chief Executive Officer, TAFE Queensland, on 3514 3601 or by email at Jodi.Schmidt@tafeqld.edu.au.

Yours sincerely

A handwritten signature in black ink, appearing to read "Warren Tapp".

Warren Tapp
Board Chair
TAFE Queensland

Cc The Hon Yvette D'Ath, Attorney-General and Minister for Justice and
Minister for Training and Skills

A: Level 9, 133 Mary Street
Brisbane Queensland 4000
P: PO Box 16100
City East Queensland 4002
W: tafeqld.edu.au
ABN 72 898 805 093

TAFE Queensland Submission to the Legal Affairs and Community Safety Committee



QTAMA Repeal Bill 2015

**MAKE
GREAT
HAPPEN**



TAFE Queensland Submission to the Legal Affairs and Community Safety Committee

Queensland Training Assets Management Authority Repeal Bill 2015

A: Level 9, 133 Mary Street
Brisbane Queensland 4000

P: PO Box 16100
City East Queensland 4002

W: tafeqld.edu.au
ABN 72 898 805 093

Authorised by:
Mr Warren Tapp, Chair, TAFE Queensland Board

© TAFE Queensland 2015
Copyright inquiries should be addressed to TAFE Queensland, PO Box 15033, City East, Queensland, 4002.

Disclaimer:
The views expressed in this document are those of TAFE Queensland and do not necessarily reflect any opinion or policy of the Queensland Government; the Attorney-General and Minister for Justice and Minister for Training and Skills; or the Queensland Department of Education and Training.

Purpose

The purpose of this submission is to inform the Legal Affairs and Community Safety Committee's review and report to the Legislative Assembly on the Queensland Training Assets Management Authority (QTAMA) Repeal Bill 2015 (the Bill).

This submission is based on the policy to be given effect by the Bill.

Introduction

TAFE Queensland is the State's most experienced provider of vocational education and training (VET) with over 130 years of experience in delivering training and managing the State's portfolio of training assets.

Through its state-wide network covering more than 50 service delivery locations, TAFE Queensland offers practical, industry-relevant training. TAFE Queensland delivered training to more than 150,000 students across more than 500 program areas in 2013/14 and more than 112,000 students (year to date) in 2014/15. In 2013/14, TAFE Queensland awarded approximately 61,700 qualifications ranging from statements of attainment to bachelor degrees.

From 1 July 2014, initiatives contained in the *Great Skills. Real Opportunities* five year VET action plan were implemented including the transfer of TAFE Queensland land, buildings, equipment, training material, aides and other assets to QTAMA; implementation of 100 per cent contestability for government subsidised training; fee deregulation; as well as a new VET investment framework with varying levels of government subsidy for a lower number of subsidised training courses.

Notwithstanding these changes in the State's VET landscape, TAFE Queensland has been established as an independent, commercially focused statutory body and has been successful in improving its financial sustainability and has significantly increased its utilisation of built infrastructure.

TAFE Queensland has achieved this through a dedicated transformation program completed in June 2014 resulting in:

- the establishment of one TAFE Queensland with a network of six regions delivering quality training from Thursday Island to the Gold Coast, from Bundaberg to Roma and across the South-East;
- appointment of an independent board and implementation of effective corporate governance arrangements including a board committee structure and risk management framework;
- rightsizing of TAFE Queensland's infrastructure footprint, focusing services to where industry and communities need them most;
- a wholesale review of program and service offerings to align program delivery to community demand and government funding priorities; and
- the launch and establishment of a TAFE Queensland brand that focuses on raising the profile of VET and contemporising TAFE Queensland's offerings to the market.

TAFE Queensland is continuing to develop new approaches to products, industry engagement and student experience to enhance and improve its operations and ensure its continuing success and sustainability.

Summary of Key Points

TAFE Queensland:

- Supports the Queensland Training Assets Management Authority Repeal Bill 2015.
- Notes that establishment of a property manager to achieve commercial returns on education or training assets has not been successful anywhere in Australia or the world.
- Notes that Queensland's training asset base continues to be hampered by historical low investment, inability to renew and relocate assets to account for geographic and demographic shifts and the lack of a long term strategic asset plan.
- Is committed to working with the Government, higher education and private training providers, industry and stakeholders to develop a strategic 10 year plan for the State's training infrastructure.
- Is well positioned to play a lead role in the 10 year strategic asset plan based on its corporate knowledge of the asset base and connections with local community as well as education, training and industry stakeholders.
- Recommends the asset base be transferred to TAFE Queensland but separated from TAFE Queensland's training delivery.
- Recommends that future strategies for improved open access to TAFE and training sites be based on the Government's training policy that seeks to increase demand for training and fosters educational partnerships that support achievement of the Government's employment, economic and social reform priorities.
- Recommends that extensive community engagement and consultation is needed to raise awareness of the challenges faced in renewing the State's training infrastructure as a major contributor to the State's 10 year infrastructure plan.
- Notes that there will be positive operational impacts from the passage of the Bill.

Summary of Key Issues

TAFE Queensland has identified the following key issues with the QTAMA model:

- The model restricts industry training partnerships which are pivotal to the operations of the VET sector to encourage industry investment and collaboration.
- There are medium and long term implications for regional, rural and remote training delivery with the model not reflecting the additional costs and challenges of providing training in these localities with QTAMA seeking full commercial rates for regional facilities from 1 July 2016.
- There are identified workplace health and safety risks of a shared user model for specialised assets, the use of which must meet strict legislative and regulatory requirements to ensure their safe operation for training delivery.
- The model creates a disincentive for training providers to invest in training infrastructure due to the lack of long term ownership or tenure.
- The model has not met its intended purposes with only a limited number of additional leases secured with private operators.
- There is ongoing ambiguity for the circa 300 staff that manage and maintain the State's training asset portfolio who, although currently engaged by TAFE Queensland, perform these duties on behalf of QTAMA and its clients including equipment repairs and security.

Background to the establishment of QTAMA

The Queensland VET sector and TAFE Queensland have been the subject of a series of reviews over the past decade with findings consistently advocating for more effective management and utilisation of state training assets. Such reviews highlight the need to address long term, entrenched structural issues associated with maintaining an ageing asset base, renewal and replenishment of the asset base and strategies to achieve optimum location for and utilisation of the assets. Based on these reviews, the Queensland Skills and Training Taskforce (Taskforce) Final Report¹ summarised the key issues for Queensland's training asset base as being:

- the need for a capital works program that includes disposal, refurbishment of TAFE assets and future land acquisitions (Boston Consulting Group Efficiency and Effectiveness Review 2005)
- a relatively small asset base (in comparison with other jurisdictions) that is, in many cases, not fit for purpose and at significant risk of degradation due to lack of funding for maintenance; (Queensland Post-secondary Education and Training [QPET] Review 2010);
- a shortfall in ongoing capital funding without the ability to invest in new infrastructure as a consequence of low earning margins and overall surpluses (QPET 2010); and
- low utilisation of the asset base.

Analysis reported in the Taskforce's advice to Government shows that *"...capital utilisation and capital investment are major influences on TAFE operational efficiency. They directly influence: depreciation costs; delivery of quality services and products; high quality learning environments; capacity in growth areas; and the need to balance campus based provision with learner and industry expectations for flexible and work-based delivery..."*

These reviews recommended a strategic asset management plan (or similar) be prepared to cover the State's training assets in order to address the long term, underlying issues impacting the efficient utilisation and appropriate return on investment of the State's training infrastructure portfolio.

While QTAMA has featured significantly in Queensland's VET landscape since July 2014, its establishment resulted from the following recommendations of the Taskforce and Commission of Audit (CoA), respectively, without addressing the issues identified by the Taskforce:

- development of a strategic asset management strategy to include "consideration of a separate public or private entity with specialist skills and expertise in infrastructure management being charged with the management of (TAFE) assets";
- asset ownership be separated from TAFE and transferred to a separate entity "with a view to rationalising the asset base, facilitating third party access and improving asset utilisation".

The (then) Government endorsed the CoA recommendation to establish QTAMA on 1 July 2014 with legislative powers and functions as per the *Queensland Training Assets Management Authority Act 2014*, including the requirement to develop and submit to the Minister a strategic asset management plan but without articulation of the strategic objectives to be achieved from its creation other than the use of assets to increase utilisation.

The findings of the above reviews reflect a number of models or options which could be adopted to address the identified issues. QTAMA's establishment can, in contrast, be seen as a structural solution of the CoA rather than a result of review, research or evidence base of the most effective way to address the persistent and entrenched issues impacting Queensland's training asset base. TAFE Queensland believes that a more efficient and sustainable model of asset management can be achieved following

¹ <http://training.qld.gov.au/resources/industry/pdf/final-report.pdf>

passage of the Bill including the transfer of these assets to TAFE Queensland to be managed under a separate arm, independent of its operational training delivery.

Overview of the QTAMA Model from TAFE Queensland's perspective

The QTAMA model is predicated on establishing a commercially focused property manager, independent to the education and training portfolio and service providers, to apply commercial real-estate principles to the State's training asset portfolio in order to improve efficiency.

Establishment of QTAMA included transfer by regulation of all TAFE Queensland land and buildings as well as assets within those buildings, training equipment and materials (from the Department of Education and Training [DET]) with a view to establishing a shared service provider for all training assets functions. QTAMA contends that such shared services include provision of library, canteen and ICT services which have historically been the responsibility of individual providers and that the existing TAFE Queensland services in these areas be managed by QTAMA and opened up to other training providers.

The operating principles established by QTAMA restricted TAFE Queensland from continuing or establishing third party complementary rental or leasing arrangements (for canteens, training providers, day-care operations, bookstores etc) requiring that these be transferred to QTAMA.

In addition, the QTAMA operating principles focused on a preference for establishing shared use training facilities that would be available to a range of providers on a short or long term basis via a competitive tender process, thereby extinguishing the current construct of a TAFE Queensland campus.

Key issues with the QTAMA operating model from TAFE Queensland's perspective

TAFE Queensland recognises and supports the need to address persistent and ongoing issues with Queensland's training asset base, however, contends that the QTAMA model implemented to deal with these problems has not achieved its stated purpose. Specific issues with the QTAMA model from TAFE Queensland's perspective are outlined below.

Not aligned to large education providers' needs: The QTAMA model is not aligned to the operations of TAFE Queensland or other large educational providers that are required to be flexible and responsive to frequent changes in demand from industry, employers and students. This is demonstrated by the fact that universities, primary schools and secondary schools in Australia and overseas do not operate (in the main) on room hire by the hour or a shared facility basis. It also does not take into consideration additional costs and local challenges associated with training delivery in regional, rural and remote communities.

Restricts industry training partnerships: In TAFE Queensland's experience, the QTAMA model does not support or encourage partnerships which are central to the operations of the VET sector and the concept of industry leadership and collaboration. The QTAMA model restricts TAFE Queensland from establishing industry and other partnerships by way of:

- transferring any and all donations of equipment made from industry to TAFE Queensland (prior to 1 July 2014) to QTAMA including significant plant, equipment, vehicles and other training materials; and
- transferring all third party partnership leasing / rental agreements established by TAFE Queensland to QTAMA on 1 July 2014 and then restricting TAFE Queensland from establishing joint tenancy / occupation arrangements with other training providers (within state owned training infrastructure). Incorporating a third party such as QTAMA into these partnerships creates an additional layer of bureaucracy and places at risk the ongoing operation of such arrangements.

The impact of these issues is that TAFE Queensland has not been able to easily establish mutually beneficial and complementary partnership arrangements with industry or other training providers on state owned assets since QTAMA's existence. In many cases, these partnerships have significant economic and community flow on benefits (as demonstrated later in this submission).

Medium to long term implications for regional, rural and remote training delivery: While there have not been any impacts on regional, rural or remote training delivery to date under the QTAMA model, this is due to the first year of QTAMA's operations being supported by circa \$50 million of funding from DET that was intended to provide income to QTAMA akin to the amount TAFE Queensland would pay into future years. In the following financial year (2015/16) this support for QTAMA was budgeted to reduce significantly and from 1 July 2016 there would be no support provided to QTAMA with the expectation that full commercial rental payments would be received from TAFE Queensland and other training providers. Analysis undertaken by TAFE Queensland identified that paying full rent determined on the basis of the higher of 1: commercial market rental rates, or 2: rental sufficient to cover the cost of the facility (as was QTAMA's proposal) would have resulted in a number of regional, rural and remote operations not being financially viable. Therefore, over the next 18 months, significant implications of the commercial approach to leasing would likely become evident under the QTAMA model.

Workplace health and safety risks: There are inherent workplace health and safety risks under QTAMA's shared user model, particularly for specialised and registrable plant and equipment. This safety concern is of particular relevance within the VET sector, given its practical and industry focused approach to training. Experienced training providers, such as TAFE Queensland, are adept at designing and operating systems that meet legislative and regulatory requirements for the safe operation of this equipment for the purposes of training. This expertise relies heavily on the industry experience and qualifications of training staff, developed over many years, which cannot be replicated or adapted under QTAMA's shared operating model. Furthermore, where this model has operated since July 2014 (for example at the TAFE Queensland Alexandra Hills trades campus) TAFE Queensland trainers and staff have been required to undertake additional pre and post training safety checks as well as additional cleaning and maintenance checks to meet health and safety legislation requirements resulting in an increase in operating costs to TAFE Queensland and presumably other training providers renting the facilities.

Disincentive for TAFE Queensland and private training providers to invest in training infrastructure: Prior to the establishment of QTAMA, capital works and maintenance funding of circa \$30 million per annum was provided for the State's (then) \$1.4 billion training asset base. As outlined in the Taskforce report, underfunded maintenance and capital works is a key issue for the State's training asset portfolio and TAFE Queensland has (prior to 1 July 2014) invested significant amounts of retained earnings into maintenance and renewal of the asset base. Without longer term ownership or tenure, TAFE Queensland will not continue to invest in the portfolio. Similarly, it is likely that in an attempt to increase utilisation, QTAMA may offer discounted rates to private training providers, therefore reducing the incentive for for-profit training providers to adequately invest in state training infrastructure. Structurally, a key issue that needs to be considered in the broader VET policy and VET investment plan is a lack of funding for infrastructure for public or private training providers through existing funding arrangements.

Minimal number of new leases signed up: The experience of endeavouring to establish commercial and full fee lease arrangements for Queensland's training assets has resulted in only a minimal number of leases being established by QTAMA. TAFE Queensland understands that the majority of third party access arrangements (more than 90%) were established by TAFE Queensland and then transitioned to QTAMA on 1 July 2014. While the private sector and other providers continue to be supportive of open access to government owned training facilities, this experience suggests few are prepared or able to pay the commercial rates sought by QTAMA.

Little or no progress on key and persistent issues impacting the State's training infrastructure: There has been no visible progress on addressing the significant maintenance backlog or establishing asset renewal strategies since July 2014. While TAFE Queensland has achieved improvements in its asset utilisation, the limited number of new or additional leases established by QTAMA suggests that overall asset utilisation has not improved significantly since 1 July 2014.

Restricted community access to public infrastructure: Anecdotal reports suggest that community groups' access to public training sites has been restricted by QTAMA, including the Kingaroy campus which was utilised by the local Rotary Club for its Youth Driver Awareness Program, the Lions Club use of the Toowoomba campus carpark for its Christmas celebrations and a number of other community groups which accessed TAFE campuses for minimal cost to conduct a range of local community activities.

Ongoing ambiguity for Queensland's training asset management staff: The circa 300 facilities staff employed to manage and maintain the State's training infrastructure are currently employed by TAFE Queensland. Despite ongoing uncertainty for these employees' roles following the establishment of QTAMA on 1 July 2014 they have continued to manage the maintenance program for the State's training assets on behalf of QTAMA and its clients, including equipment repairs and security. These staff continue to be employed by TAFE Queensland.

Limited operational implications from passage of the Bill: In addition to the above point, finance processing for the State's training infrastructure portfolio continues to be managed by DET. Therefore, all operations in relation to asset management have been undertaken outside QTAMA with the Board and staff focussing on establishing the entity. As a result, there will be minimal change or impact on operations and/or costs associated with returning QTAMA's functions to an existing Government entity. Savings which will be achieved include the costs associated with the QTAMA Board and Chief Executive Officer and the potential to better align other QTAMA staff functions with existing functions and operations of TAFE Queensland and DET.

TAFE Queensland

TAFE Queensland has delivered significant achievements for Government including rationalising its infrastructure footprint by more than 50 per cent (from 95 to 48 sites) between November 2012 and July 2014 and increasing utilisation to circa 65 per cent during this period. TAFE Queensland is now achieving utilisation rates above industry benchmarks as it works to establish statewide systems to better improve and monitor its utilisation and floor area productivity. In the context of the 10 year strategic asset management plan to be developed, it is important to note that in many cases significant investment in aged infrastructure is required to improve utilisation. For example, consolidating training to a portion of a site requires renovations and refitting of rooms and machinery to achieve improved utilisation rates.

In recent years, TAFE Queensland has established nearly 80 arrangements that facilitate third party access to its existing properties with these arrangements increasingly focusing on mutually beneficial partnerships. TAFE Queensland's approach is to leverage state owned infrastructure to establish and build on partnerships with corporate and private entities. Such arrangements have demonstrated multiple, wide ranging benefits including encouraging private sector investment in training facilities and infrastructure; delivery of highly specialised training for emerging industries; professional development opportunities for TAFE staff through access to industry experts and the development of nationally accredited training which can be utilised across industry.

The following examples of partnerships developed by TAFE Queensland highlight the strategic opportunities and benefits that are possible when asset management is integrated with the business of delivering education and training. As demonstrated below, the overall outcomes and value to the State's economy of such partnerships have the potential to exceed commercial revenue that could be derived from commercial leases for floor area. The examples also seek to articulate the types of partnerships that TAFE Queensland is restricted from establishing under the QTAMA model.

Coal Seam Gas Partnership: In 2012, to support Santos's diversification into the Coal Seam Gas (CSG) sector and building on Santos's long standing relationship with TAFE Queensland, a partnership was established whereby Santos contributed \$1 million of specialised equipment for TAFE Queensland to establish a purpose built training facility at its Acacia Ridge Training Centre. TAFE Queensland staff collaborated with Santos industry specialists to develop Australian accredited training which is now utilised to skill workers across the CSG industry. The donated equipment replicated workplace conditions for this new industry providing job ready graduates with nationally recognised qualifications.

Mutually beneficial outcomes have included TAFE Queensland staff being mentored by Santos industry experts with Santos gaining extensive knowledge in Australian Quality Training Framework (AQTF) processes and compliance requirements. TAFE Queensland has also gained a unique insight into the safety practices of Santos and aligned its safety procedures accordingly building on its already excellent safety record. The provision of these dedicated facilities has ensured high quality, consistent training for a sector expected to deliver 40,000 jobs to regional Queensland communities. The model has also set the training standard for the entire CSG industry sector and is now the benchmark for CSG training, benefiting all CSG companies with the opportunity to replicate and remodel this arrangement in other industry sectors, particularly greenfield operations. Under the QTAMA model, the industry donated equipment and the associated training equipment and site was transferred to QTAMA on 1 July 2014.

Komatsu Australia: This arrangement provided two dedicated Komatsu classrooms and one workshop bay to train apprentices with Komatsu donating high value equipment to enable TAFE Queensland to deliver training for Komatsu's diesel-fitting apprentices. TAFE Queensland was able to design training in relation to the specific Komatsu equipment provided, however, this machinery is also available for use by other apprentices undertaking their training through TAFE Queensland on the basis of an agreement reached between the parties. The donated equipment is provided from current industry stock ensuring apprentices have access to the latest heavy automotive technologies. Under the QTAMA model any industry donated equipment was transferred to QTAMA on 1 July 2014 and TAFE Queensland is restricted from renting out classrooms within state owned training facilities to other parties.

Queensland Gas Corporation/Iplex: This collaborative project involved the Queensland Gas Corporation (QGC) and international companies, Iplex and George Fischer, to address critical skill shortages in Queensland's natural gas sector. Due to their pre-existing, positive relationship, QGC approached TAFE Queensland to develop a collaborative, industry-based solution to address these skilling needs. The program developed by TAFE Queensland replaced ad-hoc, on-the-job training representing a major improvement in the quality of learning and delivering skills which can be transferred across a range of other industries including mining resources; water treatment and management; and building and construction. This collaboration has also enabled the partners to provide improved career pathways and opportunities for their Indigenous and school-based trainees through utilising TAFE Queensland's support services including literacy and numeracy programs and counselling services.

Under the QTAMA model, these types of partnerships cannot be pursued and the inclusion of an unrelated third party, such as QTAMA, into successful, existing partnerships curtailed such arrangements or placed them at risk. These partnerships are critical in enabling TAFE Queensland to broaden its customer base through exposure to related industries, to develop new processes and teaching strategies, to upskill its teaching staff and to ensure training remains current and aligned to industry needs.

Options for the future of Queensland's training asset base:

The key to ensuring maximum returns for the Government's investment in training infrastructure is the development of strong, long term, symbiotic relationships between TAFE Queensland, other training providers and industry with industry providing an appropriate contribution to skills development through adequate investment in training infrastructure. The QTAMA model has not addressed long term planning but rather moved the focus of the infrastructure debate to short term leasing arrangements and increasing competition on sites which, in the longer term, acts at odds to building a well-functioning VET market.

The next evolution is the establishment of educational precincts with participation by industry, major employment providers and other tertiary education and training providers that delivers opportunities for integrated practical work experience and on the job training as well as workforce planning for industry and access for employers to highly trained staff. This would include projects such as the proposed Loganlea Joint Health and Training Precinct between Queensland Health, a higher education provider, TAFE Queensland and potentially other providers. The proposal requires the use of the existing TAFE Queensland Loganlea campus to support the expansion of the Logan Hospital with the longer term view to develop a further education precinct with VET and higher education partners within the newly developed section of the hospital.

TAFE Queensland has demonstrated capacity in undertaking campus rationalisation and long term infrastructure planning in support of asset renewal that delivers better facilities and training access and choice for Queensland communities. The Southbank campus in South Brisbane, TAFE Queensland SkillsTech's Acacia Ridge Trade Training Centre and the Townsville Trade Training Centre were developed through campus amalgamations and the disposal of sites deemed surplus to requirements which resulted in the establishment of modern, purpose built facilities for metropolitan and regional communities.

Long term vision and planning as well as a detailed understanding of business requirements are pre-requisites for such future orientated projects. To achieve these things, TAFE Queensland has the capacity to establish a dedicated arm of TAFE Queensland's corporate functions to manage state training assets, separate to its operational training delivery. This approach would ensure that an organisation with demonstrated experience in education and training can establish the best model or models for asset utilisation within the education and training sector.

A separate arm of TAFE Queensland would:

- achieve separation from training delivery operations thereby ensuring an objective approach to increasing utilisation;
- take a strategic statewide view of a future 10 year asset management strategy;
- be a recognised significant player in negotiations for large scale and inter-industry capital development projects; and

- achieve a whole of state view to supporting infrastructure in priority areas that may not be commercially viable at the same time as ensuring that, overall, the asset base is performing to Government expectations.

At the core of this model would be incentivising provider and market behaviors that deliver on government training priorities. For example, including third party access and increased utilisation as transparent performance indicators and targets and then rewarding performance (for example a declining rental rate for increased utilisation or third party access arrangements) would concurrently improve the efficiency of the asset base at the same time as increasing participation in training in accordance with the Government's training policy.

Recommended approach to developing a 10 year strategic infrastructure plan

Despite significant funds expended on the establishment of QTAMA including costs associated with an independent board and staff, significant consultancy and legal fees and considerable transition costs including re-valuation of all assets by TAFE Queensland, the core problems with Queensland's training infrastructure remain:

- aging infrastructure with an average age profile of approximately 25 years;
- limited ability to renew infrastructure to meet changing demographic and student demand and no incentive to undertake this work;
- a large maintenance backlog and a number of sites that remain not-fit-for purpose;
- underutilisation, acknowledging that while TAFE Queensland has increased its utilisation of sites that significant capital investment is required to reconfigure existing infrastructure; and
- limited funding or revenue streams for funding of infrastructure across the VET sector acknowledging (as also previously acknowledged by the Australian Council for Private Education and Training) that the price paid for training by Government does not include transparent consideration of the infrastructure required to deliver high quality, world class education and training.

Development of a 10 year infrastructure plan for state training assets therefore needs to be focused on addressing the known and well-articulated issues associated with the asset base and a commitment to true consultation and engagement with stakeholders and the community. Importantly, engagement with local and Queensland communities needs to be used to establish a clear vision and plan for achieving the Government's training portfolio objectives. Central to this is ensuring communities have a clear understanding of the critical purposes these assets serve in providing training and skilling opportunities for the broader Queensland economy.

What is evident based on the outcomes of the QTAMA model to date is that the effective management of training assets requires an intrinsic understanding of education and training delivery requirements and the critical links between curriculum, pedagogy and training infrastructure.

What is needed into the future is a genuine discussion and engagement with the community about the current challenges for the State's training facilities and more broadly, what are the innovative solutions to providing renewed training infrastructure for the Queensland community and the consequences of not doing so.

Community consultation must be genuine and focused on solving these ongoing problems.

**MAKE
GREAT
HAPPEN**

