

Springfield Regional Jobs Committee

Annual Action Plan

Purpose			
This Annual Action Plan outlines local solutions being implemented by the Springfield Regional Jobs Committee (SRJC) to address workforce and skilling challenges across the Springfield region and expanded geographic footprint. Whilst delivering the Springfield RJC Annual Action Plan the RJC will remain agile and responsive to economic fluctuations and government responses throughout the time period. Progress against RJC Annual Action Plan activities and initiatives is updated quarterly and/or in response to meetings of the Springfield RJC.			
Project Manager:	Liz Conroy	Action Plan start date:	January 2026
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LGA's impacted	Designated SA2's within Ipswich, Logan and Brisbane		

Summary

The SRJC operates as a place-based workforce intermediary, connecting employers, education providers, community organisations and government to deliver practical workforce solutions and career pathways.

The Greater Springfield Regional Jobs Committee will span 14 SA2s across three Local Government Areas known as the Greater Springfield Economic Zone:

- Ipswich City Council: Augustine-Brookwater, Bellbird Park, Camira-Gailes, Carole Park, Collingwood Park-Redbank, Goodna, Redbank Plains, Ripley, Springfield, Springfield Lakes
- Brisbane City Council: Forest Lake-Ellen Grove, Inala-Richlands, Wacol
- Logan City Council: Greenbank-North Maclean

This footprint represents a shared labour market within the Western Corridor, one of South East Queensland's fastest-growing economic regions. Springfield is positioned as a Principal Activity Centre in the SEQ Regional Plan, second only to the Brisbane CBD, and is expected to service a future population of more than 500,000 people.

Building on the proven success of the Springfield Regional Jobs Committee model, this Action Plan sets out a structured approach to expanding the program's reach into new geographic areas while maintaining strong local engagement, employer-led workforce planning and practical delivery.

The Action Plan focuses on five priority industry sectors that drive employment across the Greater Springfield Economic Zone:

- **Health** — employing 11,989 people in 2021
- **Education** — employing 5,902 people in 2021
- **Trades** — employing 13,549 people in 2021, including construction, manufacturing, engineering and logistics
- **Defence Capability** — employing 1,858 people in 2021
- **Service Industries** — employing 12,179 people in 2021, including hospitality, retail and childcare

Delivery of the Action Plan will be supported through sector-specific Working Groups operating as small, employer-led discussion and intelligence panels. These panels will be activated flexibly in response to priority workforce demand and may change over time. Each Working Group will include a small number of core industry representatives with direct workforce experience, current demand and practical knowledge of local workforce challenges.

The Plan focuses on:

1. Leveraging the established success and credibility of the SRJC to support expansion into new geographic areas.
2. Increasing awareness, trust and participation in SRJC activities across the expanded region.
3. Embedding grassroots workforce intelligence from employers, educators and community partners into planning and delivery.
4. Strengthening industry-led, future-focused workforce planning aligned to a 5–10 year regional growth horizon.
5. Translating insights into coordinated action through high-impact initiatives aligned with Queensland Government priorities.

The project will deliver industry-led actions to build local talent pipelines, expand apprenticeship and traineeship opportunities, and remove barriers to participation in training and employment, particularly for job seekers from low socio-economic backgrounds. Progress against the SRJC Annual Action Plan will be monitored quarterly and refined in response to regional labour market trends, employer needs and economic conditions.

For the purposes of the Greater Springfield Regional Jobs Committee Annual Action Plan and DTET reporting, Job Outcomes are defined as verified employment outcomes that occur as a result of SRJC-facilitated activity.

Job Outcomes may include:

- Commencement of paid employment, including full-time, part-time or casual work
- Apprenticeship or traineeship commencements
- Employer-confirmed hires resulting from SRJC-facilitated connections or pathways
- Vacancies filled through the Springfield Jobs Portal or SRJC-supported recruitment activity
- Cohort-based employment outcomes delivered through SRJC-coordinated initiatives

Job Outcomes are counted only where the SRJC has directly enabled, brokered or coordinated the employer-candidate connection or pathway. Outcomes occurring independently of SRJC involvement are not attributed to the SRJC. Job Outcomes are captured and reported using appropriate evidence sources, including employer confirmation, Jobs Portal data and partner verification, in line with DTET reporting requirements.

To support DTET reporting, performance review and audit requirements, evidence relating to the delivery of this Action Plan will be captured, retained and reported using the following sources, as appropriate:

- SRJC and Industry Working Group agendas, minutes, attendance records and meeting insights
- Employer confirmations, correspondence and validation provided through SRJC-facilitated engagement
- Springfield Jobs Portal analytics, reports and platform data
- Custom-designed SRJC dashboard used to capture workforce insights, employer engagement, stakeholder referrals, participation data, action tracking and emerging regional workforce trends
- Workforce insight summaries, demand mapping outputs and advisory briefs provided to DTET and Industry Skills and Jobs Advisors
- Event records, participation data, engagement summaries and partner confirmations
- Case studies and Good News Stories developed for completed or high-impact initiatives
- Quarterly Progress Reports, supporting documentation and materials uploaded to SharePoint

Evidence will be retained in line with DTET record-keeping requirements and used to substantiate reported activities, outputs, outcomes and Job Outcomes.

Initiatives

Initiative 1: Awareness, Reach and Regional Engagement

Purpose	Strengthen regional awareness, credibility and engagement with the SRJC through coordinated communications that promote workforce pathways, employer participation, local vacancies and the role of the expanded Greater Springfield Economic Zone as a connected regional labour market.	
Implemented by (date)	Q1 - Q2 2026	
Priority	☒ Short term ☐ Medium term ☐ Long term	
Challenge/s identified	- Limited awareness of SRJC activities outside the original Springfield footprint - Fragmented engagement between employers, educators and community organisations - Lack of visibility of local career pathways for young people and job seekers	
Solutions focus area/s	Expand the visibility and reach of the SRJC through targeted engagement with employers, education providers, local councils and community organisations across the expanded region. 1. Industry engagement 2. Community awareness 3. Career pathway promotion	
RJC solutions		
Activities		Status
1. Map relevant industry, employer and cohort stakeholders, including: - Level of awareness of SRJC - Level of interest and engagement - Level of influence within their sector or community 2. Develop clear engagement collateral outlining: - The role and purpose of SRJC - Current strategic priorities 3. Plan and deliver targeted stakeholder engagement activities to identify industry gaps.		Underway

4. Establish SRJC Working Groups aligned to priority workforce areas.	
5. Extend the geographic reach and visibility of the Springfield Jobs Website Portal.	
6. Design and create a dashboard tool to allow clear and concise reporting of findings and engagement	
Anticipated impact/s	- Increased employer participation in SRJC activities - Greater community awareness of local training and employment pathways - Stronger collaboration between industry and education providers
Anticipated outcome/s	- Increased engagement from employers and stakeholders across the expanded SRJC footprint - Improved awareness of career pathways for students and job seekers - Stronger foundations for workforce planning and collaboration

Initiative 2: Workforce Intelligence and Future Workforce Planning (Place-Based)

Purpose	Ensure workforce planning reflects validated employer demand across the five priority sectors and the 14 SA2 shared labour market of the Greater Springfield Economic Zone.	
Implemented by (date)	Q2 – 8 2027	
Priority	☐ Short term ☒ Medium term ☐ Long term	
Challenge/s identified	• Insufficient real-time workforce intelligence from local employers in the expanded region • Fragmented employer demand data • Limited coordination between industry workforce needs and education pathways • Need for forward-looking workforce planning aligned with regional growth	
Solutions focus area/s	Develop structured mechanisms to capture workforce intelligence from local employers and translate insights into workforce planning and education responses. 1. Industry workforce intelligence 2. Data-informed workforce planning 3. Employer-led validation of workforce demand	
RJC solutions		
Activities		Status

1. Establish industry Working Groups consisting of employer representatives or individuals with relevant industry leadership capability to gather and analyse workforce intelligence, including: ○ Existing workforce profile and skills availability ○ Existing education, training and skills development initiatives ○ Future workforce needs ○ Current and emerging workforce pain points 2. Engagement methods will include industry forums, targeted surveys, focus groups and roundtables. 3. Working Groups to report findings, analysis and recommendations to the SRJC. 4. Assess and prioritise employer workforce needs, barriers, proposed pathways and cohort opportunities to identify those ready for practical action and delivery within the program period.		• Underway
Anticipated impact/s	• Improved understanding of current and emerging workforce demand • Stronger alignment between industry needs and education pathways • Evidence-based workforce planning across the region	
Anticipated outcome/s	• Enhanced regional workforce intelligence • Improved collaboration between industry and education providers • Stronger pipeline of skilled workers aligned to regional economic growth • Stronger evidence for advocacy and investment • Improved data collection and collation through the custom SRJC dashboard, enabling engagement, referrals, workforce insights and outcomes to be captured consistently across the region.	

Initiative 3: Workforce Data and Insights Dashboard

Purpose	Create and implement a custom SRJC Workforce Data and Insights Dashboard to capture, collate and report workforce intelligence across the Greater Springfield Economic Zone, supporting evidence-based decision-making, practical action and clear regional reporting.
Implemented by (date)	Q3 2026
Priority	☒ Short term ☐ Medium term ☐ Long term

Challenge/s identified	• Workforce data, employer insights, referrals and engagement outcomes are currently captured inconsistently across the expanded SRJC footprint. • Limited visibility of workforce activity across priority sectors, SA2 locations, employers, cohorts and referral pathways. • Jobs data, skills needs, employer demand signals and stakeholder intelligence are not consistently collated into one practical reporting tool.
Solutions focus area/s	• Design and implementation of a custom SRJC Workforce Data and Insights Dashboard. • Centralised capture of workforce insights, employer engagement, referrals, event activity, skills gaps, job outcomes and regional demand signals. • DTET-aligned reporting and continuous improvement using dashboard data, Springfield Jobs Portal analytics and Industry Working Group intelligence.
RJC solutions	
Activities	Status
1. Design and build a custom SRJC dashboard to capture workforce intelligence across the Greater Springfield Economic Zone. 2. Use the dashboard to record employer engagement, stakeholder referrals, workforce barriers, skills gaps, priority sector insights and agreed actions. 3. Integrate insights from Springfield Jobs Portal data, Industry Working Groups, employer consultations, events, surveys and partner feedback. 4. Analyse dashboard data by priority sector, SA2 location, employer type, cohort, referral pathway and workforce issue. 5. Use dashboard reporting to support quarterly progress reports, evidence capture, performance review and audit requirements. 6. Refine dashboard fields and reporting outputs over time based on requirements, employer feedback and regional workforce priorities	
Anticipated impact/s	• Improved consistency, quality and visibility of workforce data across the expanded SRJC region. • Stronger ability to identify workforce trends, skills gaps, referral patterns and employer demand by sector and location. • Reduced reliance on anecdotal information by creating a practical, live evidence base for regional workforce planning.
Anticipated outcome/s	• A fully implemented SRJC Workforce Data and Insights Dashboard supporting consistent data capture, collation and reporting. • Stronger evidence to inform reporting, regional planning, investment considerations and practical workforce responses. • Improved tracking of engagement, referrals, job outcomes, workforce barriers and emerging opportunities across the Greater Springfield Economic Zone.

Initiative 4: Increase Workforce Participation and Retention

Purpose	Support employers to attract, onboard and retain workers	
Implemented by (date)	Q3 – 8 2027	
Priority	☐ Short term ☐ Medium term ☒ Long term	
Challenge/s identified	• High staff turnover in priority sectors • Underutilised workforce cohorts • Weak onboarding and induction • Limited retention support • Limited targeting of job-ready and near job-ready cohorts	
Solutions focus area/s	• Employer tools and education • Re-entry pathways • Mentoring pilots • Inclusive workforce practices	
RJC solutions		
Activities		Status
Establish sustainable workforce pipelines across SRJC priority areas. ➤ First priority - Manufacturing Industry ○ Support workforce planning and development associated with the construction of the green steel mill at Swanbank, including collaboration with Future Forgeworks to meet workforce needs during both construction and ongoing operations. Workforce demand is anticipated to include approximately 400 construction jobs, 200 ongoing operational roles, and a further 500 positions across the broader supply chain. ○ SRJC will support the broader manufacturing industry on the potential drain in skilled workers arising from major activity in the region. ○ The Manufacturing Industry needs support in engaging apprentices. SRJC aims to support a sustainable partnership model that shares learnings from larger employers with smaller enterprises. ○ Industry has informed us they need support in understanding and navigating the VET system, particularly smaller organisations.		• Underway

➤ Second priority – Logistics and Transport Industry Work in partnership with the Queensland Trucking Association to address workforce attraction barriers and improve perceptions of careers within the logistics and transport sector. Support industry-led initiatives that promote transport and logistics careers Create community/region engagement to improve career awareness and promote the diversity of opportunities within the logistics and transport industry, including roles in warehousing, supply chain operations, fleet management, and apprenticeship pathways such as heavy vehicle mechanics and boilermaking. Promote awareness of career progression opportunities within the transport and logistics sector to support long-term workforce sustainability and leadership development. Other priorities - Support for other industries identified in this Action Plan will be prioritised once the SRJC receives workforce demand intelligence from its Working Parties. General Objectives: Work with the DTET Metropolitan Regional Office to support workforce development opportunities across the Greater Springfield Economic Zone. Work to raise employer capability in attraction, onboarding, retention and inclusive workforce practices with partners such as Workforce Evolve. Activate re-entry participation and inclusion pathways for priority cohorts, including young people, women re-entering the workforce, First Nations peoples, CALD communities, people exiting the justice system, and residents in high-unemployment areas. Strengthen apprenticeship and traineeship collaboration between employers, schools, training providers, Group Training Organisations and relevant government programs. Implement targeted mentoring, retention or participation pilots where employer demand and cohort readiness are evident. Prioritise employers, cohorts and pathways ready to progress to placement, onboarding or retention support. Count job outcomes in accordance with the SRJC Job Outcomes Definition in this Action Plan. Review outcomes using employer feedback, job outcomes, referral activity and insights captured through the SRJC dashboard.	
Anticipated impact/s	• Improved employer capability to attract, onboard and retain workers across SRJC priority industries. • Increased participation from priority cohorts, including young people, women re-entering the workforce, First Nations peoples, CALD communities and residents in high-unemployment areas. • Stronger local apprenticeship, traineeship and workforce pathways
Anticipated outcome/s	• More job-ready and near job-ready participants connected to real employment, apprenticeship and traineeship opportunities.

	• Reduced early-stage workforce disengagement and improved retention through better onboarding, mentoring and employer support. • Stronger evidence of workforce participation, referrals and job outcomes captured through the SRJC dashboard and quarterly reporting.
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Initiative 5: Employer Collaboration and Coordination

Purpose	Strengthen collaboration across the regional workforce ecosystem by supporting organisations to share insights, reduce duplication, and improve coordinated employer engagement and workforce outcomes.	
Implemented by (date)	Q4 – Q8 2027	
Priority	☐ Short term ☐ Medium term ☒ Long term	
Challenge/s identified	• Duplication of workforce activities across agencies, programs and service providers. • Employer fatigue caused by uncoordinated or repeated engagement. • Limited visibility of existing initiatives, supports and workforce pathways. • Variable organisational capability to host, supervise and retain apprentices and trainees, particularly among smaller employers.	
Solutions focus area/s	• Co-delivery of activities across employers, education providers, government and community partners. • Employer-led events that respond to validated workforce needs and practical industry demand. • Intelligence gathering to identify shared priorities, workforce barriers and opportunities for coordinated action. • Investigation of collaboration opportunities that allow large and small organisations to share capability, resources, apprenticeship support and practical workforce solutions.	
RJC solutions		
Activities		Status
1. Co-design and deliver employer collaboration opportunities that bring together large and small organisations to share workforce learnings, practical solutions and capability. 2. Investigate collaboration models that support smaller employers to host, supervise and retain apprentices and trainees. 3. Coordinate employer-led events and targeted engagement activities that respond to validated workforce needs and reduce duplication.		

4. Collect regional workforce intelligence on employer engagement, apprenticeship barriers, collaboration opportunities and emerging workforce needs. 5. Share relevant insights with DTET, Industry Skills and Jobs Advisors and regional partners to support coordinated action. 6. Review engagement and collaboration outcomes, including what worked, what was duplicated and where stronger alignment is needed. 7. Use learnings to refine the SRJC engagement approach and inform future planning for 2027.		
Anticipated impact/s	- Stronger employer engagement by creating clearer opportunities for large and small organisations to share learnings, capability and practical workforce solutions. - Improved regional capacity to support apprenticeships and traineeships, particularly by identifying ways smaller employers can be supported to host, supervise and retain apprentices.	
Anticipated outcome/s	- A better coordinated regional workforce ecosystem with clearer visibility of initiatives, shared priorities and reduced employer fatigue. - Stronger collaboration models between large and small organisations, including potential shared approaches to apprenticeship support and workforce development. - Good News Stories and regional intelligence captured to inform DTET planning, investment considerations and future workforce policy responses.	

Initiative 6: Strengthen Education-to-Employment Pathways

Purpose	Improve direct transitions from education into employment by supporting structured connections between employers and priority school-leaver cohorts, with a clear focus on sustainable job outcomes Priority Cohorts - Year 13 cohort (young people who have completed Year 12 and are not currently in employment or in training) - Graduating Year 12 cohort - Early Disengaged School leaver
Implemented by (date)	Q3 – Q8 2027
Priority	☐ Short term ☒ Medium term ☐ Long term
Challenge/s identified	Weak transitions from school completion into sustainable employment

	- Limited employer visibility of available school-leaver talent once formal schooling ends - Fragmented post-school support for Year 13 cohorts not captured within existing education systems - Young people lacking confidence, job readiness and employer connections at the point of labour market entry
Solutions focus area/s	- Employer-led cohort connections and recruitment pathways - Practical, job-focused transition support - Coordinated employer engagement aligned to real vacancies - Targeted support for job-ready and near job-ready school leavers
RJC solutions	
Activities	Status
1. Work with employers in priority industries to identify entry-level job opportunities suitable for school leavers 2. Facilitate direct employer-cohort connections (e.g. small-group sessions and job-matching activities) focused on real vacancies and near-term hiring 3. Support employers to articulate job expectations, entry requirements and progression pathways clearly for school leavers 4. Coordinate with schools, youth services and training providers to identify and refer job-ready or near job-ready young people to employment opportunities 5. Prioritise cohorts and employers assessed as ready to progress to job placement within the program period 6. Capture outcomes and employer feedback to inform continuous improvement and future pathway activation 7. Case Studies or Good News Stories will be developed selectively for completed or high-impact initiatives where measurable job outcomes or system improvements have been achieved 8. Job outcomes reported under this initiative will be counted in accordance with the RJC Job Outcomes Definition outlined in this Action Plan	Underway
Anticipated impact/s	- Clearer pathways and talent pipelines in priority sectors and locations - Increased visibility of school-leaver talent for local employers - Reduced disengagement following school completion - Stronger alignment between employer demand and youth workforce supply
Anticipated outcome/s	- Improved employment outcomes for recent school-leavers with a focus on sustainable employment and apprenticeships - Clearer, employer-led transition pathways into local jobs - Stronger employer confidence in recruiting school leavers - Reduced risk of young people becoming disengaged from the labour market

Initiative 7: Strategic Prioritisation, Delivery and Continuous Improvement

Implemented by (date)	Q4 2026 – Q8 2027	
Priority	☐ Short term ☐ Medium term ☒ Long term	
Challenge/s identified	• Translating employer workforce intelligence into practical and scalable workforce initiatives • Ensuring local workforce initiatives align with Queensland Government skills, training and employment priorities • Identifying systemic barriers impacting recruitment, training pathways and workforce participation • Maintaining momentum, impact and continuous improvement across SRJC programs	
Solutions focus area/s	Leverage workforce intelligence gathered through structured employer engagement to inform strategic workforce priorities, coordinated regional initiatives and evidence-based advice to government. The Springfield Regional Jobs Committee will work collaboratively with industry, education providers and government agencies to design and implement targeted responses to regional workforce challenges. Insights generated through SRJC engagement will be synthesised to identify systemic barriers, inform policy discussions and advocate for improvements to workforce programs, training pathways and employment initiatives that better align with regional labour market needs 1. Strategic workforce prioritisation and action planning 2. Employer-informed workforce initiative development 3. Regional workforce intelligence, policy advice and advocacy 4. Monitoring, evaluation and continuous program improvement	
RJC solutions		
Activities		Status
1. Prioritise workforce challenges and opportunities identified through structured employer engagement and industry consultation. 2. Develop and implement targeted workforce initiatives in partnership with industry, education providers and stakeholders. 3. Provide evidence-based advice and regional workforce intelligence to government to inform policy, program design and workforce planning. 4. Monitor outcomes, evaluate program effectiveness and refine initiatives based on data, stakeholder feedback and labour market trends.		
Anticipated impact/s	• Place-based workforce initiatives that more effectively reflect local industry needs	

	• Stronger collaboration across government, industry and education providers • Greater alignment between workforce programs and regional labour market demand • Improved evidence base to inform workforce policy and program development
Anticipated outcome/s	• Delivery of practical, industry-informed workforce solutions across the SRJC region • Increased workforce participation, skills development and career pathway awareness • Stronger regional workforce planning supported by real-time employer intelligence • Enhanced ability for the SRJC to advise and advocate for government policy and program improvements supporting long-term regional growth

Conclusion	This Action Plan provides a structured, staged approach for the SRJC to strengthen its role as a key regional workforce intermediary. By embedding grass-roots intelligence, deepening industry engagement and aligning closely with Queensland Government priorities, the SRJC will support more effective workforce planning, improved participation outcomes and stronger regional economic resilience.
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Approved date	Release date	Version
24.06.2026	30.06.2026	Two