

# Workforce Framework 2014–2023

May 2014



*A city that provides diverse education and career opportunities  
to attract and retain leading talent*

A key framework under the Economic Development Strategy 2013-2023





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# Table of contents

Introduction..... 5

Study Gold Coast..... 6

Context ..... 7

Global Context ..... 8

National Context ..... 8

Local Context..... 9

Educational aspirations ..... 11

Future workforce characteristics ..... 13

Objective 1 ..... 15

Objective 2..... 17

Objective 3..... 19

Objective 4..... 21

Link to innovation theme in EDS..... 23

Implementation Plan..... 24



*"Our city is inspired by lifestyle and driven by opportunity and one of the best opportunities is education – both to drive a more skilled workforce in a Knowledge-economy and to become an Education City that attracts domestic and international students and their valuable global connections."*

Tom Tate, Mayor  
City of Gold Coast



# Introduction

A city's workforce, or human capital, is arguably the key element underpinning a diverse and prosperous economy.

Without the right people, in a global economy that is increasingly knowledge-based, the Gold Coast risks remaining reliant on lower-value, service-based sectors and lagging behind in both workforce participation and productivity, putting at risk the city's goals under the Economic Development Strategy (EDS).

A skilled workforce drives innovation and thus economic growth, but global talent will not be attracted or retained without knowledge-based jobs across diverse industries such as education, health, science, technology, advanced manufacturing and creative and professional services.

Workforce development for the Gold Coast will be driven by both an increase in education provision and qualifications, along with an increase in skilled jobs across a more diverse industry base, and skills deepening in traditional service industries like tourism.

Central to the challenge for the Gold Coast is the need to encourage school students and the broader community to 'aspire higher' in education and employment, first to meet national average tertiary qualification levels and then surpass them to achieve skill levels more aligned with a capital city.

Addressing this gap is crucial as educational levels continue to rise nationally and globally.

A particular focus needs to be on knowledge-based skills and jobs in STEAM fields (Science, Technology, Engineering, Maths + Arts) that contribute higher economic value.

By showcasing the diversity of current highly skilled jobs in the city and promoting our human capital and educational excellence locally, nationally and internationally, aspirations can be raised, negative perceptions changed and talent attracted. The Gold Coast can become an 'education city' where qualifications and skilled employment are highly valued, with a strong export-orientated tertiary education sector.

Through building and maintaining strong relationships with domestic and international students, the city can retain or attract back those students in the future for work, business, investment and cultural connection.

It is also critical that the Gold Coast maximises the workforce opportunities from major projects and city building infrastructure, including the Gold Coast 2018 Commonwealth Games™ and Gold Coast Health and Knowledge Precinct, and from sectors that represent a competitive advantage for the city, such as health and wellness.

Workforce development and diversification will also be achieved through fostering strong relationships between industry and education providers to address skills shortages and enhance engagement in the research and innovation system, and through programs to encourage innovative working arrangements that support an increasingly flexible and mobile workforce.

*Vision: A city that provides diverse education and career opportunities to attract and retain leading talent*

**The City of Gold Coast's Workforce Framework is based on supporting a knowledge-based economy through four objectives:**

1. Develop a skilled workforce with tertiary qualifications at national average levels or above
2. Promote the Gold Coast as an education city and attractive location for global talent
3. Increase skills and jobs in the STEAM (Science, Technology, Engineering Maths + Arts) sectors with a focus on developing a Health and Wellness workforce speciality
4. Strengthen links between industry and universities to support research, innovation and business growth

# Study Gold Coast

Study Gold Coast is the peak body representing the education industry in the city.

Representing more than 60 education providers, including the city's three universities and the Gold Coast Institute of TAFE, the not-for-profit body is fifty percent funded by City of Gold Coast with the balance of funding contributed by members.

In addition to the large institutions, membership comprises private registered training providers, schools and English Language (ELICOS) colleges, as well as a range of associated businesses that service the sector.

Chaired by former Premier Rob Borbidge, the organisation is overseen by a management committee comprised of senior representatives from Griffith University, Bond University, Southern Cross University and Gold Coast Institute of TAFE along with a representative from the smaller private education and training providers.

Study Gold Coast, in partnership with City of Gold Coast and individual educational institutions, seeks to position the Gold Coast as an 'Education City', attracting international and domestic students, growing capacity and employment in the sector, and creating a long-lasting relationship with students that leverages future global connection opportunities.

Study Gold Coast aims to promote, grow, unite and advocate on behalf of the education sector. **Draft (May 2014) objectives are:**

## Promote

- The city as a destination where students can study, live and work
- The city's education, training and innovation sectors

- The economic impact the education industry has on the Gold Coast
- Events and programs key to SGC's continued evolution and growth of education sector

## Grow

- The number of international and domestic student enrolments
- Research output particularly in areas relevant to the future social and economic prosperity of the Gold Coast
- The membership base of SGC
- The economic impact the education industry has on the Gold Coast
- The number of students who choose the Gold Coast to build careers post education
- The opportunities around Pathway Programs

## Unite

- The education industry to form a louder, more dynamic industry voice
- Business and the education industry to create job opportunities for students and graduates
- Like-minded brands with SGC to help

## Advocate

- To raise awareness and push to change issues affecting the education industry
- To secure more funding from further afield and continue to secure ongoing support from stakeholders and members



# Context

A productive and skilled workforce is essential to a well-functioning economy.

In the short-term, supply of workers needs to closely match demand in the labour force, or economic growth will be impacted through skills shortages, lower workforce participation and reduced productivity.

In the longer term, planning is required to understand and respond to trends in how we live and work, new technology, future opportunities and challenges, and social and demographic shifts that all shape what workforce will be required for the economic conditions of the future.

According to Australian Workforce and Productivity Agency (AWPA) workforce development is defined as:

*'Those policies and practices which support people to participate effectively in the workforce and to develop and apply skills in a workplace context, where learning translates into positive outcomes for enterprises, the wider community and for individuals throughout their working lives'.*


Governments at all levels have a role in workforce development, as do industry bodies and individual employers. The education and training sector is integral to workforce development, equipping individuals with the skills required to contribute to the workforce from school, through to post-secondary education and along a life-long continuum of learning, up-skilling and re-skilling.

City of Gold Coast is only one agency able to influence workforce development and diversification. For example, the Federal Government, through its funding and oversight of higher education, has the key role in lifting the rates of tertiary qualifications.

The State Government has key responsibility for vocational education and training and school education (along with private schools and private VET providers).

Employment Services are provided by both government and the private sector.

This framework seeks to address the gaps in workforce development that impact the Gold Coast and support the priorities for economic growth and diversification under the EDS.



"The Gold Coast has just 14.3 percent of the population with a bachelor degree or higher compared with a national average of 18.8 percent."

(ABS, Census, 2011)

# Global Context


Globally there is a strong correlation between educational achievement and employment outcomes and the continued increase in educational attainment is a universal trend aligned to increased economic growth.

According to the OECD, in 2009 a tertiary-educated Australian worker could expect to earn 35% more than a worker with an upper-secondary education, compared to an average 55% wage premium following tertiary education across the OECD.

Key global workforce trends that are reflected nationally and

locally include the ageing of the workforce in line with an ageing population (with an associated increase in the healthcare workforce), and the growing impact of technology on both the nature of work and workplaces, including trends towards tele-working and co-working.

The other key trends are an increasingly mobile workforce across national borders creating strong global competition for talent, and the provision of services as well as goods for export in an increasingly globalised economy.



*"More than half of the GDP growth in OECD countries over the past decade is related to labour-income growth among workers with higher education."*

(<http://oecdeducationtoday.blogspot.fr/2012/09/investing-in-people-skills-and-htm>)

*"Skills more than pay for themselves and are part of the solution to participation, skills shortage and productivity challenges."*

P 10, Future Focus, National Workforce Development Strategy

## National context

The Future Focus, National Workforce Development Strategy, 2013, by AWP identifies the need to increase higher qualifications in the workforce as the most important common theme across all scenarios used to model future workforce requirements, particularly as Australia seeks to enhance its position to deliver services to Asia.

The fastest occupational growth is predicted to be in professional and managerial occupations, and by industry, in health care and social assistance.

The strategy predicts that growth of at least three percent per annum in tertiary enrolments will be required until 2025 to meet projected industry demand for higher qualifications, growing at 3 – 3.9percent per annum. Rates of growth in demand for post-graduate qualifications are predicted to be between 3.9 and 4.9 percent.

It concludes that the majority of the increase that is required in workforce participation will be achieved through increasing qualification rates.

# Local Context

Gold Coast workforce participation, productivity and income levels are all below national and state averages due to the current mix of industries and employment and the correlating lower levels of qualifications.

On an hourly basis Gold Coast workers contribute 17.6 percent less to productivity than the average Queensland worker (\$51 compared to \$60 per hour).

Female workforce participation is lower, in part due to a higher rate of part-time employment in the retail, tourism and hospitality sectors.

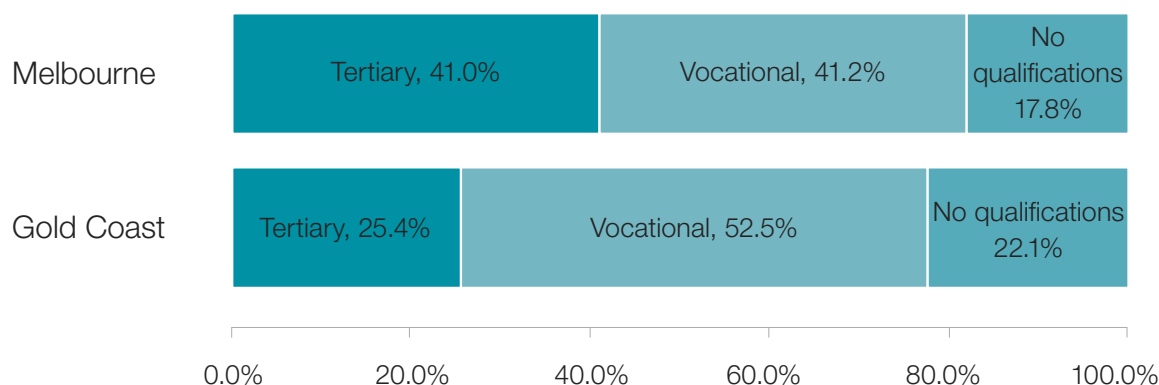
Educational attainment levels in the population are almost 25 percent below the national average for bachelor degree and

above qualifications, while overall tertiary qualification rates (diploma and above) are also well below the national average (23.1 percent of the population compared to 26.8 percent). (ABS Census, 2011)

The comparison with Brisbane city is even more stark, with the percentage of bachelor degree and above qualifications double that of the Gold Coast (28.7 percent compared to 14.3 percent). (ABS Census 2011)

Figure 1 below demonstrates the difference in qualifications between the Gold Coast and Melbourne, that is reflective of the different industry mix.

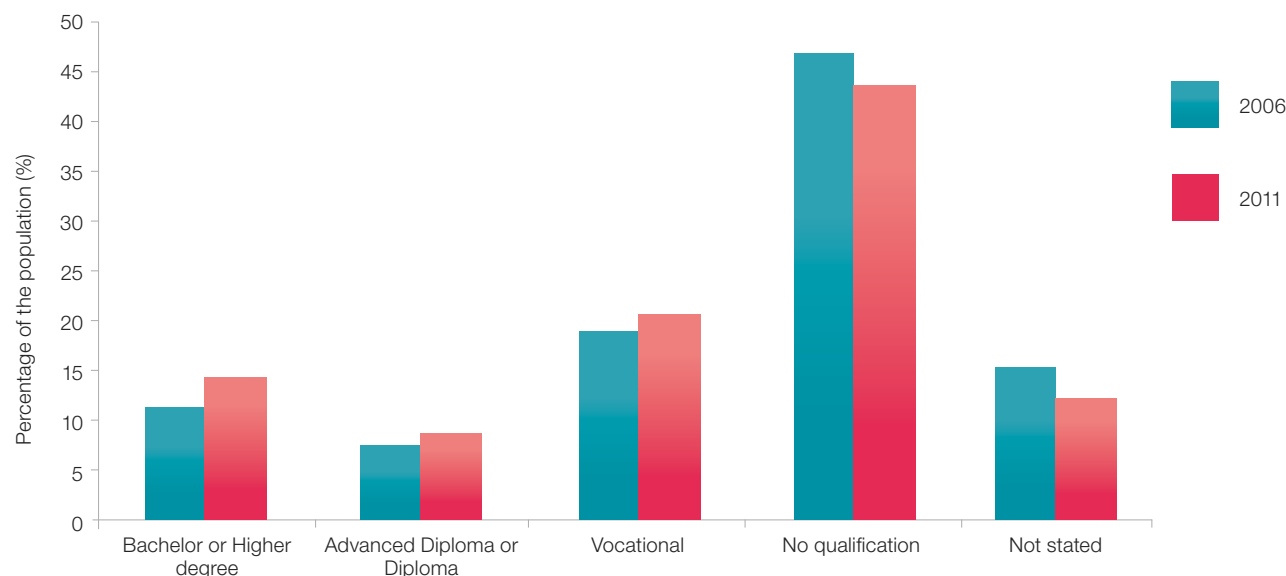
**Figure 1 – Comparison of Qualifications, Melbourne and Gold Coast**



(Source ABS Census, 2011)

While there has been some 'catch-up' towards the national average level of university qualifications since 2006, as shown in Figure 2, the Gold Coast has significant ground to make up in a competitive environment where national average attainment rates are rising.

**Figure 2 – Change in Qualifications, Gold Coast, 2006 and 2011 Census**





The Gold Coast needs to lift productivity per worker (value-add per worker) by 22% to reach the Queensland average (up from \$84,737 to \$103,752).





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## Educational aspirations

Of particular concern is the lower rate of parental educational attainment so that children are not being role modelled in the benefits of tertiary education in the home, an issue that is perpetuated in some schools.

Lower parental education rates are associated with lower socio-economic status and this also impacts on the transition of school students into tertiary study. On the Gold Coast 41.1 percent of 2011 school students transitioned to university, compared with 45.3 percent of Brisbane school students. (Queensland Next Step Survey, 2012)

The Gold Coast has a high percentage of students who are 'first in family' to attend university and this impacts on retention of students at university. For example Griffith University has a higher attrition rate of students - 16.1 percent compared to the national average of 13.1 percent (Higher Education Statistics Collection, 2012).

In the broader community there are strong perceptions that the Gold Coast is a 'jobs backwater', and that graduates have to go away to get good jobs. The alternative is seen as staying in the city for the lifestyle and sacrificing employment opportunities.

## Educational capacity

In the past, provision of higher education in the city has not been adequate to meet demand, and a significant number of Gold Coast based students have travelled outside the city to attend university.

This has changed with demand-driven funding for higher education places, coupled with significant investment by the city's three universities in new infrastructure and the development of new course offerings.

The Gold Coast Institute of TAFE (GCIT) has also invested in infrastructure and courses and strengthened pathways programs to universities, including a new associate degree with Southern Cross University.

There has been rapid expansion of the Griffith University campus with \$413 million invested in new buildings since 2003 along with expansion in courses including engineering, science, architecture and health disciplines. Bond University has invested in a new Architecture building and degree and expanded its health and sports science research, courses and facilities. Southern Cross University has developed its airport campus with two new buildings (2010 and 2013) and now hosts almost 2,000 students across an expanding course profile.

There are currently more than 25,000 university students studying on the Gold Coast, including over 6,000 international university students. More than 16,000 students are enrolled in GCIT, including over 4,200 in diploma and above courses.

International student numbers declined from 2009-2012. The decline has been more severe than the overall Australian downturn in international students, leading to closures of private providers, however more recently numbers have flattened or shown a slight increase.

Key source markets are China, South Korea, Canada, Malaysia, United States, Vietnam, Brazil, Saudi Arabia, Hong Kong, Japan, Norway, Singapore and Indonesia.

The education and training sector accounts for approximately 5.3 per cent (up from 4.5 per cent in 2006) of the Gold Coast economy and employs 7.1 per cent (up from 6.31 per cent in 2006) of the workforce. It contributes approximately \$1.070 billion in value-added gross regional product (GRP). However the Gold Coast is under-represented in employment in this sector as compared to capital cities.

*People aged 25-64 holding a qualification are nearly 20 percent more likely to be in the labour force than those without a qualification.*

(ABS, 2011, Education and Work, Cat No 6227.0).



## Future workforce characteristics

The Gold Coast Labour Force Capability and Futures Assessment report (SGS Economics and Planning, October 2013) noted that the largest industries of employment in the city were Health Care and Social Assistance and Retail Trade and Construction, both labour intensive industries.

“While tourism and population related sectors remain a significant part of the economy, the Gold Coast economy is becoming increasingly more diverse with strong growth in professional service type sectors,” the report concluded, highlighting momentum for job growth in accounting, legal services and computer system and design industries.

The report found no existing skills shortages across broad industry categories, but that there were shortages in specialised areas and at managerial level occupations.

The study mapped two alternative scenarios based on ‘business as usual’ and a move to a more diverse, advanced business services focused economy.

The largest skills requirements in the future will be in Health Care and Social Assistance, Retail Trade and Accommodation and Food sectors. However there will also be significant growth in Finance and Insurance, Education and Training and Administrative and Support Services requiring a different mix of skills than currently available in the local workforce.

A shift up to the alternative scenario, a ‘stepped change’ from the current trend, would see the economy take on more a capital-city like employment profile.

Health Care and Social Assistance and Retail trade would still be large employing sectors, with significant growth in the size of the employment in Professional, Scientific and Technical Services.

## Workforce Mobility

Global workforce mobility has never been higher as ICT connects workers, customers and businesses regardless of location; as global education promotes recognition of qualifications between countries and across jurisdictions; and as efficient and cost-effective transport enables workers to travel greater distances between where they live and work.

The Gold Coast has a high rate of long distance commuting, with 26,000 workers commuting between the city and the greater Brisbane area daily (the largest inter-city flow in Australia) and approximately 8,000 long-distance-commute (LDC) workers employed on a fly-in-fly-out (FIFO) basis, primarily to the resources sector, but also to Sydney and other interstate centres. The Gold Coast LDC workforce grew by 92% from 2006-2011. (Source: KPMG, Analysis of the Gold Coast Long Distance Commute Workforce, August 2013, Regional Development Australia Gold Coast).



*Today's economy benefits from being both global and mobile. The engine of this global and mobile world is talent. In all regions of the world, a growing number of countries have recognised the importance of talent competitiveness, focusing on educational reform, reducing gender and other gaps, and attracting qualified and entrepreneurial people from abroad."*

Bruno Lavin and Paul Evans, INSEAD, Global Talent Competitiveness Index 2013



# Objective 1: Develop a skilled workforce with tertiary qualifications at national average levels or above.

Developing a skilled workforce with appropriate tertiary qualifications is a challenge of matching supply of educational places and skilled employment, with demand for tertiary education.

There is a significant perception problem to overcome, with the city perceived as primarily providing lower-skilled jobs in tourism and hospitality in particular, which is not in fact the reality of a diversifying economy.

Through 'social marketing' of the value of education amongst the broader community, working with industry to create and promote skilled employment and with the education sector to promote tertiary education aspirations, City of Gold Coast can improve employment perceptions and raise aspirations.

These initiatives will also support broader City marketing and promotion under the City Reputation strategic plan and work in partnership with Study Gold Coast and the education sector to boost global talent attraction.

## Strategic actions:

- 1.1 Implement an education aspirations raising program in the local community, in partnership with schools, SGC, tertiary education institutions and industry, with a focus on targeting parents of school age children.
- 1.2 Implement a city-wide Graduate and Alumni Awards program to recognise outstanding success and promote education aspirations in conjunction with SGC and education institutions.
- 1.3 Work with SGC and local industry to develop a Graduate Employment program to encourage retention of local tertiary graduates in the city.
- 1.4 Target a percentage increase in local Year 12 graduates studying at a tertiary level within the city (as compared to institutions outside the city), through development and promotion of local course offerings.
- 1.5 Maximise skilled workforce and education legacy opportunities from the Gold Coast 2018 Commonwealth Games™.

## Implementation: Lead

### Education Aspirations

City of Gold Coast	SGC	Institutions/Other Govt
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### Graduate and Alumni Awards

City of Gold Coast	SGC	Institutions/Other Govt
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City of Gold Coast	SGC	Institutions/Other Govt
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### Local Study Promotion

City of Gold Coast	SGC	Institutions/Other Govt
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### Commonwealth Games legacy

City of Gold Coast	SGC	Institutions/Other Govt
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# City Reputation Strategic Plan and Economic Development International Plan

Under its Economic Development Strategy, City of Gold Coast seeks to position the Gold Coast as an emerging world-class business destination.

The City Reputation Strategic Plan and the Economic Development International Plan are the key means of achieving the city's global image and trade and investment ambitions.

The 10 Year City Reputation Strategic Plan seeks to broaden the city's reputation beyond tourism, highlighting nine competitive advantages for the city and working to change negative perceptions, whilst communicating a story of transformation of the city for the Gold Coast 2018 Commonwealth Games™.

The plan envisages as partnership approach to whole-of-city marketing and promotions, led by City of Gold Coast and leveraging city pride and shared ownership of the city's reputation by businesses, institutions and the broader community.

The key initiative under the plan is the development of a digital hub website as a dynamic new media channel presenting a positive narrative for the city.

The digital hub and other marketing and promotions provide a strong opportunity to promote Education City and talent attraction messages in the context of a positive and holistic city reputation.

The City of Gold Coast's International Plan is a ten year guide to developing a globally connected regional economy aimed at raising the City's profile, leveraging partnerships, creating depth in priority markets and increasing inward investment.

Globalisation of the Gold Coast economy will require leveraging of significant city projects and legacy prospects created by the Gold Coast 2018 Commonwealth Games™ and beyond.

Education is identified as a key export capability across all target markets, in particular the Tier One markets of China and the Middle East, along with the Tier 2 Indian market.

The education sector will be supported through the international trade and investment program and export assistance program, and in turn former students can be leveraged to support future trade, investment and global connections.



## Objective 2: Promote the Gold Coast as an education city and attractive location for global talent

With three universities and a wealth of education and training providers, the Gold Coast is positioned to become an Education City, both through attraction of students from outside the city (international and domestic) and through increasing participation of local residents in lifelong learning.

The city can leverage its lifestyle advantage to attract students and globally mobile workers, while at the same time developing and promoting its quality educational reputation and the research credentials of Gold Coast universities.

Through a strong and united education sector, represented by Study Gold Coast, the city can grow its capacity in educational facilities, course offerings, teaching quality and research output, particularly in areas of niche strength.

Integrated city reputation marketing and promotion that highlights the Gold Coast's lifestyle, education and employment competitive advantages will assist in attracting both students and knowledge-based workers.

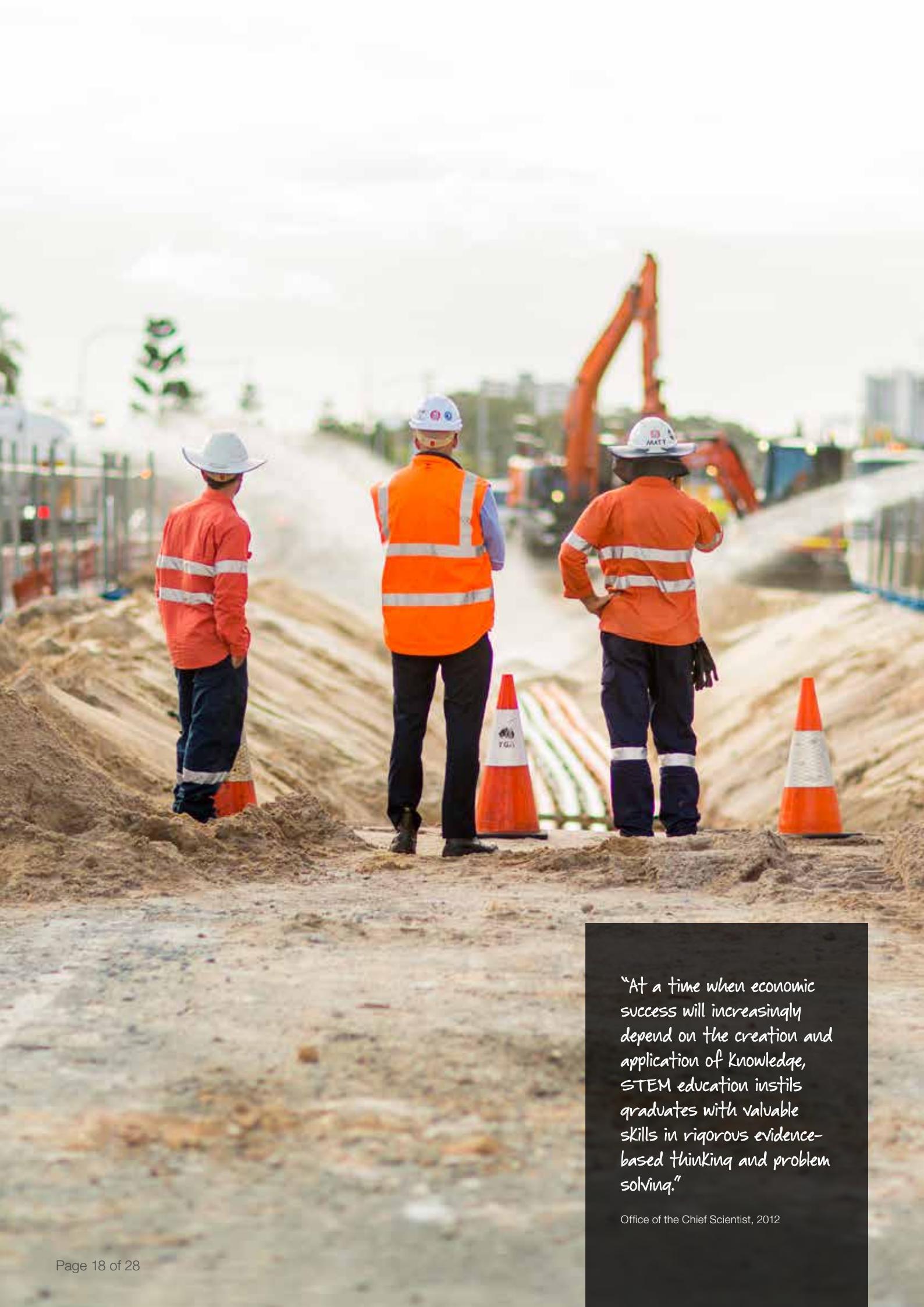
There are also strong opportunities to integrate with the international trade and investment program (ITIP) and International Relations program to grow education exports in key offshore markets, particularly through leveraging alumni networks in these markets. The export capacity of smaller educational providers can also be enhanced through the export assistance program (EAP).

### Strategic actions:

- 2.1 Work with the education sector through Study Gold Coast to increase the number of international students and domestic students from outside the city by 20percent (education export growth).
- 2.2 Work with the education sector through Study Gold Coast to enhance the student experience through a program of engagement and support.
- 2.3 Work with the education industry to develop a strong international alumni network of ambassadors to promote the city's education and employment attractiveness.
- 2.4 Leverage the ITIP, EAP and International Relations program to grow education exports and industry capacity in key markets.
- 2.5 Develop and promote the city's key competitive advantages in global talent attraction as measured in the Global Talent Competitiveness Index and integrate effectively with city reputation promotion.
- 2.6 Capitalise on increasing global workforce mobility to promote growth in the local digital economy workforce.

### Implementation: Lead Education (SGC), Lead Talent Attraction (CoGC)

Grow education exports		
City of Gold Coast	SGC	Institutions/Other Govt
Enhance Student experience		
City of Gold Coast	SGC	Institutions/Other Govt
Student Ambassadors network		
City of Gold Coast	SGC	Institutions/Other Govt
Global Connections and Trade		
City of Gold Coast	SGC	Institutions/Other Govt
City Reputation/Talent Attraction		
City of Gold Coast	SGC	Institutions/Other Govt
Digital Economy Workforce		
City of Gold Coast		Institutions/Other Govt



*"At a time when economic success will increasingly depend on the creation and application of Knowledge, STEM education instills graduates with valuable skills in rigorous evidence-based thinking and problem solving."*

Office of the Chief Scientist, 2012

## Objective 3: Increase skills and jobs in the STEAM (Science, Technology, Engineering Maths-STEM + Arts) sectors with a focus on developing a specialised Health and Wellness workforce

A continued focus on building skills and jobs in the STEM fields will assist the Gold Coast to expand its knowledge-based industry sectors, while a focus on Arts skills will support the growing cultural economy in the city.

Increasingly, the skill sets of scientists and technologists and those of artists and designers are merging to generate knowledge and innovation. There are opportunities for the Gold Coast to develop niche strengths in advanced design and manufacturing that build on such 'STEAM' skills.

The Gold Coast has traditionally been under-represented in STEM based qualifications as compared with the Australian average, and in STEM employment within the local economy.

The challenge is two-fold – raising aspirations for students to study in STEM related fields, and generating diverse local employment opportunities. Persistent national skill shortages in some STEM fields, such as engineering, also impact on the city's ability to attract workers to support emerging local industries.

There is also a significant opportunity to develop a niche industry strength in STEM-related specialties within the Health and Wellness sector, with a focus on preventative health, medical technology and sports science and technology as fields in which the city has the potential to have a genuine competitive advantage.

### Strategic actions:

- 3.1** Work with the education sector, SGC, other government agencies and industry to promote STEM community engagement through an annual Science and Tech Fair or other events/promotions, with a focus on increasing STEM tertiary study
- 3.2** Work with the arts and creative sector and education providers to develop workforce capacity with a focus on opportunities through the development of the Cultural Precinct and the cultural legacy of the Gold Coast 2018 Commonwealth Games™.
- 3.3** Scope the opportunity for niche development of the city's Health and Wellness sector and implement capacity building strategies to attract industry and skilled employment, including integrating with the Gold Coast Health and Knowledge Precinct.

### Implementation – Lead CoGC

#### STEM engagement

City of Gold Coast	SGC	Institutions/Other Govt
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#### Arts and Creative skills and employment

City of Gold Coast	SGC	Institutions/Other Govt
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#### Health and Wellness Workforce

City of Gold Coast	SGC	Institutions/Other Govt
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# The Health and Wellness Sector

The Health and Wellness industry comprises a broad range of sub-sectors characterised by a common global 'mega trend' of rapid growth.

From wellness tourism, to the development of ICT that helps people monitor their exercise and nutrition, sports science and the development of functional nutritional foods, and the rise in personal health and wellness services, the industry is booming.

An ageing population, a strong government focus on chronic disease prevention, greater population awareness of lifestyle health factors and consumer technology that assists individuals to proactively manage their wellbeing are key drivers.

As an active and healthy city, with an ideal climate for sports participation, a strong market for high-performance training, and significant university and clinical research activity in preventative health and sports science that is backed by business expertise, the Gold Coast is well placed to capitalise on growth in the health and wellness industry.

Within the food sector, Euromonitor predicts that global health and wellness sales will hit a record high of \$1 trillion by 2017 as 'super-food' products, functional foods and healthy alternatives to traditional products become increasingly mainstream.

Nutrition and pharmacology are converging in the field of nutrigenomics (or personalised nutrition). (Source: <http://www.nutraceuticalsworld.com/blog/marketwatch/2013-01-10/health-wellness-to-grow-by-27-billion-in-2013-key-research-highlights#sthash.cAVTNNUz.dpuf>)

The Global Wellness Tourism Economy Report identified wellness tourism to be a trend worth \$462 billion a year in 2013 and set to grow to a \$715 billion global industry by 2017, representing a nine percent rise each year (Source: <http://www.nutraceuticalsworld.com/blog/marketwatch/2013-01-10/health-wellness-to-grow-by-27-billion-in-2013-key-research-highlights#sthash.cAVTNNUz.dpuf>)

The Consumer Electronics Association in the United States has predicted that personal health and wellness product and software sales are expected to grow from 40 million units in 2013 to 70 million in 2018, with revenue to grow from \$3.3 billion in 2013 and more than \$8 billion by 2018. (Source: <http://www.businesswire.com/news/home/20140102005942/en/CEA-Releases-Report-Dramatic-Rise-Connected-Health#.UzznSqjSz9c>). The trend reflects the pervasiveness of ICT and people's desire to take control of their health.

The health and wellness workforce covers a broad range and depth of occupations and skill levels, with an overall higher proportion of skilled, tertiary qualified workers and a range of opportunities for innovation across sub-sectors and disciplines.



## Objective 4: Strengthen links between industry and universities to support research, innovation and knowledge-based workforce growth

Universities are strong drivers of knowledge creation and innovation in the economy as well as significant employers of knowledge-based workers in their own right.

With three universities that are becoming increasingly research-intensive, there are opportunities to leverage this knowledge into the local business community. Specialised knowledge and technical innovation is also embedded within other education institutions in the city.

Businesses are generally better able to translate knowledge into commercial innovation than the education sector, however are often not well-equipped to undertake the necessary preliminary RandD.

Facilitating stronger links between universities and business, particularly to support smaller-scale applied research that falls outside the scope of government research funding programs, will support businesses to become more research-oriented, and assist in retaining and attracting knowledge workers, including recent research graduates.

Marketing and promotion to attract research students to the city and initiatives to retain research graduates within universities and within local businesses will support a culture and critical mass of research within the city.

### Strategic actions:

- 3.1 Facilitate access for local businesses to university research students and early career researchers through a matched funding program for applied research and innovation.
- 3.2 Work with universities and SGC to attract an increased number of higher degree research students to the city through marketing and promotional initiatives and graduate retention programs.
- 3.3 Integrate with the development of the Health and Knowledge Precinct to promote greater links between researchers and business and research graduate employment outcomes.
- 4.4 Integrate with initiatives under the Innovation theme of the Economic Development Strategy to maximise the workforce outcomes of a Research Triangle approach to linking businesses with university research and commercialisation.

### Implementation – Lead CoGC

#### Business/University Research links

City of Gold Coast

Institutions/Other Govt

#### Research Student/Capacity growth

City of Gold Coast

SGC

Institutions/Other Govt

#### Health and Knowledge Precinct workforce

City of Gold Coast

SGC

Institutions/Other Govt

#### Innovation Program links

City of Gold Coast

SGC

Institutions/Other Govt



# Innovation

A key economic challenge for the Gold Coast is the capture and retention of innovation in order to:

- enhance technology and knowledge to drive innovation and entrepreneurialism
- have access to a deep and diversified pool of skilled labour
- build the level of technological / knowledge transfer between firms

Under the Innovation theme of the EDS, the city seeks to develop and strengthen links between the city's universities and industry to grow research and innovation and facilitate commercial opportunities.

Innovation initiatives support growth in ICT, assist in facilitating start-ups, foster technology and innovation networks and co-working spaces, and encourage technology transfer between university and industry and business to business.

The Gold Coast universities offer various strengths and expertise across a range of research disciplines. The current count of research institutes/centres across all universities on the Gold Coast sits at approximately 69 – this incorporates centres that may not be based purely on the Gold Coast – and four core areas of research that they can be categorised into:

- Health and Medical
- Business, Law and Humanities
- Infrastructure, Environment and Planning
- Engineering, Information Technology and Other

The Gold Coast's research triangle (commercialisation) concept is a part of the wider innovation ecosystem and is based on a holistic approach, encompassing the universities, business and industry – encouraging and enhancing the complimentary links between all sectors to benefit the local economy.

Although the concept of a 'research triangle' is common across the globe, City of Gold Coast has the core ingredients to truly become globally competitive – driven by knowledge, innovation and commercialisation.



# Implementation Plan

Objective 1 - Develop a skilled workforce with tertiary qualifications at national average levels or above.		Completion dates Short/Medium/Long
Implement an education aspirations raising program in the local community, in partnership with schools, tertiary education institutions and industry, with a focus on targeting parents of school age children.	• Create 'Great Gold Coast Jobs' video profiles and career information	S/M
	• Implement 'Great Gold Coast Jobs' promotional campaign and a showcase of profiles via digital hub, careers networks and events and other communication opportunities	S/M
	• Work with partners to facilitate pilot programs targeting parents to increase aspirations for tertiary study in targeted schools/communities with lower levels of educational aspirations, including linking with education providers, industry and sports teams	M/L
	• Focus on targeting parents and students who would be 'first in family' to university and work with education providers to develop and promote pathways to study	M, ongoing
	• In partnership with the education sector through SGC conduct careers events and provide careers information and support that is specific to the Gold Coast, including an annual Careers Fair	Ongoing
Implement a city-wide Graduate and Alumni Awards program to recognise outstanding success and promote the value of education in conjunction with Study Gold Coast	<ul style="list-style-type: none"> <li>• Develop and coordinate annual awards for Graduate of the Year, STEAM Category Graduate of the Year, International Graduate of the Year, Alumnus of the Year, International Alumnus of the Year</li> <li>• Coordinate awards ceremony and promote winners through the digital hub and other communication opportunities</li> </ul>	S/M, ongoing
Work with SGC and local industry to develop a Graduate Employment program to encourage retention of local tertiary graduates	<ul style="list-style-type: none"> <li>• Identify graduate skills requirements from industry engagement and work with SGC to provide a centralised service to employers to facilitate graduate employment</li> </ul>	M, ongoing
Target a percentage increase in local Year 12 graduates studying at a tertiary level within the city (as compared to institutions outside the city), through development and promotion of local course offerings	<ul style="list-style-type: none"> <li>• Engage with industry and local institutions on new course opportunities to serve industry workforce requirements</li> <li>• Promote new and unique courses via the digital hub and other communication opportunities</li> <li>• Promote local courses as part of education aspirations program</li> </ul>	M, ongoing
Maximise skilled workforce and education legacy opportunities from the Gold Coast 2018 Commonwealth Games™.	<ul style="list-style-type: none"> <li>• Identify and facilitate niche opportunities for skills and work force development including new and specialised courses in event management, work integrated learning and graduate internships, volunteer skill development opportunities</li> </ul>	S/M
Objective 2 - Promote the Gold Coast as an education city and attractive location for global talent		Completion dates Short/Medium/Long
Work with the education sector through SGC to increase the number of international students and domestic students from outside the city by 20percent (education export growth).	<ul style="list-style-type: none"> <li>• SGC destination marketing – target markets identification and brand positioning, website, social media, advertising, agent and media famils, events and trade-shows</li> <li>• Integration with city reputation promotion including digital hub partnerships with SGC, Gold Coast Tourism and education institutions</li> </ul>	S/M, ongoing
Work with the education sector through SGC to enhance the student experience through a program of engagement and support	<ul style="list-style-type: none"> <li>• Student guides, student discounts, events, support events and information, advocacy on student-related issues</li> <li>• Support for students through annual Student Ambassador program coordinated by SGC</li> </ul>	S/M, ongoing

Work with SGC and the education industry to develop a strong international alumni network of ambassadors to promote the city's education and employment attractiveness	<ul style="list-style-type: none"> <li>• Annual Student Ambassadors program coordinated by SGC</li> <li>• Pursue opportunities for in-country alumni ambassadors, events and co-promotions</li> <li>• Promote alumni profiles on digital hub and in other marketing and communications</li> </ul>	S/M, ongoing
Leverage ITIP and EAP and International Relations program to grow education exports and industry capacity in key markets.	<ul style="list-style-type: none"> <li>• Integration with International Relations program, Mayoral trade missions and ITIP program opportunities where appropriate in key markets</li> <li>• Support for private providers eligible for Export Assistance Program</li> </ul>	S/M, ongoing
Develop and promote the city's key competitive advantages in global talent attraction as measured in the Global Talent Competitiveness Index and integrate effectively with city reputation promotion.	<ul style="list-style-type: none"> <li>• Integrate with city reputation promotion and business and investment attraction via digital hub and other marketing and communications</li> </ul>	M, ongoing
Capitalise on increasing global workforce mobility to promote growth in the local digital economy workforce	<ul style="list-style-type: none"> <li>• Facilitation and promotion of digital workforce opportunities including co-working spaces and integration with Innovation and Digital Economy programs</li> </ul>	M/L
<b>Objective 3: Increase skills and jobs in the STEAM (Science, Technology, Engineering Maths -STEM + Arts) sectors with a focus on developing a specialised Health and Wellness workforce</b>		<b>Completion dates Short/Medium/Long</b>
Work with the education sector, SGC, other government agencies and industry to promote STEM engagement through an annual Science and Tech Fair or other events/promotions, with a focus on increasing STEM tertiary study	<ul style="list-style-type: none"> <li>• Facilitate annual Science Fair and/or community science engagement in partnership with SGC, Inspiring Australia, industry and education providers</li> <li>• Promote existing and new STEM engagement by industry and education providers</li> <li>• Integrate promotion and facilitation of STEM into Graduate and Alumni Awards, Aspirations Raising program, Graduate Employment program, city reputation/digital hub and other marketing and communications</li> </ul>	S/M, ongoing
Work with the arts and creative sector and arts education providers to develop workforce capacity with a focus on opportunities through the Cultural Precinct and the Gold Coast 2018 Commonwealth Games	<ul style="list-style-type: none"> <li>• Facilitate and promote arts-related employment and STEAM skills and niche employment for eg industrial design</li> <li>• Integrate Cultural Precinct and arts-related Gold Coast 2018 Commonwealth Games opportunities into graduate employment programs</li> </ul>	M, ongoing
Scope the opportunity for niche development of the city's Health and Wellness sector and implement capacity building strategies to attract industry and skilled employment, including integrating with the development of the Gold Coast Health and Knowledge Precinct.	<ul style="list-style-type: none"> <li>• Undertake scoping study into niche employment specialty in Health and Wellness sector and facilitate opportunities for course development and employment</li> <li>• Integrate with opportunities for skills and workforce development in Health and Wellness as part of the Gold Coast Health and Knowledge Precinct</li> </ul>	S, ongoing

Objective 4: Strengthen links between industry and universities to support research, innovation and knowledge-based workforce growth		Completion dates Short/Medium/Long
Facilitate access for local businesses to university research students and early career researchers through a matched funding program for applied research and innovation	<ul style="list-style-type: none"> <li>Support a matched funding program to assist local businesses to access PhD students to business-specific research projects</li> </ul>	S/M, ongoing
Work with universities and SGC to attract an increased number of higher degree research students to the city through marketing and promotional initiatives and graduate retention programs.	<ul style="list-style-type: none"> <li>Develop a City Research and Innovation Capacity guide in conjunction with universities, SGC and incorporating industry expertise</li> <li>Promote research stories and researcher profiles as part of 'research hub' on the digital hub to attract students and career researchers</li> <li>Integrate research graduate employment opportunities within overall Graduate Employment program</li> </ul>	S/M, ongoing
Integrate with the development of the Health and Knowledge Precinct to promote greater links between researchers and business and research graduate employment outcomes	<ul style="list-style-type: none"> <li>Provide promotion and advocacy for new research facilities and funding from government and industry</li> <li>Integrate Phd and research graduate employment and networking opportunities within development of the Health and Knowledge Precinct</li> </ul>	M, ongoing
Integrate with initiatives under the Innovation theme of the Economic Development Strategy to maximise the workforce outcomes of a Research Triangle approach to linking businesses with university research and commercialisation.	<ul style="list-style-type: none"> <li>Integrate work integrated learning and research graduate employment within innovation programs and networks where possible including start-up and accelerator programs and co-working spaces</li> <li>Integrate workforce development opportunities with overall development of university and industry research and innovation capacity in niche areas of strength for eg Health and Wellness</li> </ul>	S/M, ongoing

#### Key

Short 1-2 Years

Medium 3-5 Years

Long 6+ Years







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