

Training Needs Analysis

Context

These findings should be understood as interim rather than final. The purpose at this stage is to highlight emerging themes and consult key stakeholders in the runway to a final report with recommendations.

While the final analysis is still being refined, several themes are consistently emerging:

- Workforce demand and complexity are increasing
- Capability expectations are rising
- Training demand is strong
- Certain foundational skills and areas of knowledge are important
- Existing training offerings are fragmented and not necessarily transparent to the sector
- Clearer workforce pathways are needed.

Workforce Training Needs Analysis

This paper is being developed as an interim step toward a workforce training needs analysis for Queensland's housing and homelessness sector.

Its purpose is to:

- identify current workforce capability strengths and gaps
- map the existing Queensland training landscape
- examine relevant national and international workforce development approaches
- inform sector consultation and future recommendations.

Methodology

- The paper draws on the following evidence sources:
 - **Desktop review**
Review of existing Queensland housing and homelessness sector documentation, workforce material, and current training offerings
 - **Stakeholder consultation**
Interviews with Queensland sector stakeholders, including:
 - Sector leaders
 - Peak bodies
 - Department representatives
 - **International scan**
Review of workforce capability approaches in comparable jurisdictions, including: United Kingdom, Canada and New Zealand. This included structured interviews with relevant international sector experts.

International Evidence

Comparable jurisdictions are moving toward structured workforce models

Key insight

- The strongest international approaches combine:
 - system expectations
 - structured capability pathways
 - sector-led delivery infrastructure
- The global trend indicates that fragmented models eventually plateau.

Jurisdiction	Strategic response
UK	Mandatory capability standards and qualifications
Canada (BC)	Structured sector induction platforms
New Zealand	Capability frameworks and culturally grounded leadership pathways

Challenges and constraints

- Investment by organisations in workforce development is constrained by budget
- Available time for training is also a constraint as service demands increase
- Workforce turnover means there are rolling requirements for training
- Increased workforce to deliver expanded housing growth and homelessness programs is needed (with implications for the availability and accessibility of training)
- People we house and support have complex needs and engage across sectors reflecting those needs
- Queensland's population of people in social and affordable housing, and seeking assistance from SHS are overwhelmingly from First Nations households: cultural capability is a significant requirement
- There are various training offerings through Registered Training Organisations, peak and industry bodies
- There are different needs across the career pathway from entry-level roles, to leadership and governance roles.
- The requirements of governance are increasing: risks are escalating in emerging areas such as AI and Cyber-crime
- Compliance and regulatory frameworks and requirements also require growing attention
- Organisations need in-house tailored training for their own systems and service delivery models in addition to other training reflecting universal training needs
- Across housing and homelessness there are some universal training needs and also important specialisations requiring a structure or framework
- There are examples of capability frameworks in Australia: These need to be summarised as a basis for identifying the training that is needed across the career pathway and across universal and specialised training topics.

Structural Factors

Training alone will not solve workforce issues. Key structural barriers exist.

Workforce economics

- SCHADS vs government pay differential
- retention pressure

Access barriers

- regional delivery challenges
- provider backfill constraints
- smaller organisation capacity limitations

System barriers

- fragmented workforce intelligence
- insecure funding
- no common capability expectations.

Current training providers

- Peak and industry bodies at state and national level have some training offerings although these are not coordinated or transparently profiled
- The Australasian Housing Institute has training offerings
- Registered Training Organisations offer accredited training: work is underway on a Cert IV in Housing for Queensland and other accredited training is accessed by the sector
- Private consultancies offer training opportunities (for example hoarding and squalor, de-escalation, trauma informed practice)
- Other learning methods are emerging including learning exchanges, peer learning. People are facilitating learning opportunities with their colleagues
- Collaborative structures such as regional networks and service integration groups also enhance learning and function as learning exchanges
- Organisations provide training to their own workforce in some instances
- Peer learning and learning exchanges are strengthening as a model and a method
- The concept of training could be broadened to learning and development: to capture the role that people play in their own learning journey and the journey of others

Emerging gaps

- common capability baseline (although Australian capability frameworks exist)
- sector-wide induction
- structured career pathways
- consistent capability expectations
- coordinated workforce planning
- transparent way to navigate the training options that exist
- workforce is growing and onboarding needs to be accessible, affordable and flexible
- housing growth requires new/additional capabilities at the operational, executive leadership and governance levels
- increased regulatory requirements, HR complexities, and multiple risks add to the depth of capabilities required in the delivery of housing and homelessness responses.

Queensland has workforce development activities, but not a coherent workforce capability framework across housing and homelessness functions.

Structuring career stages

	New/Early career	Emerging leader	Senior/Executive leader	Governance
Universal				
Specialised				

Statewide Workforce Capability Model

A practical statewide workforce capability model	
1. Foundational induction A consistent statewide entry point 2. Tiered career pathways Clear pathway from entry to leadership 3. Complex practice capability uplift Mental health, AOD, DFV, trauma, integrated practice 4. Embed cultural responsiveness as a core competency 4. Leadership development Stronger supervision and management capability; strategic leadership capability. Governance capabilities: working to a board, working as the board 5. Workforce intelligence Better data, visibility and workforce planning.	Would: ✓ strengthen retention ✓ reduce duplication ✓ improve workforce confidence ✓ create more consistent capability ✓ support NRSCH and other regulatory systems ✓ improve service quality ✓ improve measurable outcomes and impact ✓ strengthen system resilience

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Foundational induction

What should a foundational induction include?

Both housing and homelessness

Housing:

Homelessness