



Queensland Security Industry Workforce Development Plan

2020-2025



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To make an enquiry, contact Jobs Queensland

Email: info@jobsqueensland.qld.gov.au
Telephone: (07) 3294 4706
Mailing address: PO Box 80, Ipswich, Queensland 4305
Head office: Level 6, Icon Building,
117 Brisbane Street, Ipswich, Queensland 4305

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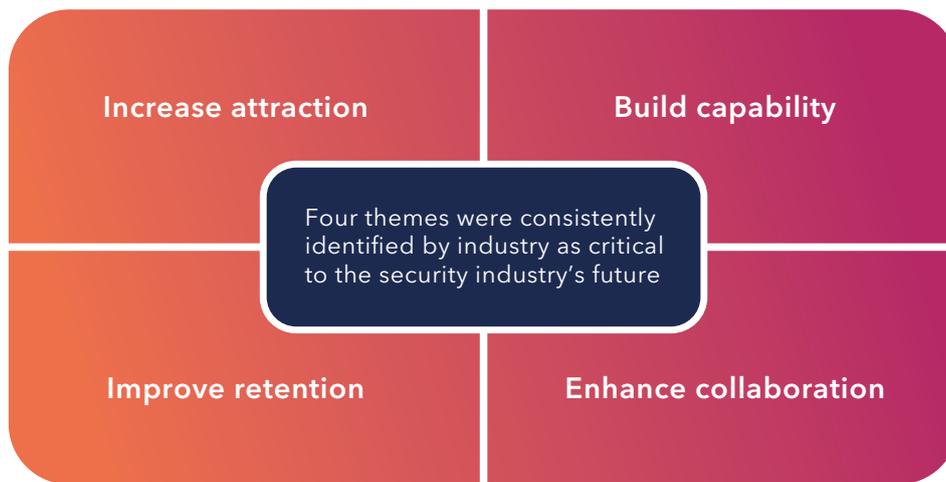
Executive summary

Queensland's security industry is a significant contributor to the effective functioning of Queensland's businesses and economy. The supply of services is diverse and provides for the protection and preservation of individuals, property and information.

The *Queensland Security Industry Workforce Development Plan 2020-2025* (the plan) highlights the need for a collaborative response by industry and government to address rapid changes resulting from transformative technology and the changing needs of clients.

Following extensive industry collaboration and input, the plan will support the industry's evolution and future growth through a long-term approach to workforce planning and development.

In developing the plan, four themes were consistently identified by industry as crucial to the development of Queensland's security workforce.



These themes form the core priorities and recommendations of the plan, with the intent to achieve positive and practical change within the industry.

The security industry must continue to come together to define desired outcomes and respond to opportunities and challenges as the workforce continues to evolve. Collaboration and active participation between key stakeholders are the crucial core enablers that will drive and progress workforce development activities.

To attract and retain the right people, it is important that the industry builds a profile as one providing meaningful career opportunities and addresses historical negative perceptions. Building the industry's profile and addressing these perceptions will bring awareness and understanding about the diversity of roles and experiences possible.

The plan is divided in three sections:

Section 1 Provides an overview of the Queensland security industry, with a focus on where we are now. It provides information on the contribution of the industry to the state's economy, the status of the current workforce and an overview of some of the drivers impacting the industry.

Section 2 Focuses on the future, looking more broadly at how trends in the wider economy could potentially impact the future direction of the industry. Technological disruption, changing customer needs, evolving skills needs and workforce demographics have all been identified as providing significant challenges for the industry, as well as opportunities to progress.

Section 3 Outlines the key themes and recommendations from industry to advance security workforce development in Queensland. The recommendations are clear, realistic and actionable, and are informed by research and extensive industry consultation.

While finalising this plan, the impacts of COVID-19 began to hit globally, with the full impact on the security industry and broader community still to transpire.

What the industry and the wider Queensland community are facing is unprecedented, with far-reaching flow-on effects to the economy. Businesses are having to completely re-evaluate their operating models during this period to ensure not only the survival of the business, but also their priorities for the recovery period.

While COVID-19 has implications for the security industry, it does not diminish the need for improvement in workforce development. Conversely, in many cases it strengthens the case for action and shows the need for collaborative strategic planning within the industry.

In consideration of these broader impacts and changes, two short-term recommendations have also been made to support a recovery response:

Develop COVID-19 safety guidelines	Collaborative industry body
Develop and implement COVID-19 <i>Safeguarding the Community Guidelines</i> for the security workforce in Queensland.	Establish a collaborative industry body to address industry training requirements in response to the evolving COVID-19 environment and demands on the industry.

Section 1 – Background and context

A review of training and assessment for Queensland’s security industry was conducted by the Office of the Queensland Training Ombudsman (OQTO) in 2016, with a follow-up report developed in 2018.¹ Key findings from the 2016 report identified little evidence of support for a consolidated industry approach to attracting, retaining and developing the required workforce. The report recommended Jobs Queensland engage and work collaboratively with industry to progress long-term workforce planning.

To support the Queensland security industry workforce planning and development project, a Security Industry Advisory Group (SIAG) was established in September 2019. Consisting of employers, unions, industry associations and peak bodies within the security industry, the primary objective of the SIAG was to provide strategic advice and leverage its access to networks and information.

Jobs Queensland facilitated the development of an extensive environmental scan, which was completed in March 2020. Issues identified include that the security industry in Queensland is in a state of transition. Drivers of transition comprise emerging technologies and specialisations, changing workforce demographics and regional profiles. Additionally, evolving licensing arrangements and training packages are creating opportunities and challenges to the workforce and the industry alike.

To better understand the issues facing the security industry and its workforce, extensive industry consultation was undertaken across Queensland. Stakeholder engagement activities undertaken to help underpin the development of the plan included:



Employer survey

- All Queensland regions represented
- All business and service types represented



Interviews

- 1:1 interviews
- Range of stakeholders
- Regional interviews



Submissions

- Written submissions received
- Issues/opportunities brought to light (e.g. portable long service leave)



Other consultation

- SIAG discussions
- Keynote speaker at industry events

The *Queensland Security Industry Workforce Development Plan 2020–2025* is the outcome of this thorough research and extensive industry consultation, and outlines a pathway forward for the industry and government to work together in the years ahead.

1. Office of the Queensland Training Ombudsman. 2018. *A Review of Training and Assessment for Queensland's Security Industry: A follow-up to the 2016 Report*. Brisbane: Queensland Government. Retrieved from <http://trainingombudsman.qld.gov.au/wp-content/uploads/2018/11/A-Review-of-Training-and-Assessment-for-Queensland%E2%80%99s-Security-Industry-%E2%80%93-A-follow-up-to-the-2016-Report.pdf>.

Scope of the plan

This workforce plan will focus on the private security industry. In this context, the private security industry in Queensland can be defined as:

Individuals and businesses, other than police forces and government security agencies, that are engaged primarily in physical and/or electronic security services that provide for the prevention of crime, loss or harm to individuals, organisations, facilities or information.

The increasing complexity of the security profession continues to keep step with an increasingly complex and interdependent world. Such complexity results in the industry being extremely difficult to identify and define. Security services are increasingly multidimensional in nature, with many domains of operations and diverse occupations.²

Although the role of security has evolved to encompass a myriad of disciplines, the industry can be broadly conceptualised into two main segments based on the type of service provided:

1. businesses that provide physical services such as guarding, protection, crowd control, private investigation, cash in transit, patrolling and transport security
2. businesses that provide electronic security services such as access control, alarms, CCTV, integrated systems, video intercoms and biometrics.³

Why the industry needs a plan

The private security industry plays a significant role in ensuring the safety of Queensland communities and property. Security services are interwoven with infrastructure such as airports, railway stations, ports, industrial sites, hospitals, banks and government facilities. Access to private security services are equally important to private and community facilities such as licensed venues, retail businesses, entertainment venues and sports stadiums to ensure the safety of staff, patrons and private property.

This workforce plan provides the necessary platform for the Queensland security industry to attract the talent required and build industry capacity to meet Queensland's public safety needs. Targeted, practical actions over the next five years will build on existing effective measures to help shape a bright outlook for the industry and its workforce.

A collaboration between industry, regions, communities and government, the plan is the result of ongoing conversations with Queensland's security industry regarding workforce planning. It delivers clear, realistic and actionable recommendations to support employers, industry bodies, training providers, state and local governments and the many other stakeholders in supporting skills and workforce development.

2. Office of the Queensland Training Ombudsman. 2018. *A Review of Training and Assessment for Queensland's Security Industry: A follow-up to the 2016 Report*. Brisbane: Queensland Government. Retrieved from <http://trainingombudsman.qld.gov.au/wp-content/uploads/2018/11/A-Review-of-Training-and-Assessment-for-Queensland%E2%80%99s-Security-Industry-%E2%80%93-A-follow-up-to-the-2016-Report.pdf>.

3. Electronic security does not include cybersecurity and information technology security, which are covered by the IT sector.

Current position

Responding to COVID-19

The COVID-19 pandemic is having a significant impact on security providers. While some security providers have seen positive changes arise, many providers have struggled as a result of the knock-on effects of the pandemic.

The introduction of social distancing measures resulted in the closure of pubs and clubs, major sporting and live entertainment venues, casinos and airports. These response measures have had a direct impact on the crowd control, cash in transit and transport security workforce. While some providers have been able to redirect employees to other parts of their business, others have found this more difficult. This is especially the case for security providers in small towns and regional areas of Queensland, who have found it problematic to source alternative revenue streams. As a consequence, some licensed security personnel have been stood down during the initial response and recovery period. What is not clear is how many personnel will return to work in the industry as social distancing is relaxed and the effects of the pandemic begin to subside.

Regardless, the current situation has highlighted the critical frontline role performed by security personnel, and the industry's responsiveness and agility to meet changing client demand in responding to the pandemic. Whether helping to secure supermarkets or screening workers entering workplaces for elevated temperatures, clients have shown a greater appreciation of the services provided by the security industry. As a result, some physical security providers have experienced substantial growth in demand for their services.



With social distancing restrictions currently in place, some technical security providers have also reported increased demand for their services. Clients are looking to take advantage of empty office buildings and bring forward significant electronic security upgrades and maintenance.

Drivers of demand include the fast-tracking and introduction of new and innovative technologies that use non-touch applications such as thermal cameras, facial recognition, long-range access control readers and electronic access technology. These technologies have helped to enhance public safety through minimising physical touch points traditionally required in accessing public and private property.

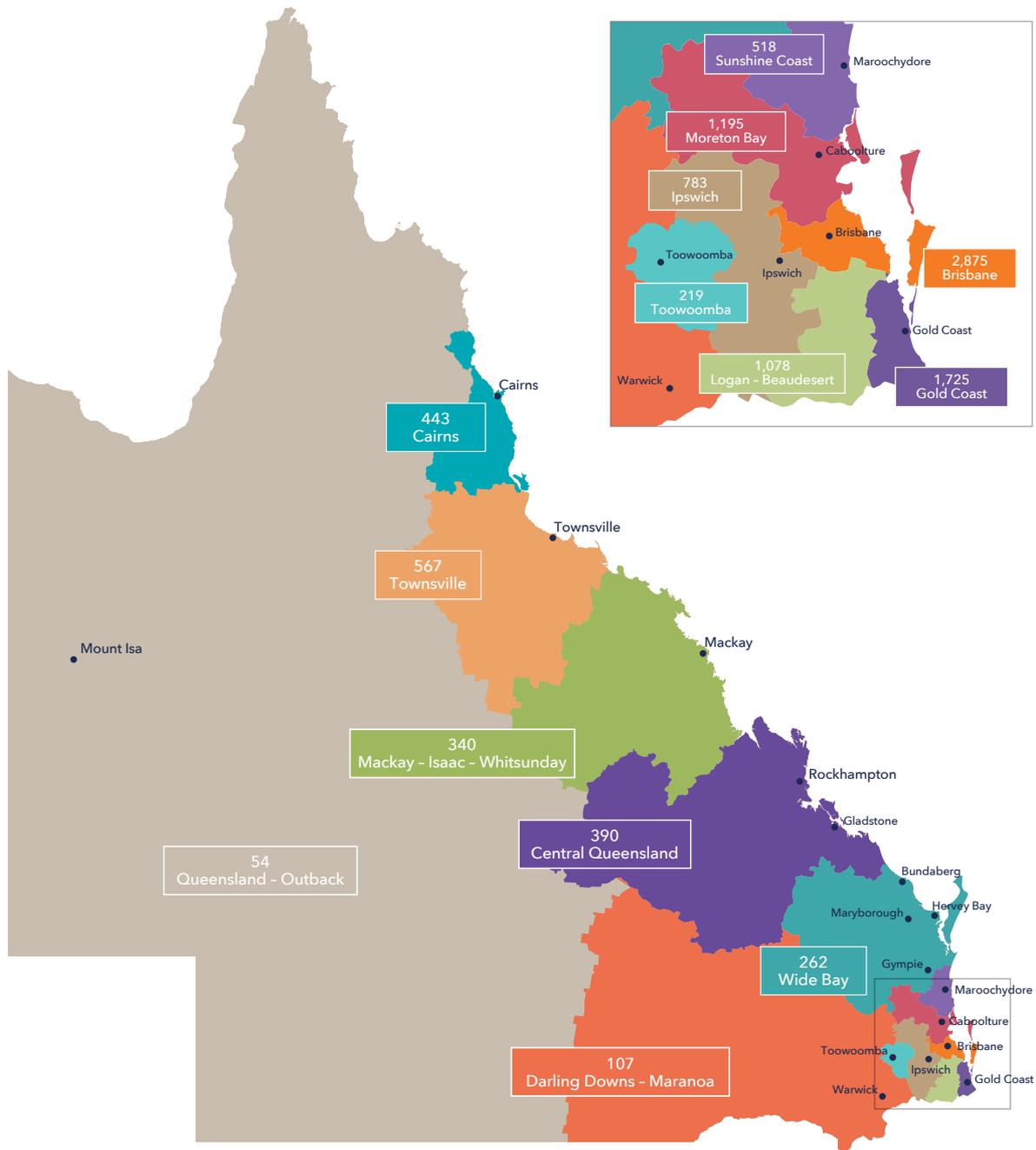
What is clear, in light of a markedly different working environment, is that many security organisations will need to restructure their business practices. Development of operating models to ensure they can protect the assets of clients while maintaining the safety of their personnel and the general public will be critical to remaining competitively viable.

There is a concern among stakeholders that, once the economic recovery begins and venues, sporting events and airports reopen fully, there may well be a shortage of licensed security personnel available to work in these sectors. Ensuring there is sufficient security industry capacity to meet future market demand will be an essential priority.

Security workforce at a glance

The Queensland security workforce is heavily concentrated, with over 75 per cent of workers situated within the South East Queensland region (Figure 1). Despite this concentration, access to security personnel is critical for all regions. To overcome thin labour markets in rural and remote regions, security firms will often establish employment arrangements such as fly-in fly-out to satisfy security requirements for critical infrastructure, property and major events.

Figure 1. Location of security workforce by SA4 region - 2016.

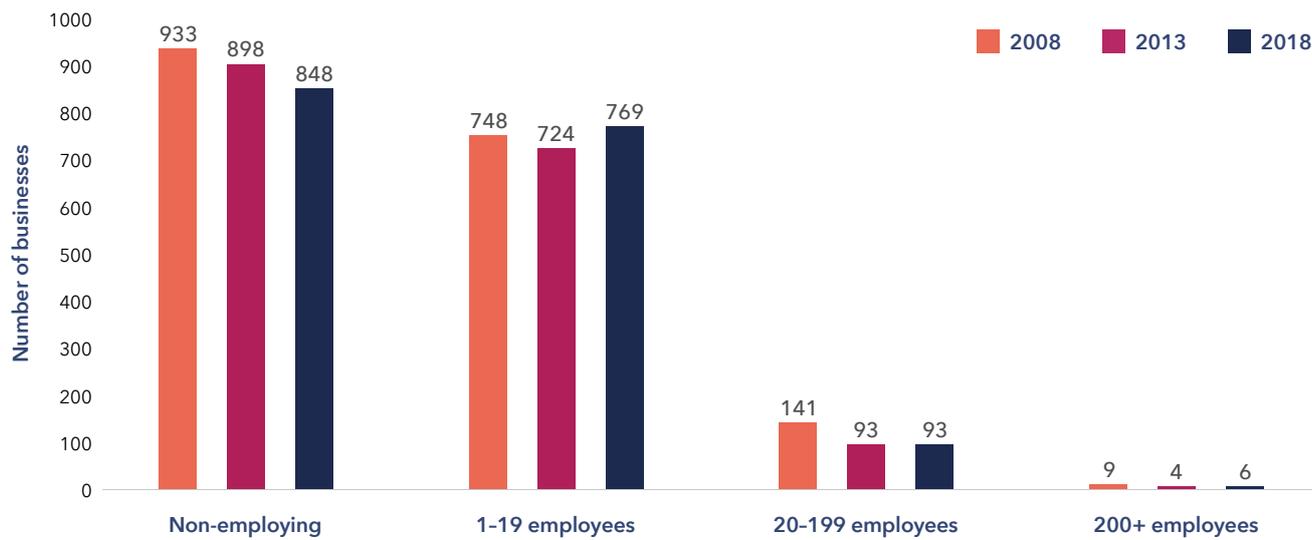


Source: Australian Bureau of Statistics. 2016. *Employment, Income and Education*.
 N.B. All Brisbane and Moreton Bay SA4 regions have been respectively grouped into two combined regions.

Queensland’s security industry comprises approximately 1700 businesses.⁴ The industry is diverse, with businesses providing services ranging from crowd control, to guarding, to the installation, maintenance and operation of security and surveillance equipment.

The number of businesses in Queensland providing security services has decreased steadily over the last decade, with only a marginal increase in small businesses employing under 20 employees (Figure 2).

Figure 2. Security businesses in Queensland by employment size ranges – June 2008 to June 2018.



Source: Australian Bureau of Statistics. 2019. *Counts of Australian Businesses, including Entries and Exits, June 2014-2018*. cat. no. 8165.0.

There are an estimated 120,000 licensed security guards and crowd controllers in Australia⁵, 54,753 of whom have identified as full-time workers.⁶ In Queensland, the number of full-time security personnel has increased marginally from 10,154 to 10,556 from 2011 to 2016.⁷

The diversity of security services necessitates the need for roles, particularly security officer and guarding roles, that feature non-traditional working hours (i.e. weekends, evenings and shift work). Part-time, casual and contractual roles are often necessary to meet a customer’s or client’s needs. For example, a regional hotel may only require the services of a crowd controller during peak patronage periods on Friday and Saturday nights. As a result, full-time work opportunities are limited, particularly in physical roles such as crowd control and various guarding occupations.

The Australian Strategic Policy Institute states that almost half of all licensed security personnel in Australia are employed on a casual basis.⁸ Consultation with stakeholders revealed that, in many cases, individuals are engaged in part-time or casual arrangements as a supplementary income, with more than two-thirds of workers employed in positions other than full-time.⁹

A diverse range of occupations exists within the security industry in Queensland; however, the majority of the workforce are employed in security officer and guarding roles (Figure 3).

4. Australian Bureau of Statistics. 2019. *Counts of Australian Businesses, including Entries and Exits, June 2014-2018*. cat. no. 8165.0. Canberra: Commonwealth of Australia. Retrieved from <https://www.abs.gov.au/ausstats/abs@.nsf/mf/8165.0>.

5. Bergin, A., Williams, D. and Dixon, C. 2018. *Safety in numbers: Australia’s private security guard force and counterterrorism*. Canberra: Australian Strategic Policy Institute.

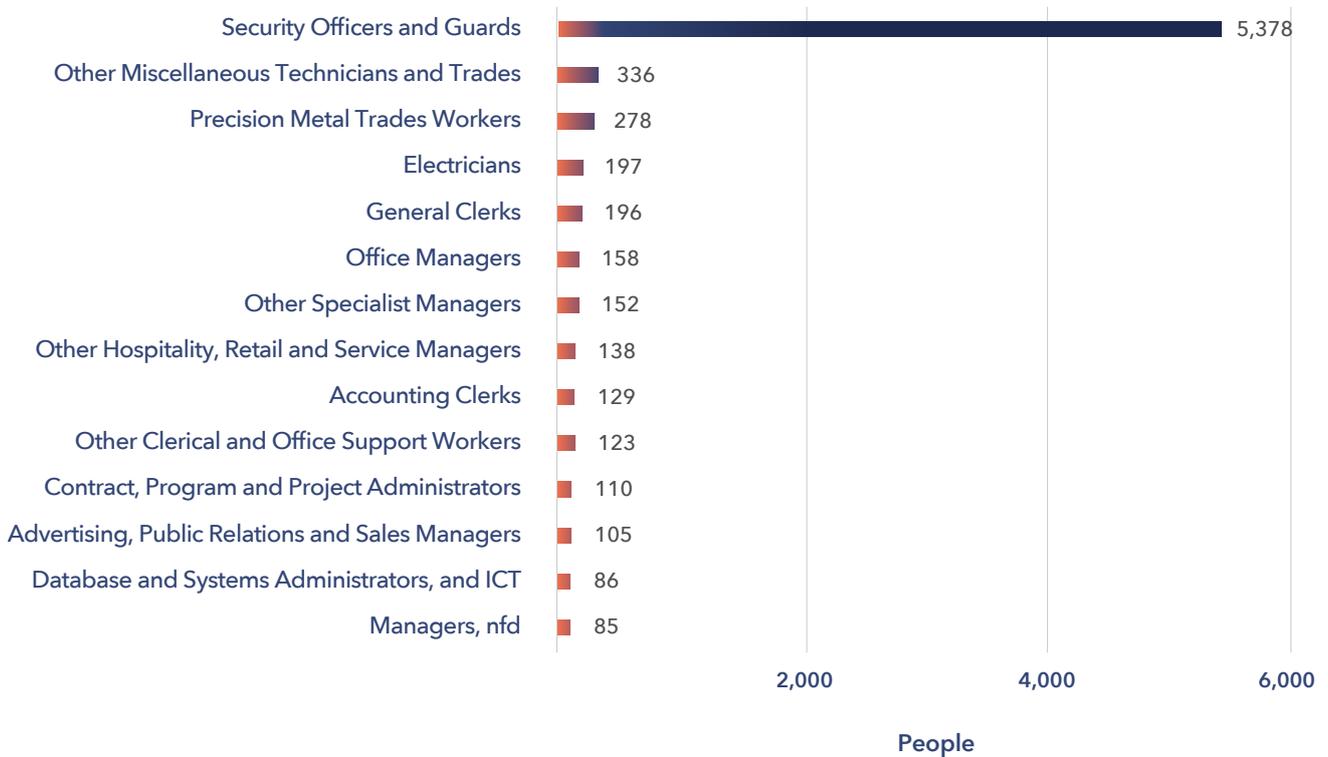
6. Australian Bureau of Statistics. 2016. *Employment, Income and Education*. Canberra: Commonwealth of Australia. (ABS TableBuilder data).

7. Ibid.

8. Bergin, A., Williams, D. and Dixon, C. 2018. *Safety in numbers: Australia’s private security guard force and counterterrorism*. Canberra: Australian Strategic Policy Institute.

9. Australian Bureau of Statistics. 2016. *Employment, Income and Education*. Canberra: Commonwealth of Australia. (ABS TableBuilder data).

Figure 3. Number of security industry workers per occupation group - 2016.



Source: Australian Bureau of Statistics. 2016. *Employment, Income and Education*.

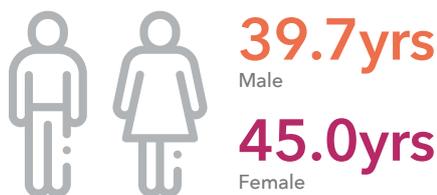
Through the process of developing the security industry environmental scan and subsequently this workforce plan, precise figures concerning the composition of the industry and its workforce were reliant on 2016 ABS Census data. To ensure actions taken around workforce development are targeted and effective, industry representatives suggested developing a statistical series on the private security industry to improve understanding of the role private security currently plays in Queensland.



Gender



Median age



Top three countries of birth



Diversity and inclusion in the security industry

Gender diversity has been acknowledged as a key workforce challenge within the security industry by stakeholders. Promotion of the benefits of a diverse workforce, including improved business outcomes, wide-ranging viewpoints and problem-solving abilities, increased productivity, collaboration and creativity, may support future diversification efforts.

Only 22 per cent of the industry's workforce is female.¹¹ In key occupations such as security officers and guards, the proportion of female workers is further reduced to only 16 per cent¹², stressing the importance of increasing targeted recruitment practices promoting female workforce participation and the benefits of a diverse workforce.

The industry has historically shown recruitment preference toward males on the grounds of physical ability to deal with a security issue. Despite this, studies highlight that female security and law enforcement officers are just as capable as their male colleagues in deescalation, without the use of excessive physical force.¹³ A focus on diversification is needed to address negative perceptions, unnecessary bias and stereotyping within the industry.

For aviation transport security, gender diversity is essential for the provision of security services. The *Aviation Transport Security Act 2004* (Cth) requires stopping and searching or screening of passengers to be performed by an airport security guard or screening officer of the same sex as the passenger.¹⁴ Security firms consulted as part of this project that provide aviation security to Queensland airports noted difficulties in recruiting both male and female officers and guards in certain regions.

The security workforce in Queensland is ageing, with the proportion of workers over the age of 50 increasing marginally since 2006.¹⁵ Correspondingly, the proportion of workers under the age of 25 has decreased over the same period. To maintain the required skills levels in the workforce, knowledge transfer from experienced workers to new entrants is an important process. Current demographic trends suggest the security industry may risk an increased loss of key skills and experience through the retirement of older workers, together with a shortfall of new workers to transfer knowledge to.

10. Australian Bureau of Statistics. 2016. *Census of Population and Housing*. Canberra: Commonwealth of Australia. (ABS TableBuilder data).

11. Australian Bureau of Statistics. 2016. *Employment, Income and Education*. Canberra: Commonwealth of Australia. (ABS TableBuilder data).

12. Ibid.

13. Inclusive Security and DCAF. 2017. *A Women's Guide to Security Sector Reform: Training Curriculum*. Washington, DC: Inclusive Security and DCAF. Retrieved from https://www.dcaf.ch/sites/default/files/imce/Women%27s%20Guide%20Curriculum/InclusiveSecurity_Curriculum_Series_SSR_MOD8.pdf.

14. Federal Register of Legislation. 2017. *Aviation Transport Security Act 2004*. Canberra: Commonwealth of Australia. Retrieved from <https://www.legislation.gov.au/Details/C2017C00114>.

15. Australian Bureau of Statistics. 2016. *Employment, Income and Education*. Canberra: Commonwealth of Australia. (ABS TableBuilder data).

Aboriginal people and Torres Strait Islander people participation

Industry stakeholders have identified the importance of increasing the security workforce participation rate of Aboriginal people and Torres Strait Islander people from 2.5 per cent to better align with the Queensland communities that it protects.

Feedback from stakeholders suggested that participation in the security workforce for these groups face many barriers, such as the lack of access to training and transportation, limited education and qualifications, health and family circumstances.

A number of businesses have established specialised training and career pathway programs to promote workplace inclusion and create thriving career pathways by supporting candidates to overcome barriers that may otherwise deter Aboriginal people and Torres Strait Islander people from pursuing a career in security.

Attraction and retention

Attracting the right staff is an ongoing challenge for employers, particularly in regional areas with thin labour markets. Attracting top talent to technical security has been a significant challenge for firms operating in regions with significant resource and mining industry activity. While the technical security sector offers long-term job security, appropriately skilled workers, particularly of a younger demographic, are drawn to the high remuneration offered by the resource and mining industries.

Retaining skilled and experienced workers is a significant challenge for firms within the physical security sector. Experienced security professionals reported feeling disillusioned as they struggle to identify career pathways. This is due in part to a lack of clearly defined distinctions between qualifications and licensing, and their correlation to career progression opportunities. In this way, existing workers and new entrants often use the employment opportunity to gain experience for similar careers in defence, corrections or policing.

Security associations have an opportunity to promote the industry as a viable career to diverse and under-represented groups such as females, culturally diverse people, and Aboriginal people and Torres Strait Islander people. By drawing from the existing workforce, industry champions can assist in attraction and retention measures by highlighting their career pathways and success as an example of what can be achieved.

Establishment of a Queensland-based portable long service leave scheme similar to those successfully introduced in the ACT¹⁶ and Victoria¹⁷ may assist in reducing overhead expenses such as ongoing recruitment and training costs by improving retention of skilled employees.

Stakeholders in the crowd control and security guarding sector throughout Queensland identified that retention of skilled workers was heavily impacted by some firms undercutting the Security Services Industry Award Rate. This is possible through the use of enterprise bargaining agreements (EBAs) that were made before the introduction of significant changes to industrial relations law and the *Fair Work Act 2009* (Cth). While it is legal to operate under these EBAs, colloquially known as 'zombie agreements', stakeholders complained that it has undercut everyone else in the market and driven down wages. At all levels, governments can assist in the retention of skilled workers by ensuring their procurement practices for security contracts give preference to firms that pay the Security Services Industry Award Rate or above to their workers.

16. ACT Long Service Leave Authority. 2020. *Security Industry*. Canberra: ACT Government. Retrieved from <https://actleave.act.gov.au/security/>.

17. VIC Government. 2020. *Portable long service in the security industry*. Melbourne: State Government of Victoria. Retrieved from <https://www.vic.gov.au/portable-long-service-security-industry>.

External drivers

In today's business environment, influencing factors include the terms and conditions of most insurance policies requiring investment in some form of security system or service. In some industries, this is a mandatory requirement under legislation. The projected growth in the number of businesses in Queensland will likely place a greater demand on services and products provided by the security industry.

General population growth is also considered a driver of demand for security services. Queensland's growing population and the subsequent demand for public events and spaces will increase the need for a skilled security workforce.

Training

The number of individuals obtaining security qualifications in Queensland is declining, from 9814 completions in 2015 to 5113 completions in 2018.¹⁸ Despite the decline in completion rates, Queensland possesses the second largest proportion of commencements among states and territories, highlighting that the decline in both commencements and completion rates is widespread nationally.

In 2018, the most popular security qualification for students in Queensland was the Certificate III in Security Operations, accounting for 56.8 per cent (2907) of all security-related completions (5113).¹⁹ This can be directly linked to the government funding of this qualification, with 2626 students receiving funding under the Queensland Government's Certificate III Guarantee (C3G) program in 2018-19.²⁰

In 2019, a review into security operations was undertaken and changes were made to the security industry training package to align security licensing arrangements with qualifications from the training package.²¹ Table 1 details the qualifications available for the security industry as at November 2019.

Table 1. Security and investigation qualifications. Overview of updated qualifications for the security industry.

Security Operations

- CPP20218 - Certificate II in Security Operations
- CPP31318 - Certificate III in Security Operations

Security and Risk Management

- CPP40719 - Certificate IV in Security Management
- CPP41519 - Certificate IV in Security Risk Analysis
- CPP50619 - Diploma of Security Risk Management

Technical Security

- CPP20319 - Certificate II in Technical Security
- CPP30519 - Certificate III in Technical Security

Investigative Services

CPP30619 - Certificate III in Investigative Services

Close Protection Operations

CPP31418 - Certificate III in Close Protection Operations

Source: Australian Government. 2019. CPP - Property Services Training Package (Release 9.0).

18. National Centre for Vocational Education Research. 2019. *Total VET students and courses*. Adelaide: NCVER. Retrieved 13 November 2019 from VOCSTATS: <https://www.ncver.edu.au/research-and-statistics/vocstats>.

19. Ibid.

20. Jobs Queensland. 2020. *Queensland Security Industry Environmental Scan*. Ipswich. <https://jobsqueensland.qld.gov.au/projects/security/>.

21. Based on consultation with Artibus Innovation, February 2020.

To support entry to the industry, the Queensland Department of Employment, Small Business and Training added the Certificate II in Security Operations to the Priority Skills List as the agreed entry-level qualification.²² To further support the training pathways, subsidies to other security licences are under consideration and anticipated to be released during 2020.²³

Stakeholders have suggested training delivery has declined as a result of COVID-19. Student enrolment numbers in qualifications linked to the security industry between January and June 2020²⁴ may impact future workforce supply for skilled labour. There has been an increase in Certificate II Security Operations as the entry-level qualification, but a large decline in Certificate III Security Operations.



Ongoing training and continuous professional development for the workforce is critical for small and medium-sized businesses to maintain quality services. Many firms, however, struggle to provide an adequate level of ongoing training. This is a result of a range of factors including a lack of time and financial resources, and limited human resources.

Stakeholders suggested introduction of a training levy similar to existing arrangements in the building and construction industry. The levy may support delivery of emerging professional development requirements in response to transformative technology, increased uptake of recognition of prior learning (RPL) processes for potential supervisors, and training to improve retention rates of skilled workers.

To address the training needs of under-represented groups at a regional level, place-based, responsive and innovative training programs will be needed. Collaboration between employers, government, community groups and the education sector provide much needed advocacy and increase the opportunity for tailor-made solutions to be developed.

Interaction with the Gateway to Industry Schools program²⁵ may in part address the need for place-based training approaches. Through localised partnerships between schools and industry, developing and implementing tailored technical security engagement activities will help to change the perception of the industry and provide visibility around career development opportunities for students post-school, increasing the talent pool and strengthening training outcomes.

Across the breadth of the industry, the training system itself needs to be promoted. Recent updates to the training package may impact future licensing requirements, but more importantly, the industry needs to develop its own training and upskilling culture beyond legislative and licensing requirements to embrace best practice and prepare for the future.

22. Department of Employment, Small Business and Training. 2020. *Contractor Connector*. Brisbane: Queensland Government.

23. Ibid.

24. Data provided by Department of Employment, Small Business and Training. 2020. State Training Agency Clearinghouse database.

25. Department of Employment, Small Business and Training. 2020. *Gateway to Industry Schools Program*. Brisbane: Queensland Government. Retrieved from <https://desbt.qld.gov.au/training/employers/gateway-schools>.

Apprenticeship and traineeship system

There is a low uptake of apprenticeships and traineeships in the security industry. Stakeholders reported barriers such as a casualised workforce, inconsistency of hours, lack of suitably qualified supervisors and limited understanding of the benefits of the system. Further industry engagement to explore these issues is recommended.

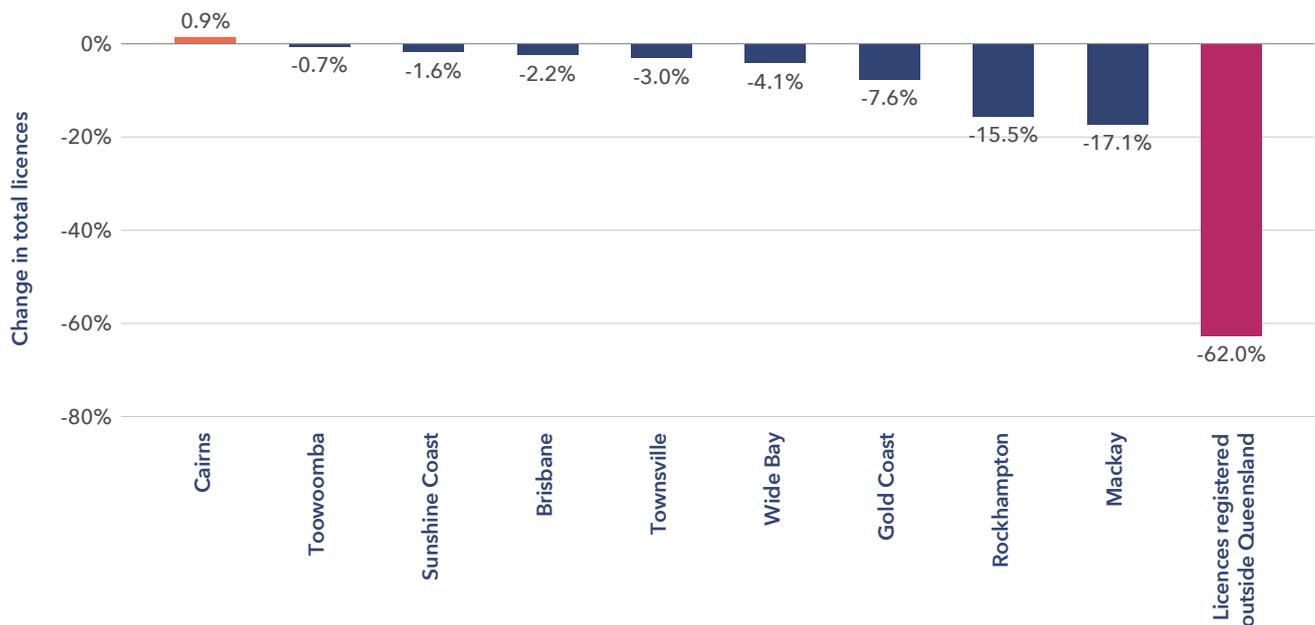
Legislative and licensing requirements

In Queensland, the Office of Fair Trading (OFT) is responsible for regulation of the security industry under the *Security Providers Act 1993* (Qld). A security firm licence is required for a person, partnership or corporation that engages crowd controllers, security officers, bodyguards, private investigators, security advisors and/or security equipment installers; and supplies their services to others for a fee.²⁶

According to the latest Australian Security Industry Association Limited licensing report, as at 31 December 2019 there were 24,304 individual security licence holders and 1437 security firm licence holders in Queensland. Additionally, between 1 January and 31 December 2019, 131 individual licence applications were refused and 225 cancelled. For the same period, 10 security firm licences were cancelled.²⁷

The number of licenses issued in Queensland has declined over the last five years by approximately 12.5 per cent (Figure 4). This is consistent with a decline in the number of licences issued to individuals or firms registered outside Queensland.

Figure 4. Percentage change in the number of issued security licences in Queensland - October 2014 to October 2019.



Source: Department of Justice and Attorney-General, 2019. Occupational and industry licensing statistics - Office of Fair Trading.

26. Office of the Queensland Parliamentary Counsel, 2017. *Security Providers Act 1993*. Brisbane: Queensland Government. Retrieved from <https://www.legislation.qld.gov.au/view/html/inforce/2017-03-01/act-1993-083>.

27. Australian Security Industry Association Limited, (2020), ASIAL Security Industry Licensing Report 2020, *Security Insider*, Vol 26 Issue 1. Retrieved from <https://www.asial.com.au/documents/item/2143>.

Workers who possess a crowd controller licence are required to complete ongoing training every three years relating to:

- managing conflict and security risks through negotiation
- controlling people using empty hand techniques
- providing advanced first aid.²⁸

Additionally, crowd controllers are required to refresh the cardiopulmonary resuscitation (CPR) component of their first aid certificate.

The cost of maintaining licence currency as a crowd controller in Queensland has impacted the retention of skilled workers. For example, in November 2019, a Single Function, Unrestricted licence for one year was \$320.60, with additional fees for a criminal history check at \$39.35 and fingerprinting at \$100.²⁹ While the ongoing training for crowd controllers has been acknowledged as important in maintaining skills levels, skilled workers have increasingly questioned the overall costs to maintain a licence when there are only limited hours available for a casualised workforce.

Primary employment opportunities are almost non-existent in the security industry for individuals who do not yet have a licence. For individuals living and working in remote areas of Queensland, this means additional travel expenses in order to attain their security licence. The cost and time required to attain a security licence is generally the responsibility of the individual. This can be prohibitive to some individuals and represents a barrier to entry, particularly in rural and remote areas.

The industry would benefit from defined and mapped career pathways. Stakeholders have suggested establishment of an online resource that provides relevant information and resources on education, qualification and licensing requirements to support career entry and progression.



28. The State of Queensland. 2019. *Security industry forms and fees*. Brisbane: Queensland Government. Retrieved from <https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/regulated-industries-licensing-and-legislation/security-industry-regulation/security-industry-forms-and-fees>.

29. Jobs Queensland. 2020. *Queensland Security Industry Environmental Scan*. Ipswich. <https://jobsqueensland.qld.gov.au/projects/security/>.

Section 2 - Looking ahead

Change is inevitable and continuously shapes our economic and social landscape. In many instances, change can be foreseen and managed. Social research and statewide consultation conducted in developing Jobs Queensland's *Future work, future jobs - Preparing Queensland for the evolution of work*³⁰ report highlighted in its key findings that:

- Skills development underpins economic and social prosperity.
- A skilled workforce is essential for capitalising on Queensland's future competitive advantage and economic opportunities.
- Vocational education³¹ and Queensland's vocational education and training (VET) system are critical to shaping our future workforce.
- The development of English language, literacy, numeracy and digital literacy (LLND) skills, complemented by employability skills, underpins meaningful contributions to workplaces and society.

The evolution of work has continued to occur throughout history. However, the speed and extent to which this evolution has occurred is increasing. There is general consensus that the impact of new technologies on future work will primarily transform occupations rather than replace them on any large scale.

This section of the report explores in more detail the drivers influencing the future operation models of security businesses and the skills required for the future workforce.

Demand for security workers

Security officer and guarding roles experience high staff turnover, with pre COVID-19 vacancy data showing an average of 129 advertisements per month between March 2011 and February 2020 across Queensland.³²

Pre-COVID-19 projections from Jobs Queensland's *Anticipating Future Skills Series* showed that total employment in the Public Order and Safety industry, which includes investigation and security services, were expected to grow by 13.2 per cent over the next four years to 2024 in Queensland.³³ Regional projections indicate this growth was to be driven by demand in the South East region (Figure 5).

Figure 5. Projected growth (per cent) in employment for the Public Order and Safety industry per SA4 - 2019 to 2024, pre COVID-19.



Source: Jobs Queensland. 2020. *Anticipating Future Skills*. Ipswich: Jobs Queensland.

30. Jobs Queensland. 2019. *Future work, future jobs - Preparing Queensland for the evolution of work*, Ipswich: Jobs Queensland. Retrieved from <https://jobsqueensland.qld.gov.au/projects/futurework/>.

31. In this report, the term 'vocational education' is used to describe learning experiences and objectives broader than on-the-job or accredited training. The term is inclusive of formal and informal learning that contributes to an individual's employability, career decision or vocational readiness and technical skill competence throughout their lifetime.

32. Department of Jobs and Small Business. 2020. *IVI Detailed Occupation Data*. Canberra: Australian Government.

33. Jobs Queensland. 2020. *Anticipating Future Skills*. Ipswich: Jobs Queensland. Retrieved from <https://jobsqueensland.qld.gov.au/anticipating-future-skills/>.

Additionally, according to AFS modelling, key occupations within the public order and safety industry group were also expected to grow over the next five years (Figure 6). Projections suggest electricians were to become increasingly important for the security industry over the next five years.

Figure 6. Pre-COVID-19 projected growth in employment for key occupational groups for the Public Order and Safety industry – 2019 to 2024.



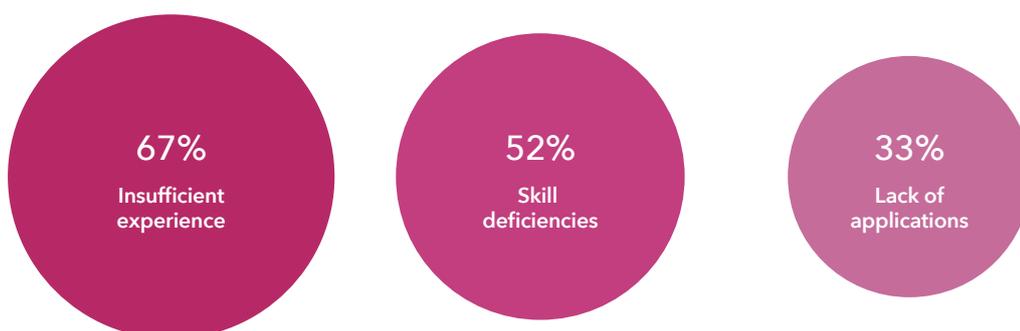
Source: Jobs Queensland. 2020. *Anticipating Future Skills*. Ipswich. Jobs Queensland.

N.B. These employment projections were finalised in early 2020, before the emergence of COVID-19. These projections do not take account of any impact of the pandemic on Queensland's economy and labour market and should therefore be used with care. Once the economic and employment implications of the pandemic are better understood, Jobs Queensland will update the projections to reflect current labour market conditions.

Future labour supply

A growing challenge for the security industry is not necessarily the size of the labour supply pools, but rather the difficulty in finding workers with the preferred experience and skills sets. A survey of Queensland employers found that over half of the respondents experienced difficulties relating to insufficient experience and skills deficiencies of prospective employees (Figure 7). Customers expect officers and guards assigned to their contract to be 'job ready', possessing the required experience and skills to perform their role proficiently.

Figure 7. Top issues in recruitment for Queensland security providers.



Source: Findings from survey of security employers as part of the Queensland Security Industry Workforce Planning and Development project, 2020.

The role of a security technician has evolved significantly as a result of advances in technology and security equipment, requiring workers to possess a unique skills set. However, security technicians have come from a range of trades including electricians and electronics trades workers. This is in part a result of licensing conditions for security technicians that do not stipulate a specific qualification requirement for workers.

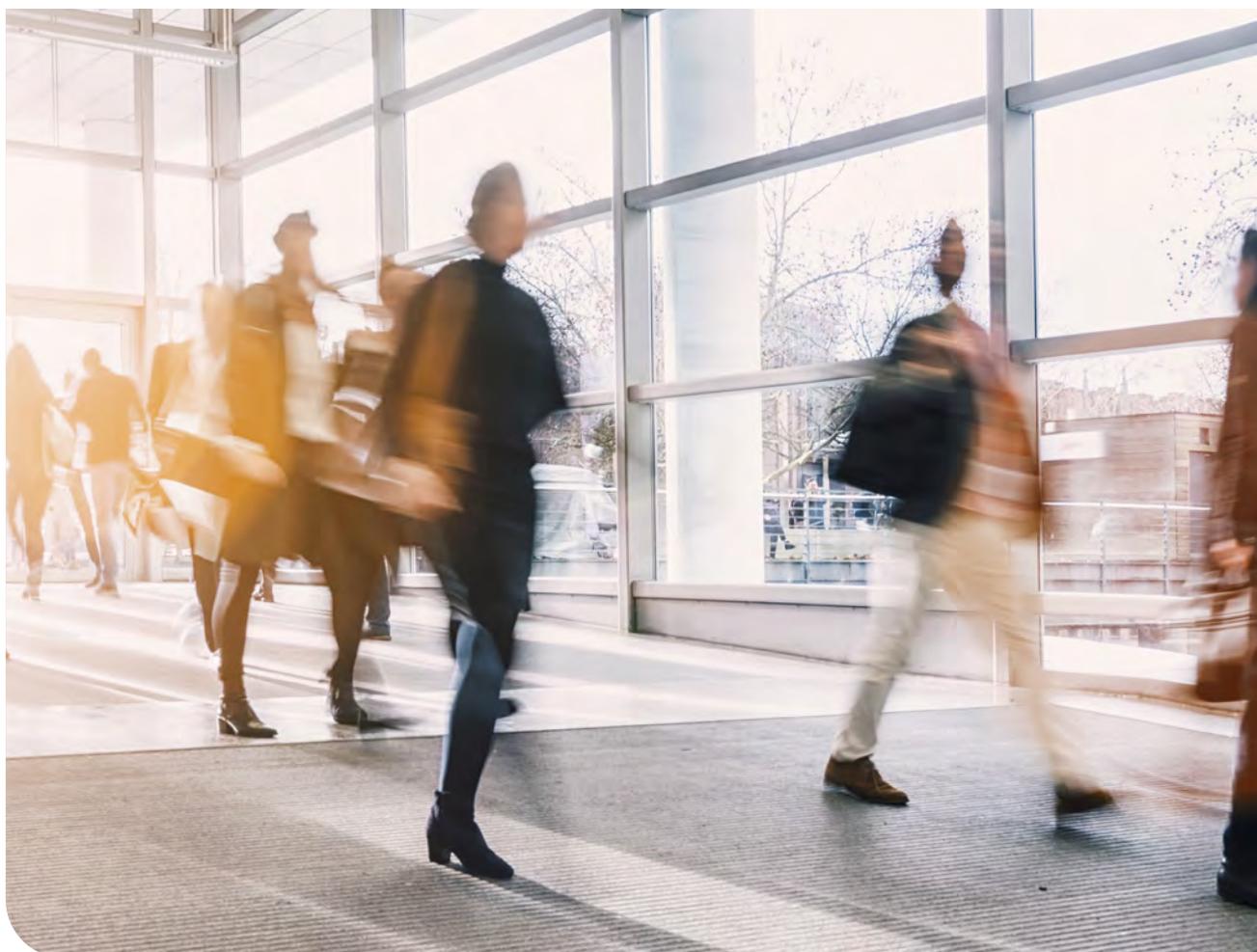
Certificate III in Security Equipment (UEE31411) is currently the only declared apprenticeship pathway that exists in Queensland for technical security. Consultation with industry identified CPP30519 - Certificate III in Technical Security as the preferred qualification for security technicians. In addition, CPP20319 - Certificate II in Technical Security has been cited by industry as the desired pathway qualification for new entrants. However, many employers cannot provide supervision for this qualification. This is because they have not obtained the qualification themselves.

Table 2. Security and investigation qualifications. Industry preferred pathways.

Qualification	
UEE31411 Cert III Security Equipment	Declared apprenticeship
CPP30519 Cert III Technical Security	Preferred qualification
CPP20319 Cert II Technical Security	Desired qualification for new entrants to technical security

A potential supervisor may be able to obtain their technical security qualification, CPP30519 - Certificate III in Technical Security through RPL to qualify as a supervisor. However, the significant cost associated with RPL is a major impediment.

Further engagement between industry and the Department of Employment, Small Business and Training is recommended to discuss and address these issues and identify potential solutions.



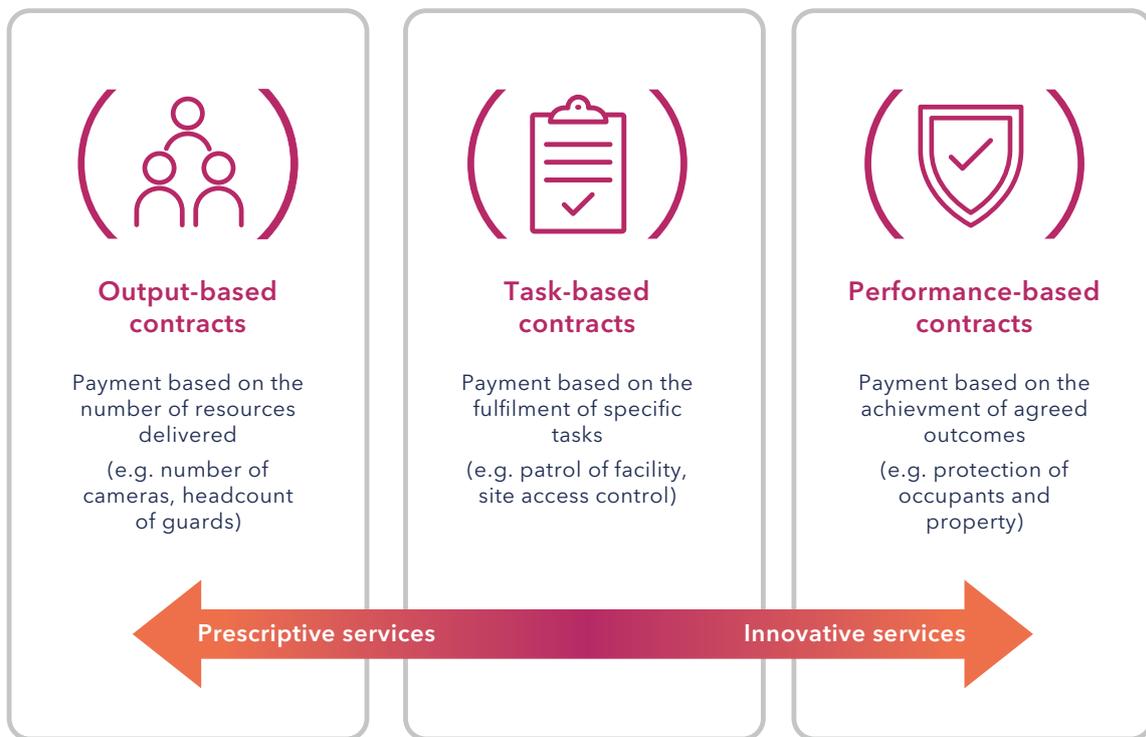
Shifting landscape

Customer needs and expectations

The security needs of customers in Queensland are constantly evolving, requiring security firms to adapt their service offerings. The lines between physical, technical and cybersecurity activities are becoming increasingly blurred, with many businesses opting to develop or acquire integrated approaches to security with multiple lines of defence.

Customers are increasingly exploring the use of performance-based contracting to satisfy their individual security requirements. These contracts can lead to better solutions for customers, allowing for more innovative and cost-effective security solutions.

Figure 8. Example contracting methods in the security industry.



Adapted from: Ministry of Home Affairs (Singapore), n.d. Guide on Outcome-Based Security Contracts. <https://www.mha.gov.sg/docs/default-source/default-document-library/guide-on-outcome-based-security-contracts.pdf>.

As performance-based contracting becomes more commonplace within the industry, changes to leadership skills will be required for security firms to implement innovative solutions. This will also have flow-on effects for the workforce, requiring advanced, multiskilled personnel. By promoting the advanced skills sets available within the training package, employers have the opportunity to upskill their existing workforce in areas such as security management, security risk management and security analysis.

It will be critical for industry to continue to engage closely in training package review and reform to ensure that all technical and emerging skills are captured. This will include the introduction of micro-credentialing that addresses specific skills gaps.

Technological disruption

Advances in technology continue to have a significant positive impact on the range and quality of services the security industry provides to clients. In this way, technology is influencing the operating models of security firms and their workforce skill requirements.

The increased use of electronic alarm and video security surveillance systems has seen labour-intensive services, such as guarding and patrolling, evolve. For example, the move towards a 'cashless society' has resulted in cash management providers having to change how they do business. Furthermore, technological innovations have improved the efficacy of electronic security systems such as alarm monitoring, access control, biometric scanning and video surveillance systems.

As new and innovative technologies emerge, demand for guarding and security officer roles are anticipated to remain strong. Technological advancements have enabled the more efficient use of security personnel to deliver higher service standards to clients. Examples of this include the use of technologies such as GPS tracking, drones and real-time reporting systems to enhance guarding and patrolling services.

Access to and use of new and emerging products and technologies can benefit early adopters and their clients. There is a need to ensure that small and medium-sized firms can access support for identifying and implementing technological transformation opportunities relevant to their business and market. Identifying any skills gaps within their workforce and being able to provide appropriate training and development activities are critical to keeping pace with technology.

Changes to regulation and legislation

The Australian Government is proposing to introduce a new screener accreditation scheme within the transport security sector.³⁴ The scheme will require new recruits responsible for screening in maritime, air cargo and aviation to complete a Certificate II in Transport Security Protection. This will ensure consistency in screening standards across the three sectors.

Counterterrorism and responding to critical events

The terrorist threat in Australia has been elevated since September 2014. For the subsequent period to April 2020, there have been 16 major disruption operations in relation to imminent attack planning and seven terrorist attacks targeting people in Australia.³⁵ Credible intelligence assessed by Australian national security agencies indicates that individuals or groups continue to possess the intent and capability to conduct a terrorist attack within Australia.³⁶

Private security providers and professionals are often directly responsible for strengthening the security of crowded places and critical infrastructure. Consequently, governments have a key role in supporting the private security industry to ensure the workforce is well-trained and professional. This includes maintaining a robust regulatory regime involving employment, training and registration.³⁷

Further collaboration between all levels of government is needed to improve the awareness of security and training discussions that are currently occurring.

34. Department of Home Affairs. 2020. *Security screening*. Canberra: Commonwealth of Australia. Retrieved from <https://www.homeaffairs.gov.au/about-us/our-portfolios/transport-security/air-cargo-and-aviation/aviation/security-screening>.

35. Australian National Security. 2017. *Australia's Strategy for Protecting Crowded Places from Terrorism*. Canberra: Commonwealth of Australia. Retrieved from <https://www.nationalsecurity.gov.au/Media-and-publications/Publications/Documents/Australias-Strategy-Protecting-Crowded-Places-Terrorism.pdf>.

36. Ibid.

37. Ibid.

Investment in major infrastructure projects and events

Several infrastructure projects either newly completed, underway or proposed for Queensland are listed below. These will influence demand for security services and new skill requirements.

- Queen's Wharf Precinct
- Cross River Rail
- Brisbane Metro
- Brisbane's New Runway Project
- Brisbane International Cruise Terminal
- Brisbane Live Entertainment Arena
- Inland Rail
- North Queensland Stadium
- Townsville Port Expansion Project
- Port of Cairns Wharf Upgrade

The Queensland Government has also signalled its intention to submit a bid to host the Olympic Games in 2032.³⁸ Should the bid be successful, such an event would attract a significant number of visitors to Queensland. This will increase the need for skilled guarding personnel as well as the deployment of modern screening and crowd control technologies. The challenge in providing an efficient and effective private security operation of this magnitude will require substantial planning and long lead times.³⁹

Learnings from the Gold Coast 2018 Commonwealth Games™

Over 4200 security guards were trained and employed for the Gold Coast 2018 Commonwealth Games™ (GC2018). Four major security firms were contracted to undertake the security operations and these firms contracted 55 subcontractors to perform these duties, with no known shortage of security personnel during the event reported.

In anticipation of the security and safety needs of GC2018, the Queensland Government developed a specific training scheme prior to the Games, allocating an estimated \$2 million for training of 1000 additional security guards under the Queensland *Annual VET Investment Plan* to accommodate projected demand.⁴⁰

Uptake of training was less than anticipated, with contracted security service providers sourcing additional workers from those with existing Queensland security licences and from interstate.

Successful applicants who undertook training via the scheme completed a Certificate III in Security Operations. Industry stakeholders have expressed concern around the quality of these entrants, citing training providers 'rushing' students through training as the key reason for the reduction in quality. Other stakeholders believed the funding attracted job seekers to the qualification who would not typically consider security as an employment opportunity and did not have the right 'disposition' to succeed in the industry long-term.

In consideration of a future Olympic bid, it is recommended the security industry again works closely with government to ensure future programs are tailored effectively to deliver high-quality outcomes.

38. Premier and Minister for Trade. 2019. *State gives green light to pursuing Games opportunity*. Brisbane: Queensland Government. Media statement, 9 December. Retrieved from <https://statements.qld.gov.au/statements/89027>.

39. Lagardere Sports/EKS. 2019. *2032 SEQ Olympic and Paralympic Games Feasibility Study*. Council of Mayors (South East Queensland). Retrieved from <https://seqmayors.qld.gov.au/publications>.

40. Jobs Queensland. 2019. *Workforce Legacy Planning Framework for Major Events*. Unpublished. Ipswich.

Security personnel are often first responders at major events, supporting, treating and safeguarding community members until emergency services arrive. A consistent and collaborative approach between the private security industry, emergency services, all levels of government and defence forces will support access to experienced and appropriately skilled workers now and into the future.

This collaborative approach will work especially well in regional areas, where the labour market is thin. Smaller security providers have the opportunity to work together to create job share arrangements across industries, offering flexible work opportunities for the workforce while increasing income and job stability. To support this approach, establishment of a 'skills exchange' would allow the workforce to register details, skills and qualifications to be matched with employers.

Skills in demand

Language, literacy and numeracy

Like many other industries, the security industry is experiencing an increase in legislative and regulatory requirements. The rise in reporting and compliance obligations are exposing the need to significantly improve language, literacy and numeracy (LLN) skills.⁴¹

Employers throughout Queensland expressed concern about the lack of appropriate LLN skills levels across the workforce, even after employees have completed the required training and licensing process. This further highlights the need for an ongoing focus in the industry on lifelong learning and professional development to address the necessary requirements.

Studies suggest that bilingual and multilingual people have improved problem-solving abilities and cognitive ability, and are better at analysing their surroundings – all highly desirable skills for the security industry.⁴² The industry would benefit from increased cultural awareness, complemented by appropriate support and training for culturally diverse security officers and guards who experience difficulties completing incident reports or display limited ability to communicate in English with patrons and clients.

Appropriately matching bilingual and multilingual security officers and guards to locations where their linguistic skills would most benefit may also enhance the patron experience, and increase workforce retention rates and broader skills development opportunities.

Communication and customer service

Effective customer service and communication are essential for security personnel to perform their day-to-day duties. This equips them with the necessary skills and capabilities to handle situations in a positive, solution-focused manner.

Security officers are required to communicate with the general public, liaise with emergency service agencies and employees, de-escalate incidents and provide testimony in court. Additionally, they must possess a high level of customer service skills that help foster an environment that is safe, engaging and inviting.

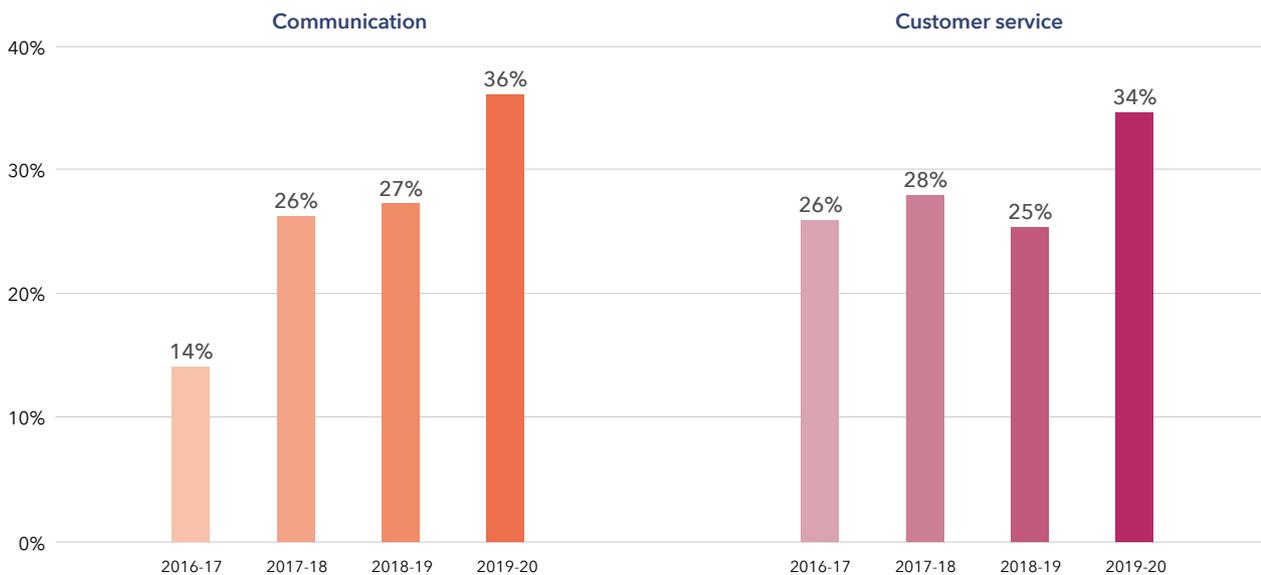
These skills are equally important for technical security services. Technicians need to be able to efficiently explain to customers how systems work. Equally, high-level communication and customer service skills are also crucial to facilitating career progression as technicians move from installation and servicing into consultative, sales-oriented positions.

41. Industry Skills Councils. 2009. *No More Excuses: An Industry Response to the Language, Literacy and Numeracy Challenge*. Retrieved from <https://www.readingwritinghotline.edu.au/wp-content/uploads/2019/09/No-More-Excuses-ISC-response-to-LLN-challenge-LR.pdf>.

42. Burton, N. 2018. Beyond Words: The Benefits of Being Bilingual. *Psychology Today*, 28 July. <https://www.psychologytoday.com/au/blog/hidden-and-seeking/201807/beyond-words-the-benefits-being-bilingual>.

Recent internet job vacancy analysis for security occupations based in Queensland confirms the growing need for communication and customer service skills among the security workforce (Figure 9). Job advertisements in the last four years have increasingly made reference to the need for these skills in employment.

Figure 9. Percentage of Queensland security job advertisements referencing communication and customer service skills – 2016-17 to 2019-20.



Source: QUALSKI Labour Market Intelligence. 2020. *Internet Job Vacancy Analysis, Security Occupations based in Queensland, 2016 to 2020. (unpublished).*

The recently reviewed Certificate II in Security Operations provides students with a baseline of customer service and communication skills to enter the workforce. However, these must be learned and practised over time and on a continuous basis. An emphasis on developing these skills through entry-level training will provide the industry with desirable job-ready candidates.

Technical skills

Technical security services continue to evolve and expand. Information Communication and Technology (ICT) skills are essential to enabling security technicians to install, service and maintain a range of security systems. Integrated computer-based video surveillance and access control security management systems require security technicians to attain broader knowledge and skills sets, including the ability to program, operate and interface with equipment and computer software.

For security officers and guards, digital literacy is becoming an increasingly important skill. Employers and clients expect security personnel to know how to operate a range of electronic devices to enable them to perform their duties and satisfy client requirements. During consultation, some older workers reported that they often find the use of technology in traditional roles confronting, and that they struggle to interact with this technology and other application-based technology.

For crowd controllers, effective control and restraint skills form a critical skills set required to minimise risk and ensure the safety of the general public and security personnel. The recently implemented assessment requirements for the Certificate II in Security Operations address employer concerns raised about the level of control and restraint skills for new entrants. However, the onus remains on the employer to further advance this baseline of skills attained through entry-level training.

Management and leadership

Management and leadership skills and knowledge have been identified as key factors in growing, developing and improving a business and its workforce. For security services, these higher skills relate to the successful supervision and management of security workforces.

During consultation, employers noted the difficulty in recruiting candidates for management or leadership positions. Sourcing applicants with the right mix of 'field experience' in addition to management and leadership skills is becoming increasingly problematic.

Stakeholders explained that a lack of emphasis on upskilling and professional development in the industry means workers are not developing the skills required to take on increased responsibility and management. Higher level analytical skills will be required to ensure businesses are capable of solving the complex and evolving security requirements of their customers.

Continuing professional development

A major challenge is the lack of funded pathways to facilitate professional development and enhance employment pathways. Many businesses work on low margins of profit and often, despite their best intentions, cannot allocate sufficient resources to support skills acquisition and career progression beyond internal training of an informal nature.

If Queensland is to remain competitive, it is vital that individuals engage in continuous learning. It is equally vital that all industry leaders and enterprise owners make workplace learning commonplace. While technical skills development usually obtained through a formal training system is important, equally there must be an ongoing focus on informal training and development of underpinning skills such as communication, problem solving, critical thinking, adaptability and leadership.⁴³

Establishment of a collaborative industry body can provide advice to government relating to the ongoing training needs of the industry and champion the importance of a lifelong learning culture through increasing both formal and informal training.

Workforce planning supports businesses to adequately plan for workforce demand and skills needs, now and into the future. Done effectively, it can deliver many benefits and positive outcomes, including:

- reduced employee turnover
- attraction of staff to key roles
- reduced skills shortages
- improved identification of staff training and development needs.

Promotion of free workforce planning resources, such as Jobs Queensland's *Workforce Planning Connect*⁴⁴ may support an industry-led planning and training culture.

To increase engagement with government agencies, business support programs and training information, stakeholders recommended a single online portal be established to provide up-to-date information relevant to the industry, reporting that navigation across multiple sites can be time consuming and confusing.

43. Jobs Queensland. 2019. *Lifelong learning: The foundation of future work*, Ipswich. <https://jobsqueensland.qld.gov.au>

44. Jobs Queensland. 2019. *Workforce Planning Connect*, Ipswich. <https://jobsqueensland.qld.gov.au/workforce-planning-connect/>

Section 3 – The way forward for Queensland’s security workforce

Immediate COVID-19 recovery response

To support community safety and industry occupational health and safety (OH&S) measures, and uphold professional standards of conduct, it is recommended a statewide approach to COVID-19 be taken during these uncertain and evolving times. Through development and implementation of statewide COVID-19 *Safeguarding the Community Guidelines*, all security organisations will have a blueprint for safety and professional conduct requirements in response to the pandemic.

The guidelines should be developed in consultation with industry representatives. Consideration of online training being offered to support implementation of the guidelines to all of Queensland’s existing security licence holders may increase consistency and improve COVID-19 safety measures.

Establishment of a collaborative industry body will provide a dual purpose:

- utilisation of existing networks to expedite implementation of COVID-19 guidelines
- provision of advice to government relating to emerging training needs in a COVID-19 environment to support the ongoing safety and recovery response.

The industry body should consist of employers, an employee representative, relevant government agencies, training providers and end-users.

Recommendations

- **Develop and implement COVID-19 Safeguarding the Community Guidelines for the security workforce in Queensland.**
- **Establish a collaborative industry body to address industry training requirements in response to the evolving COVID-19 environment and demands on the industry.**

Long-term workforce planning and development

In developing the plan, consultative engagement with industry across Queensland identified workforce development challenges, opportunities and priorities that will support the development and growth of the industry. Stakeholders consistently informed Jobs Queensland that the industry must be ambitious in its aspiration to address current and emerging skills challenges. The aspirational statement below is the culmination of a sector-wide desired view of the workforce in five years.

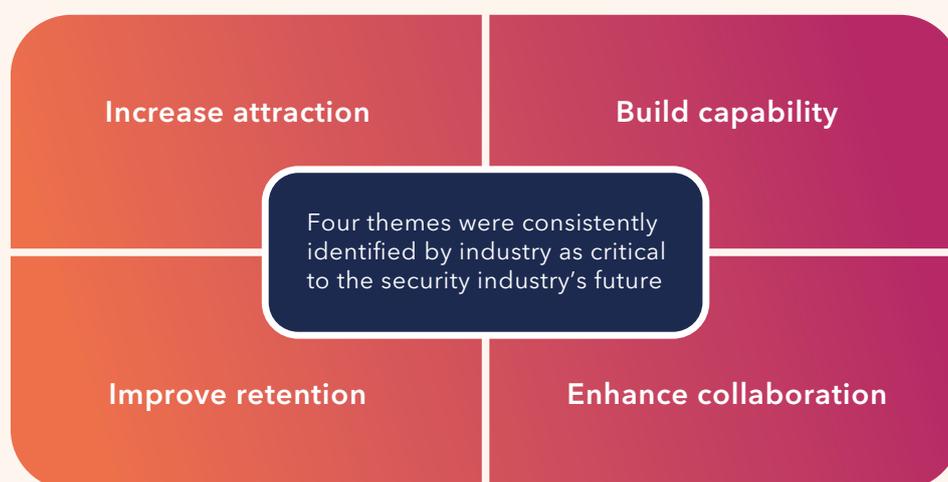
The security industry's future workforce aspiration

The security industry is highly respected within the community and is comprised of skilled and long-serving individuals who are proud of the role they perform in providing security for the Queensland community.

Critical success factors to achieve this aspiration are:

- industry leadership that is forward-thinking and willing to accept responsibility for overseeing delivery of workforce planning and development activities
- partnerships and collaboration involving industry, government and community to ensure that objectives are met, and the desired outcomes are achieved
- responsive and agile industry support through regional and localised solutions
- decisions that are informed by industry and workforce knowledge and research.

Four themes were consistently identified by industry as critical to the future security workforce. These themes have formed the core priorities of the plan, with associated recommendations to be considered by industry in partnership with all levels of government, regional communities and local employers. The four priorities weave together in intent and delivery to drive positive, practical change within the industry.



1 Increase the security industry's profile and attractiveness

Industry goal: The security industry's value and importance to community safety is recognised, providing an attractive career path for its current and potential workforce.

The industry would benefit from clearly defined and mapped career pathways. An online resource should be established that provides information and resources relating to relevant qualifications and licensing requirements to support entry and career progression. Individuals seeking career progression beyond the security industry, such as policing, border security and correctional services, can see the benefits of entering security as a gateway industry, further increasing the talent pool.

For the security industry to attract the right people and increase workforce diversity, it must build a profile as a meaningful career opportunity and address negative perceptions and unnecessary bias. Security associations can promote the attraction and retention of job seekers from diverse and under-represented groups such as females, culturally diverse and Indigenous people to the industry by establishing and supporting industry champions drawn from the existing workforce. These champions can aid in providing examples of success, with the intent to increase workforce diversity, particularly in key occupation types such as security officers and guards and security technicians.

Security roles allow job seekers to gain meaningful experience and develop key skills such as verbal, non-verbal and written communication, conflict resolution, observation and decision-making skills, interpersonal skills and assertiveness. Through promotion of skills attainment and career progression opportunities, attraction of new entrants may improve.

Fostering ties between employers, government, community groups and the education sector may increase development of place-based, responsive and innovative training programs to address the needs of under-represented groups at a regional level.

Developing and implementing tailored technical security engagement activities to support the Gateway to Industry Schools program will help to change the perception of the industry and provide visibility around career development opportunities to Queensland students post-school.

Recommendations

- 1.1 Clarify, define and map realistic career pathways in the security industry and establish an online resource that provides relevant information and resources, including information on education and qualifications, licensing requirements and career pathways.
- 1.2 Develop and support a network of 'security industry champions' drawn from existing networks and industries, who will promote diversity and awareness of opportunities within the workforce for job seekers from diverse backgrounds.
- 1.3 Develop innovative and alternative training pathways at the regional level to support the entry of under-represented groups into the workforce.
- 1.4 Develop and implement tailored technical security engagement activities for the Gateway to Industry Schools program.

2 Build the security workforce's capability

Industry goal: The security industry embraces a culture of professional development and lifelong learning by investing in workforce capability building.

Skills levels are intrinsically linked to productivity and industry performance. In Australia and internationally, economies are focused on improving skills levels to achieve strong, sustained and balanced growth.

There is an opportunity for the implementation of a training levy scheme, similar to the current arrangements in place for the building and construction industry. The levy may support delivery of emerging professional development needs in response to transformative technology and changing client needs, increase uptake of the RPL process for potential supervisors to increase the skilled labour pool, and address training fees challenges currently faced by employers and workers.

To develop a lifelong learning culture, a focus on workforce planning and development at a business level is required. Promotion of free workforce planning resources to increase business workforce planning activities such as Jobs Queensland's *Workforce Planning Connect*⁴⁵ may support an industry-led planning and training culture.

Foundation skills need to be improved within the industry, with a particular emphasis on LLN and other soft skills such as customer service. Therefore, students and new employees need to enter the workforce 'job-ready' with the required skills to benefit security businesses and their clients. In addition to this, it is essential all industry leaders and enterprise owners make ongoing workplace learning commonplace. Regular discussions and informal training sessions with existing workers should be introduced relating to essential skills requirements such as communication, critical thinking, problem solving, adaptability, leadership and workplace-specific skills.

The security industry is experiencing rapid change as a result of technological advancement and changing client needs. Training must be adaptable to ensure the workforce has the knowledge and skills to ensure the industry possesses the ability to respond. The CPP Property Services Training Package is the foundation of the qualification framework for the industry. The industry must continue to act on opportunities to provide input on the components of the training package to ensure its validity.

Alongside qualifications, industry requires access to targeted micro-credential training that addresses specific skills gaps of employees and enables response to changes in the industry. Workers looking for career development opportunities require mechanisms to increase their proficiency in specific skills, such as digital literacy and customer service, that align to the needs of industry and its end-users. Developing a micro-credentialing scheme for the security industry will provide a low-cost, responsive training solution that benefits employers and facilitates workforce capability building.

Through promotion of the advanced skills sets available within the training package, employers have the opportunity to upskill their existing workforce in areas such as risk management and analysis.

Certificate III in Security Equipment (UEE31411) is currently the only declared apprenticeship pathway that exists for technical security. Consultation with industry identified CPP30519 - Certificate III in Technical Security as the preferred qualification for security technicians. In addition, CPP20319 - Certificate II in Technical Security has been cited by industry as the desired pathway qualification for new entrants. However, many employers do not have the opportunity to provide supervision through this qualification because they have not obtained the qualification themselves.

Further engagement between industry and the Department of Employment, Small Business and Training is recommended to discuss including the Certificate III in Technical Security on the Priority Skills List.

As a result of low retention rates, the industry is increasingly in need of management and leadership skills. By adding these to existing training packages, funded through the *VET Investment Plan*, the future workforce will have adequately trained and qualified managers and clearly defined career pathways.

45. Jobs Queensland. 2019. *Workforce Planning Connect*, Ipswich. <https://jobsqueensland.qld.gov.au/workforce-planning-connect/>.

Recommendations

- 2.1 Establish a training levy scheme for security industry workers and employers.
- 2.2 Promote the use of existing workforce planning mechanisms such as Workforce Planning Connect to build an industry-led culture of continuous professional development and lifelong learning.
- 2.3 Develop micro-credential content for the workforce to facilitate career progression and improve crucial soft skills such as communication, conflict resolution and customer service.
- 2.4 Promote to both employers and end-users the advanced skills sets available for security management, security risk analysis and security risk management within the training package.
- 2.5 Include Certificate III in Technical Security (currently CPP30519) on the Priority Skills List.
- 2.6 Explore the addition of specific skills sets (such as management and leadership skills), as well as relevant qualifications to meet the industry's skilling requirements through the VET Investment Plan.



3 Improve the industry's retention of skilled workers

Industry goal: The Queensland security workforce is provided with access to support programs and career opportunities, fostering retention of skilled workers.

Turnover of skilled staff has been a major issue for employers in the security industry. Retention issues have been attributed to low wages, perceived limited career pathways, workplace culture, unpredictable demand for services and a casualised workforce. The industry and stakeholders will benefit from implementation of support strategies aimed at retaining skilled and experienced workers.

Recognition and portability of long service leave has been successfully implemented within the security industry in both the ACT⁴⁶ and Victoria⁴⁷. The State Government has the opportunity to establish a similar portable long service leave scheme for the security industry in Queensland. QLeave administers portable long service leave schemes to the building and construction, cleaning and community services sectors in Queensland. Benefits such as improved recruitment and retention of skilled employees, and reduced retention costs, have been experienced by similar schemes within Queensland and interstate.

Stakeholders in crowd control and guarding roles throughout Queensland identified that retention of skilled workers was heavily impacted by some firms undercutting the Security Services Industry Award Rate using 'zombie agreements', driving down wages. Government can lead by example by giving preference to firms that pay the Security Services Industry Award Rate or above to their workforce as part of standard procurement practices.

The security industry struggles to retain skilled workers due to a lack of defined career development and pathways. Recent updates to qualifications have been developed to support the improvement of career pathways within the security industry. Industry associations and training organisations need to promote the benefits to retention and skills development associated with these changes, both within the industry workforce and to end-users of security.

Recommendations

- 3.1 Establish a portable long service leave scheme for security industry workers.
- 3.2 Review government procurement practices for security contracts to ensure preference is given to firms that pay the Security Services Industry Award Rate or above.
- 3.3 Actively promote the recent updates to the security training package and encourage the commencement of more advanced security qualifications available.

46. ACT Long Service Leave Authority. 2020. *Security Industry*. Canberra: ACT Government. Retrieved from <https://actleave.act.gov.au/security/>.

47. VIC Government. 2020. *Portable long service in the security industry*. Melbourne: State Government of Victoria. Retrieved from <https://www.vic.gov.au/portable-long-service-security-industry>.

4 Enhance the industry's collaboration

Industry goal: Queensland security industry stakeholders readily discuss and collaborate on issues relevant to workforce development.

A continuing theme throughout consultation with security industry stakeholders has been the absence of collaboration between security firms, training organisations, government agencies and end-users of security.

Through the process of developing a security industry environmental scan, current figures concerning the true size and dimensions of the industry and its workforce were difficult to obtain. To ensure actions taken around workforce development are targeted and effective, the evolving dimensions of the security workforce and the industry more generally must be observed and documented to inform analysis. By developing a statistical series on the private security industry, stakeholders may obtain a clearer understanding of the role that private security plays in Queensland.

Successful industry-wide change requires the active participation of key stakeholders who are affected by current workforce challenges. To address workforce development challenges, a workforce industry body should be established by key stakeholders, including relevant government agencies, training providers, employers and end-users. This body should oversee the implementation of this workforce development plan and drive relevant workforce development initiatives as the needs of the workforce change. This body should also act as a conduit to government on regulatory and legislative matters that impact the industry. Stakeholders must work together to define desired outcomes, create standards for measuring the impact of change and benchmark performance. Collaboration should be outcomes-focused and undertaken on a frequent basis to account for industry evolution and changing customer needs.

Stakeholders around the State expressed difficulty finding relevant information concerning a number of matters, from accessing business support to addressing workforce needs. Specifically, the information provided by government agencies around matters such as licensing, career information and training requirements for the industry are fragmented and can often be unclear and outdated. Information and resources needed for addressing workforce issues should be accessible through a single online portal maintained with up-to-date information.

For regional areas with thin markets, the ability to retain staff on a permanent or full-time basis is often difficult, especially for smaller security providers. Collaborative job sharing at a community level enables jobs to be offered between businesses within and across sectors, as well as complementary industries. This, together with access to training and skills development, can potentially offer higher income levels and job stability. It can also foster a sense of career progression that may not be possible within small and medium-sized businesses. Job sharing can also build the industry's profile by offering flexible work opportunities that support lifestyle choices.

Recommendations

- 4.1 Explore the value and feasibility of developing a statistical series on the private security industry, geared towards enhancing the understanding of the role private security plays in Queensland.
- 4.2 Establish an extended collaborative industry body consisting of employers, an employee representative, relevant government agencies, training providers and end-users. Its primary function will be to oversee the implementation of this plan and continue to drive relevant workforce development initiatives to meet the changing needs of the industry.
- 4.3 Collaborate across government, industry bodies and Queensland-based employers to develop and promote a 'hub' where businesses can easily access information on existing resources and targeted support. This would enhance their ability to take up opportunities to build business capabilities.
- 4.4 Establish regionally based security employment 'skills exchanges' that enable local job seekers to register their details, skills, interests and demonstrated ability to meet the standards required. This will give employers the opportunity to screen and meet potential employees and facilitate the sharing of staff between organisations.



Appendix

Queensland Security Industry Workforce Development Plan
2020-2025

Appendix 1 - Resources

The following links contain valuable insights and recommendations for a career in security, as well as targeted business advice and support.

Careers in security

Career FAQs	https://www.careerfaqs.com.au/careers/how-to-become-a-security-guard-in-australia
Job Outlook	https://joboutlook.gov.au/Occupation?search=Career&code=4422
Labour Market Information Portal	http://lmip.gov.au/default.aspx?LMIP/GainInsights/IndustryInformation/PublicAdministrationandSafety
Myskills - Safety	https://www.myskills.gov.au/industries/government-safety-environment
Open Universities	https://www.open.edu.au/your-career/government-defence/security-officers-guard
Security Licensing Applications	https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/regulated-industries-licensing-and-legislation/security-industry-regulation/get-a-security-licence/security-manpower-licence/
Security Course Offerings	https://www.gooduniversitiesguide.com.au/careers-guide/browse/security-officer

Employment and training services

Youth Employment Program	https://www.datsip.qld.gov.au/programs-initiatives/youth-employment-program
Career Industry Council of Australia	https://cica.org.au/
Skilling Queenslanders for Work	https://training.qld.gov.au/employers/funding/sqw
Jobactive	https://jobactive.gov.au/
myskills	https://www.myskills.gov.au/
Relocation Assistance	https://www.jobs.gov.au/relocation-assistance-take-job
Back to Work	https://backtowork.initiatives.qld.gov.au/for-employers/
Apprenticeships Info	https://training.qld.gov.au/apprenticeshipsinfo/
VET Investment Plan	https://desbt.qld.gov.au/training/docs-data/strategies
Australian Apprenticeship Pathways	https://www.aapathways.com.au/
Workforce Planning Connect	https://jobsqueensland.qld.gov.au/workforce-planning-connect/

Online resources and access to digital technologies and services

Australia's Digital Pulse	https://www.acs.org.au/insightsandpublications/reports-publications/digital-pulse-2019.html
Be Connected - improving digital literacy for older Australians	https://www.dss.gov.au/seniors/be-connected-improving-digital-literacy-for-older-australians
Digital Scoreboard	https://www.business.qld.gov.au/running-business/it/digital-scorecard
Doing business online	https://www.business.qld.gov.au/starting-business/internet-start-ups/online-basics
Online Marketing	https://www.business.qld.gov.au/running-business/marketing-sales/marketing-promotion/online-marketing
Small Business Online Security	https://www.cyber.gov.au/acsc/small-and-medium-businesses/acsc-small-business-guide
Support for Science, Technology, Engineering and Mathematics (STEM)	https://www.education.gov.au/support-science-technology-engineering-and-mathematics

Funding and grants available to small businesses

Austrade Landing Pad	https://www.australiaunlimited.com/LandingPads/about-landing-pads
Business Development Fund	https://advance.qld.gov.au/entrepreneurs-startups/business-development-fund.aspx
Community Sustainability Action Grants	https://www.qld.gov.au/environment/pollution/funding/community-sustainability
Deadly Deals - Indigenous Small Business Grants	https://advance.qld.gov.au/entrepreneurs-and-startups-small-business/deadly-deals
Entrepreneur's Programme	https://www.business.gov.au/assistance/entrepreneurs-programme
Grant Finder	https://www.business.gov.au/assistance
Ignite Ideas Fund	https://advance.qld.gov.au/entrepreneurs-startups/ignite-ideas-fund.aspx
Made in Queensland	https://statedevelopment.qld.gov.au/industry-development/made-in-queensland.html
R&D Tax Incentive	https://www.business.gov.au/assistance/research-and-development-tax-incentive
Small Business Entrepreneur Grants	https://www.business.qld.gov.au/starting-business/advice-support/grants/entrepreneur-grants
Small Business Grants	https://www.business.qld.gov.au/starting-business/advice-support/grants/digital-grants
Export Market Development Grants (EMDG)	https://www.austrade.gov.au/Australian/Export/Export-Grants/About/what-is-emdg
Back to Work	https://backtowork.initiatives.qld.gov.au/for-employers/
Restart Wage Subsidy	https://www.jobs.gov.au/restart-help-employ-mature-workers-0
Skilling Queenslanders for Work	https://training.qld.gov.au/employers/funding/sqw

Marketing/promoting your business - everything to successfully market your business

Online Marketing	https://www.business.qld.gov.au/running-business/marketing-sales/marketing-promotion/online-marketing
Consider Your Idea	https://www.business.qld.gov.au/starting-business/planning/business-success/idea
Marketing and Promotion	https://www.business.qld.gov.au/running-business/marketing-sales/marketing-promotion
101 Small Business Marketing Ideas	https://www.thebalancesmb.com/small-business-marketing-ideas-2951688
Using Facebook	https://www.business.qld.gov.au/running-business/marketing-sales/marketing-promotion/online-marketing/facebook
Small Business 101	https://www.hubaustralia.com/your-guide-for-marketing-strategy/
Getting Started Online	https://www.business.gov.au/Marketing/Online-presence

Appendix 2 - Acronyms and abbreviations

Acronym/abbreviation	Translation
AFS	Jobs Queensland's <i>Anticipating Future Skills</i> projections
ASIAL	Australian Security Industry Association Limited
C3G	Certificate III Guarantee
CPR	Cardiopulmonary resuscitation
Cth	Commonwealth of Australia
EBA	Enterprise bargaining agreement
LLN	Language, literacy and numeracy
LLND	Language, literacy, numeracy and digital literacy
OFT	Office of Fair Trading
OQTO	Office of the Queensland Training Ombudsman
RPL	Recognition of prior learning
SIAG	Security Industry Advisory Group
"the plan"	Queensland Security Industry Workforce Development Plan 2020-2025
VET	Vocational education and training



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