BUILDING A SKILLED WORKFORCE FOR THE FUTURE.

Annual Training Plan

2018-19
Foreword from the Chair

The Annual Training Plan 2018-19 is dedicated to investing in skills and training that build a stronger, more sustainable and skilled industry.

As the construction industry continues to change with technology and major project activity, it becomes increasingly important to ensure training opportunities are supporting job flow across the state, and that each region in Queensland has enough skilled and trained workers to meet the demands of the industry.

Given the construction industry’s importance to the economy, our job is to ensure the industry has access to skilled workers who can build our economy, connect regions, while ensuring the supply of training matches the demand for workers. This means it is more important than ever to inspire and provide individuals with opportunities to find their way into the building and construction industry.

This year we will continue to work with industry to particularly focus on strategies to attract, develop and retain women and Indigenous Queenslanders.

CSQ’s Women in Construction Report launched this year emphasises the need for industry to make a change to the highly masculine culture, and encourage more women to enter into trade roles. In releasing this report, we hope to start a conversation with industry leaders to change the current culture in order to bring a greater diversity of skills and thought to the industry, and increase organisational creativity and innovation.

Later this year we will be releasing an Indigenous report which will seek to set a baseline understanding of the participation of Indigenous Queenslanders in the construction industry and to identify possibilities to work with local communities, traditional owners and other agencies to make the most of opportunities that allow Indigenous people to train and work in construction.

As part of our commitment to Corporate Social Responsibility (CSR) we are investing in programs that have the potential to improve the lives and workplaces of building and construction workers. CSQ will identify programs that align with our organisational priorities to improve awareness of work related health and well-being issues associated with working in the industry.

One of the programs that we are passionate about supporting this year is the Mental Health and Suicide Prevention Program. While suicide rates in the construction industry have been declining over the years, there is still more that can be done. CSQ is proud to support a program that provides opportunities to address mental health issues in order to raise awareness and decrease suicide rates among construction workers.

Another exciting new program introduced in this year’s ATP is the Apprentice Advance+ Program. We know how important apprentices and trainees are to the future of the industry and we want to encourage them to complete their apprenticeship and become a fully-fledged tradesperson. CSQ will provide apprentices with access to additional training during their apprenticeship as well as offering fully subsidised training post-apprenticeship to support their transition from apprentice to tradesperson.

This year we will continue to invest in training that helps workers adapt to the changing nature of the industry, and supports professional development and career progression by encouraging industry to invest in upskilling and training.

With a number of exciting major projects and programs of work in the pipeline for Queensland, CSQ will be there to make sure employment and skilled opportunities are leveraged in a way that supports the delivery of these projects, while building skills capabilities in the workforce.

CSQ is excited to implement programs and services that support the development of skills in the industry to meet its ever changing landscape.

Michael Kinnane
Chair
The building and construction industry’s activity is positive showing there are lots of new construction projects coming through over the next few years in Queensland that will help to drive investment, employment and economic growth.

Activity in Queensland will remain at historically elevated levels, but the distribution of the work is shifting. Regional Queensland has entered a period of growth while the South East corner is facing cooler conditions. South East Queensland will still have most of the work, but the regions will be growing faster in percentage terms. At the same time, the overall focus of the industry will shift from residential to large commercial and engineering projects.

Through this activity, CSQ will continue to implement programs and services that support job growth and industry’s capacity to be more innovative and productive. Sustained investment in infrastructure will help growth in regional Queensland, and strengthen the economic strategy in Queensland’s regional cities.

This next period for the construction industry is starting to see an upturn in civil and major project activity in Queensland, supporting renewed growth in the state’s economy. Roads, electricity and telecommunications have been the main driver of rising construction activity in 2018, with railways and water offering to provide long-term growth potential for the future.

One of Queensland’s biggest challenges for 2018-19 will be sustaining growth in the Queensland economy – requiring us to put plans and policies in place that will encourage and sustain private and public investment in the state. CSQ remains focused on what this means for a skilled workforce for the industry, and we will continue to concentrate on workforce development initiatives to ensure the demand for skilled workers is met.

CSQ is moving forward with the ever changing nature of the industry by continuing to support skills development and training to ensure we have the right skills to meet the industry’s needs. Businesses need to adapt quickly to the changing environment by investing in skills and training to stay competitive and encourage innovative thinking to assist in business growth and development.

We know that investing in skills and training is vital for the future of the building and construction industry, which led CSQ to launch its Invest marketing campaign earlier this year. The aim of Invest is to empower people to recognise the value of learning, and for employers and workers to recognise the benefits of investing in skills and training, both for themselves and their business.

There is a growing realisation across the industry of the vital role small businesses play in building and construction in Queensland. With 98% of Queensland construction businesses having fewer than 20 employees, and of those 62% being sole traders, there is an ever-growing need for us to better support these businesses.

This year we have a reinvigorated focus on supporting small businesses to build stronger communities and create more local economic advantages. Small businesses are the backbone of the industry in creating new jobs, providing a supply chain of skilled workers to meet the demands of larger projects, and support economic growth. It is important that we continue to support small businesses to ensure a stronger and more sustainable future for Queensland.

This year’s Annual Training Plan (ATP) has a renewed emphasis on apprentices and trainees as they are essential in ensuring a continual supply of trained workers to meet workforce demands. In order for industry to have access to skilled workers who are right for the job, CSQ has developed a new program demonstrating our commitment to industry that provides participants with structured workplace learning to get hands-on job experience and training.

CSQ will continue to build on its positive working relationships with industry and government to ensure training matches the demands of the industry by encouraging people to invest in skills and training through a sustainable long-term approach.

The ATP 2018-19 is an important way for us to prioritise our investment in programs and services to address new opportunities and skills gaps within the industry to ensure we can remain competitive and meet workforce demands now and into the future.

Brett Schimming
Chief Executive Officer
About CSQ

The Building and Construction Industry Training Fund (BCITF)

The Building and Construction Industry Training Levy (the levy) is a statutory training levy established under the Building and Construction Industry (Portable Long Service Leave) Act 1991 (Qld).

BCITF (Qld) Limited (“Company”) acts as the corporate trustee of the Building and Construction Industry Training Fund (Qld) (“Trust”) and trades as Construction Skills Queensland (CSQ).

The levy is payable on all building and construction work in Queensland where the total cost of work, whether direct or indirect, is $150,000 or more, inclusive of GST. The levy is 0.1% of the cost of the work, and is exclusively an industry contribution for the benefit of the building and construction industry. The levy is collected from the building and construction industry by QLeave on behalf of the Trust under an agency agreement.

Who we are

The CSQ Board

The CSQ Board comprises an independent Chair and representatives of the building and construction industry and government. The Queensland Minister for the training and skills portfolio, as the sole shareholder of the company, appoints the CSQ Board. Directors are appointed for three year terms.

The Board provides CSQ with strategic direction and advice and ensures the levy is invested through equitable, transparent and fiscally responsible governance and in line with the needs of industry.

The Board Members as at 30 April 2018 are:

- Mr Michael Kinnane - Chair
- Ms Penelope Cornah - Employer Representative
- Mr Damian Long - Employer Representative
- Mr Ronald Monaghan - Employee Representative
- Mr Warwick Temby - Employer Representative
- Mr Richard Williams - Employee Representative
- Mrs Marina Chambers - Employee Representative
- Ms Mary-Anne Curtis - Government Representative.

The CSQ Executive

CSQ’s Executive Leadership Team provides leadership and direction to support the operations of the organisation.

CSQ’s Executive Leadership Team includes:

- Mr Brett Schimming – Chief Executive Officer
- Mr Geoff Clare – Chief Financial Officer and General Manager, Corporate Services
- Ms Susan Armstrong – General Manager, Industry Services
- Mr Wayne Forrester – Director, Training Procurement
- Ms Carla Crawford – Director, Legal and Communications
- Mr Robert Sobyra – Director, Evidence and Data
- Ms Stacey Ozolins – Director, Industry Engagement.
What we do
CSQ invests funds collected by the levy into services and programs that directly support the growth and development of the skills base of the Queensland building and construction industry.

Each year, CSQ develops an Annual Training Plan (ATP) which outlines the priorities for investment in programs and services for the forthcoming year.

The ATP is developed in response to the ever changing needs of the industry due to its cyclical nature driven by impacts such as the state of the economy, employment conditions, environmental factors and external influences such as advancements in technology.

How we do it
CSQ invests funds and delivers programs and services to assist the Queensland building and construction industry to attract, develop and retain workers to ensure the industry has the skilled workforce it requires for a prosperous and sustainable future.

The programs and services outlined in this ATP have been developed and shaped by extensive consultation with both industry and government stakeholders, together with program and service performance and evaluation, research and an analysis of forecast activity in the industry and supply of workforce skills available.

The investment of funds is also informed by an analysis of skills gaps in the industry to determine where the skills demand and need is not being met with skills supply. It is important to not only identify these gaps but to also understand the cause of the gap and what programs and services are already available in the current market. This understanding assists in determining the best strategies to address the issue.

CSQ’s role in assisting to address skills gaps is to determine the most appropriate market intervention. Investment in training is often but not always the solution to a skills gap. CSQ’s approach is to identify gaps and niches in the market and to strategically work with our industry and government partners to leverage their responsibilities and capabilities to cohesively address workforce capability. This approach enables us to package and target our programs, services, investment, engagement and marketing activities in the most effective way possible. CSQ implements these strategies in a number of ways including state-wide support in response to broader needs while also providing place-based, tailored solutions in response to specific needs of sectors, regions, projects and occupations of strategic importance.

In addition to short to medium-term investment strategies outlined each year in the ATP, CSQ leads industry thinking via key research projects that explore the future of work and skills. This research aims to future-proof the industry by equipping businesses and workers with knowledge, skills and training needed to adapt to changes, adopt new technologies and improve innovation and competitiveness.

Principles
CSQ’s approach to the investment of funds is guided by overarching principles that ensure funds are invested in an effective and responsible manner.

These principles are:
• evidence-based
• relevant
• accountable
• transparent and contestable
• inclusive and consultative
• efficient.
CSQ’s investment is always driven by a detailed assessment of the state of Queensland’s construction industry and its workforce. This assessment is underpinned by an analysis of the predictions for key construction sectors, the state of the construction workforce and the pipeline of apprentices and trainees who represent the future of our industry.

The roller coaster ride for Queensland’s construction industry driven by the once-in-a-generation mining building effort, which saw work balloon to $63 billion per annum over the decade to 2013, subsequently falling to $41 billion in 2017, has now stopped and the adjustment is complete. Over the next three years engineering construction will grow at a normal, sustainable rate of about 5% per annum.

This next phase of growth for heavy construction will be driven mainly by government spending on public infrastructure. The latest National Accounts reveal that governments increased their spending on fixed capital in Queensland last year for the first time since 2010. This is a turning point – the future is in roads, rail, bridges, tunnels and ports.

In the residential sector, data suggests that while Brisbane apartment builders will be competing for a much thinner pipeline of work over the coming years, builders of lower density product and those outside the south-east corner, will maintain healthy, even growing, portfolios. The shift in activity will see a contraction of work in South East Queensland (SEQ) while regional Queensland will enter a period of growth for the first time since 2014 (Figure 1).

The residential sector is really only a subplot in the coming years with engineering being the main act over the next few years. The residential sector will contribute $500 million to a $4 billion expansion in overall activity across 2018. A strong pipeline of government projects will single-handedly generate high single-digit growth rates over the next couple of years, making construction a $50 billion industry by 2019 (Figure 2).
The labour market response to this environment will be largely neutral. Over the next five years, we expect the state to carry a strong supply of construction tradespeople, although the labour market in regional Queensland is likely to be tighter than in SEQ.

In addition, the recent intake levels and completion rates for construction apprentices in Queensland is delivering an ample supply of new tradespeople to meet the needs of the industry into the future. The current conditions will see apprentices who complete in the coming years likely to find themselves in a fairly competitive labour market, while employers will have the luxury of selecting from a reasonably deep pool of talent (Figure 3).

The *Industry Outlook 2018-19* is CSQ’s assessment of the predictions for key construction sectors, the state of the construction workforce, as well as the pipeline of apprentices and trainees who represent the future of our industry.

The *Industry Outlook 2018-19* underpins CSQ’s *Annual Training Plan 2018-19* and should be read as a companion to this document.

**A strong pipeline of government projects will single-handedly generate high single-digit growth rates over the next couple of years**

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**Fig.3 – Construction trades labour balance**

![Fig.3 – Construction trades labour balance](image-url)
The ATP is informed by evidence-based research, including an analysis of workforce supply and skills foresights together with an assessment of forecast industry activity and economic drivers. This research, and the subsequent planned investment, is continually tested through engagement with industry.

Year-round consultation forms part of CSQ’s operating rhythm and takes place on an ongoing basis. This industry consultation is a vital component of our business as it enables us to ensure that we receive crucial feedback to ensure that the strategic intent and the programs and services outlined in the ATP reflect the priorities of industry.

Industry consultation and engagement is undertaken in partnerships with our key employee and employer associations, major contractors and key employers, regional stakeholders and industry leaders and through our participation on industry committees, forums and reference groups.

Engagement with the Registered Training Organisations (RTOs) delivering our programs also occurs throughout the year and forms part of our considerations and decision-making in developing the ATP.

In addition to the ongoing consultation that occurs as part of CSQ’s core business, CSQ also undertook a targeted approach to consultation to assist in the development of this ATP.

This targeted approach included:

- a series of focus groups across regional Queensland
- strategic stakeholder meetings
- one-on-one meetings targeted to those who could not attend focus groups
- a web-based industry survey.

Key themes that have emerged as a result of the year-round and targeted consultation have been synthesised and analysed to identify the key issues industry has identified as important for skills, training and the workforce.

The following five key themes have emerged from the analysis:

1. A range of innovations leading to structural readjustment in the industry, including:
   - traditional to renewable energies
   - modular and offsite construction
   - in situ modular
   - partial assembly of plumbing offsite
   - new technologies
   - new methodologies

2. The impact of government and industry policy settings on skills

3. Changes to licensing, certification and practices resulting in new skills and qualifications

4. Pathways and transitions for new entrants and existing workers, especially in terms of skills in running a business

5. Support for apprentices and trainees and their supervisors.

The initiatives and programs in this year’s ATP in part provide a response to the issues raised during consultations.
Our partnerships

CSQ’s ability to ensure the Queensland building and construction industry has access to the training and skills it needs, relies on its strong partnerships with both industry and government.

These partnerships have developed and grown through continued engagement and consultation together with shared responsibility and commitment to ensure industry has the skills it needs now and into the future.

Our partnerships with industry

CSQ represents a hub for industry on skilling matters - connecting, facilitating, influencing and informing the industry on issues of key importance for their businesses, their members and their workforce.

In 2018-19, CSQ will utilise existing networks, partnerships and channels to:
- provide objective information to the industry
- seek industry views, advice and feedback on policies, programs and services that affect them directly or in which they have a significant interest
- partner with industry to formulate solutions to workforce skilling issues.

CSQ will continue its partnership with industry in 2018-19 to:
- connect with industry to identify their goals and aspirations
- promote the value of training and workforce development
- continually consult, test ideas and collaborate on workforce development initiatives
- share information, insights and learnings
- identify opportunities to actively promote the industry
- shape discussions around how employers, sectors and regions attract, develop and retain their workforce now and into the future
- build and maintain a regional connection with the industry.

CSQ’s industry partners include industry bodies, employer associations, unions, large volume residential builders, tier 1 and 2 building and construction contractors (and their workforce and subcontractors) and other industry organisations with a stake in workforce skilling.

Our partnership with government

CSQ works closely with all levels of government to deliver a seamless, complementary and targeted service to the building and construction industry by leveraging investment opportunities and avoiding duplication of effort.

In 2018-19, CSQ will continue its partnership with the Queensland Department of Employment, Small Business and Training (DESBT) to:
- administer the Queensland Government Building and Construction Training Policy (Training Policy) as a means of contributing towards increasing apprenticeships, traineeships and skills development in the building and construction industry
- deliver the Civil Construction Training program under a co-investment model
- deliver the Building and Construction Gateway to Industry Schools program
- provide intelligence on building and construction industry skills priorities
- assist in school to work transitions.

CSQ will also continue to focus on work with a range of government agencies under Memoranda of Understanding (MOUs) including the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP), the Queensland Building and Construction Commission (QBCC) and the Office of the Training Ombudsman.

These MOUs provide opportunities to collaborate and leverage respective capabilities to increase Indigenous participation in the building and construction industry, ensure a strong and skilled network of licensees in Queensland and ensure quality training outcomes are attained.

CSQ will also continue its positive working relationships with other state and federal government agencies that have a stake in ensuring a skilled workforce for the industry.
Table 1 provides a summary of the 2018-19 budget for services, programs and other expenditure to support the operations of CSQ.

Just over $36 million will be allocated to support building and construction training and workforce development in 2018-19. This allocation is a slight increase on funds allocated in 2017-18 and reflects industry activity.
Table 1 - *Annual Training Plan* budget summary

<table>
<thead>
<tr>
<th>Attract</th>
<th>2018-19</th>
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<tbody>
<tr>
<td>Career Pathways</td>
<td>$700,000</td>
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<tr>
<td>Trade Start</td>
<td>$700,000</td>
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<tr>
<td>Trade Ready</td>
<td>$500,000</td>
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<tr>
<td>Develop</td>
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<tr>
<td>Skills Assessment and Gap Training (SAGT) – General</td>
<td>$3,000,000</td>
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<tr>
<td>Higher Level Skills (HLS) – General</td>
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<tr>
<td>Short Courses – General</td>
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<tr>
<td>Civil Construction Training (SAGT Civil, HLS Civil And Short Courses Civil)*</td>
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<tr>
<td>Major Projects Training</td>
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<tr>
<td>Construction Futures</td>
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<td>Diversity</td>
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<td>Retain</td>
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<tr>
<td>Industry Skills Coordination</td>
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<tr>
<td>Industry Corporate Social Responsibility (CSR)</td>
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<tr>
<td>Mental Health and Suicide Prevention Program</td>
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<tr>
<td>Apprentice Advance+ Program</td>
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<tr>
<td>Student Contribution (Tuition) Fees (transitioning program)</td>
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<td>Industry Services</td>
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<tr>
<td>Policy, Performance, Evidence, Data and Industry Engagement</td>
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<td><strong>TOTAL</strong></td>
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*Note: This program budget represents CSQ’s investment. The program will be delivered in partnership with the Queensland Department of Employment, Small Business and Training under a co-investment model, with the government contributing an additional $2.9 million.*
Key focus areas 2018-19

Flexible training options for upskilling and cross-skilling

Through our extensive and continual engagement and consultation, we have learned that industry needs and expects smaller, flexible and targeted training that can assist them to keep up with evolving needs and support continuous learning. This training includes accredited competencies, skill sets and recognised courses as well as non-accredited training that has industry endorsement and recognition.

Industry feedback, program uptake and evaluation demonstrating the effectiveness and success of the Short Courses program has been the basis for CSQ’s decision to grow this program over recent years and to continue this focus into 2018-19. This program recognises the growing reliance the sector has on constant upskilling, re-skilling and cross-skilling to ensure that the workforce is adapting to changing products and methodologies, changing consumer demands as well as new legislative requirements and advancements in technology.

Innovation

CSQ recognises that we have entered a new creative industrial age in which businesses are operating in an environment of constant innovation and accelerating change. Technological advancements and the changing nature of work and the workforce drive the need for innovation in the building and construction industry.

CSQ will continue to collaborate with industry to develop workforce skills and ideas that will allow workers and businesses to adopt these new technologies and to adapt to change by encouraging and supporting a culture that encourages innovative thinking and creative problem solving.

Regions

Queensland is a vast state and CSQ recognises that workforce supply and skilling needs vary from region to region. CSQ will continue to work closely with regional stakeholders and closely monitor regional building and construction activity to ensure that our investment addresses local needs.

CSQ develops individual Regional Engagement Plans to address the specific needs of the regions. Our engagement work in the regions will continue to ensure that investment strategies continue to match regional requirements.

New entrants

The building and construction industry relies on a steady flow of new entrants in order to ensure the continual supply of new workers to meet workforce demand. Pressure on workforce supply brought to bear by an ageing population and natural attrition will mean that industry will need to successfully attract new entrants to meet demand.

Another factor being closely monitored and considered by CSQ with regard to new entrants into the industry is the very clear message from industry that they prefer new workers that are the “right fit” for the job, have had some work experience in the industry and are committed to building a career in construction. In response to this message, CSQ has developed a new program under the Attract theme which provides participants with structured workplace learning to ensure they have access to job experiences to accompany and contextualise their off the job training.

This new program demonstrates CSQ's commitment to provide industry with services and programs that address needs identified through research and engagement.
Apprentice completion rates

The importance of apprentices to the future of Queensland’s construction industry cannot be underestimated.

Apprentice completion rates have historically been an issue for the building and construction industry and is another focus area for CSQ. In 2017, CSQ released the Apprentice Annual publication with a special feature on apprentice completion rates which harnessed data to research and explore in detail the real rates of completion among construction apprentices and trainees in Queensland.

The findings outlined in the Apprentice Annual included that the apprenticeship system appears to be generally supplying an adequate number of new tradespeople to meet the needs of industry in the foreseeable future. While this is positive news for the industry, CSQ recognises that local variation is inevitable, with specific regions and occupations experiencing more acute shortages or surpluses in the face of a more balanced result at the state and industry level. Similarly, female and Indigenous apprentices and trainees experience lower completion rates.

CSQ will continue to focus attention on opportunities to improve completion rates in Queensland, particularly in regional areas, high-demand occupations and for diversity groups, and will be releasing another Apprentice Annual in 2018.

Investment in training

Investing in skills and training is vital for the future of the building and construction industry. Employers and employees also benefit from investing in skills and training through increased productivity, staying competitive and relevant in the market, ensuring skills are up to date and relevant and assisting in business growth and individual development.

CSQ encourages industry and workers to invest in skills and training and provides much of its investment in a co-contribution arrangement.

In promoting the importance and benefits of investing in skills and training, in 2018, CSQ launched its “Invest” marketing campaign. The campaign encourages construction workers to invest in their own skills development in order to remain relevant and in demand and reminds businesses that their most vital asset is skilled employees that meet their needs. The overarching message is that investing in skills and training will enable the Queensland building and construction industry to stay healthy and competitive.

The “Invest” campaign will continue to build awareness of the benefits and importance of skills and training and will inform audiences of the programs and services CSQ offers to assist in developing the construction workforce.
07 CSQ’s priorities

CSQ’s programs and services focus on the key themes of attracting new entrants into the industry and developing and retaining existing workers in the industry to ensure a prosperous and sustainable future.

**Attract**
- Attracting the right talent
- Promoting the industry
- Inspiring and providing pathways into the industry

**Develop**
- Providing training solutions
- Leveraging investment in skills
- Workforce planning

**Retain**
- Helping keep talented people in the industry
- Industry engagement
- Workforce health and well-being
Attract

**Inspiring and providing pathways for talented people to join the building and construction industry.**

As one of the largest contributors to the state’s economy and a significant employer of Queensland’s workforce, it is important for CSQ, the industry and individual organisations to implement a range of strategies to attract people to the sector to meet future labour force needs and to replace those leaving the industry through natural attrition.

It is important that the industry attracts entrants from a broad range of backgrounds including women, mature-aged and Indigenous people and provides a range of pathways into the industry to meet the varying talents and needs of these individuals.

CSQ will build on its partnerships with industry, the schooling, vocational education and training (VET) and tertiary sectors, and other stakeholders to:

- promote the industry and its career options
- help job seekers and career changers make informed choices about careers in the industry and understand their pathway options
- provide opportunities for career seekers to test their suitability for working in the industry
- frontload individuals with training and experience that will assist them start a career.

Develop

**Providing training solutions and leveraging investment in skills to increase the capability of the existing building and construction workforce.**

A strong, safe, innovative industry relies on constant up-skilling, re-skilling and cross-skilling to ensure that the workforce is adapting to changing products, methodologies and consumer demands, as well as new legislative requirements and technologies.

CSQ is committed to ensuring that levy funds are reinvested to increase the capability of the existing building and construction workforce where and when it is needed. In fulfilling this commitment, CSQ will support the industry with a range of programs to up-skill, re-skill and cross-skill existing building and construction workers, including apprentices and trainees, to ensure they have access to training to gain skills to meet job requirements and to help support their career progression.

We will also provide opportunities for workers temporarily displaced from work to build their skills so they can re-enter the workforce sooner.

CSQ wants to encourage individuals and employers to invest in their own skilling, and existing workers participating in CSQ programs may be required to make a financial contribution towards the cost of their training as an investment in their future.

CSQ will signpost pathways, programs and support available through other industry and government bodies as well as share information on industry and labour market activity, trends and emerging new markets, best practice and innovation.

Retain

**Helping the sector to develop strategies to keep talented people in the building and construction industry.**

CSQ seeks to assist the industry keep talented workers in the building and construction industry to ensure that the skilling and workforce needs of the industry are maintained.

CSQ has developed a range of programs and services that support continued employment in the industry and maximise the industry’s training investment to retain the right people with the right skills.

We will assist the building and construction industry to retain their existing workers through:

- fostering and supporting the importance of workforce planning in the industry
- assisting the sector to develop and share strategies to keep talented people in the industry
- supporting organisations that contribute towards the health and well-being of skilled workers.
08
2018-19 programs and services

Attract

Career Pathways
Investment: $700,000

Aim: To provide career seekers with the information, experience and skills they need to make an informed choice about a career pathway and to provide industry with well-informed, job-ready entrants.

Career Pathways integrates programs and services aimed at inspiring, informing and providing pathways for talented and motivated people to join or re-enter the building and construction industry and link them to in-demand, high-opportunity jobs.

CSQA’s Career Pathways programs and services will:

• promote careers in the industry
• inform job seekers and their influencers about the range of career options, pathways and required candidate capabilities
• provide easy access to trusted industry information and expertise that can help career seekers and employers navigate the world of careers, training and programs
• enable people who are interested in a building and construction career to sample and test what it is like to work in the industry
• provide opportunities for career seekers to gain skills and experiences that will set them up for a career in the industry.

Trade Start
Investment: $700,000

Aim: To provide employers with job-ready individuals looking to enter the building and construction industry.

New entrants to the industry do not all come straight from school and many workers in the industry are sourced post-school as well as from other industries.

Trade Start is a pre-employment program designed to attract those individuals interested in building and construction who are not currently in school or part of the industry and would like to be. Better informed career choices increase a participant’s chances of completing an apprenticeship or traineeship.

Through the Trade Start program, CSQA will provide funding to eligible RTOs and other industry partners to deliver an entry-level qualification, life skills training, workplace experience and green building skills to eligible participants.

CSQA will also use a place-based approach to deliver Trade Start programs connected to major projects and significant programs of work as a way of linking career seekers with work, and employers with a pipeline of informed new workers.

CSQA’s continued investment in Trade Start responds to industry’s feedback that new entrants to the industry need to hold more than just a Certificate I or II qualification – that they need to be the right fit and have had some real life experience in the industry before making a career choice. The Trade Start program helps do that.
Trade Ready
Investment: $500,000

Aim: To provide additional skills and experiences to individuals who have completed a Certificate I in Construction to build their job readiness and prepare them to transition into a career in building and construction.

In order to leverage more from our current investment in prevocational pathways and build on the work that is started through other Certificate I delivery, CSQ will offer a new Attract stream program, targeting participants who already hold the Certificate I in Construction.

The program will provide complementary skills and experiences to wrap around existing competency completions to build participants’ job readiness and prepare them to transition into a role in the building and construction industry. Being better prepared for the industry and entering a career pathway equipped with what it means to work in the industry will increase the likelihood of individuals completing an apprenticeship and being retained in the industry. This has the potential to contribute towards improving apprentice completion rates.

This new program will build on the successes of Trade Start by offering job readiness and work preparation, green/life skills, and selected construction short courses, combined with valuable industry-led work experience.
Higher Level Skills – General Construction
Investment: $4,000,000

Aim: To provide higher-level skills to workers in the building and construction industry to assist career development.

Certificate IV, Diploma and Advanced Diploma qualifications provide workers in the construction industry with an opportunity to build upon their knowledge and skills, provide pathways to further learning, and open up opportunities to move into higher level and paraprofessional roles.

The Higher Level Skills (HLS) - General Construction program provides funding to eligible RTOs to deliver higher-level qualifications (Certificate IV and above) to existing workers in the building and construction industry to enable them to develop and expand their existing skills and experience.

Construction workers who want to further develop their skills through higher-level vocational training in the industry will be provided with training and assessment in a range of qualifications that are linked to industry demand.

This program will also provide a response to emerging skills and labour shortages by facilitating access to training for those who are currently under-employed or out of work that will assist them to move within or re-enter the building and construction industry.

Skills Assessment and Gap Training – General
Investment: $3,000,000

Aim: To provide a pathway for individuals to have their existing skills recognised, and provide the gap training required to achieve nationally recognised building and construction qualifications.

The Skills Assessment and Gap Training (SAGT) program provides a pathway for experienced individuals to attain a nationally recognised qualification in the construction industry.

This program provides individuals with the opportunity to gain a recognised qualification enabling them to access further education and study, attain occupational registrations and licenses, obtain employment and move within the industry which may not otherwise be available to them.

The SAGT – General Construction program provides funding to eligible RTOs to deliver training and assessment services to enable existing workers and new entrants to have their skills and experience recognised, and to provide the gap training required to obtain a building and construction qualification.
Short Courses: General Construction
Investment: $10,000,000

**Aim:** To provide workers in the building and construction industry with access to flexible training responses that can help them meet identified skills needs.

The Short Courses program recognises industry’s demand and need for shorter, flexible and targeted training and skill sets that can assist the workforce to keep pace with the changing nature of work.

Short courses, competencies and skill sets (single units of competencies or combinations of units of competency) provide existing workers, industry workers currently out of work or between jobs and business owners, with flexible solutions to update their skills and knowledge in specific and targeted areas. They provide opportunities to progress careers and move within the industry as well as enhance individual efficiency and business productivity.

CSQ has continued to focus investment in Short Courses - General Construction program by providing the funding to eligible RTOs to deliver training to workers to assist with their up-skilling and cross-skilling. This training focuses on assisting workers to adapt to safety, licensing and regulatory requirements as well as to changing job requirements brought about by new products, processes, methodologies, consumer demands and technologies. This type of training also assists individuals to manage their own continuing professional development (CPD).

The availability of this training will assist existing workers to continue to develop their skills and provide access to training for those who are currently under-employed or out of work to build their skills and assist them to increase their employment opportunities or re-enter the building and construction industry sooner.

Civil Construction Training
Investment: $4,000,000

**Aim:** To provide a pathway for eligible new entrants and existing workers in the building and construction industry to obtain a nationally recognised civil construction qualification.

The Queensland Government and CSQ have partnered for over seven years to deliver the Civil Construction Training program as a means of building the workforce capacity of the civil sector of the building and construction industry through targeted skills investment.

The Civil Construction Training program includes:
- **Skills Assessment and Gap Training (SAGT) - Civil Construction**, which provides a pathway for individuals to have their existing skills recognised and provide the gap training required to achieve nationally recognised civil construction qualifications
- **Higher Level Skills - Civil Construction**, to open up opportunities for existing workers to access higher level VET qualifications that are linked to industry demand
- **Short Courses - Civil Construction**, to provide flexible skilling solutions to meet identified skills needs in the sector.

The Civil Construction Training program will provide funding to eligible RTOs to deliver civil construction qualifications and short courses to new entrants, existing workers and those who are currently under-employed or out of work in the building and construction industry. The program will be delivered in partnership with the Queensland Department of Employment, Small Business and Training under a co-investment model, with the government contributing $2.9 million.
Major Projects Training
Investment: $2,000,000

Aim: To provide targeted major projects with access to building and construction training to address skills deficiencies that may hold up the project, assist individuals to become more multi-skilled and productive, or provide career pathway opportunities for the workforce.

Major Projects are of strategic significance as they provide concentrated opportunities for skilling the workforce together with a greater surety of achieving tangible results.

Through the Major Projects Training program, CSQ works on targeted major projects and selected significant programs of work to:

• implement strategic training and employment programs to help achieve project objectives
• identify any potential skills shortages for the project and provide meaningful solutions
• assist individuals to become more multi-skilled and productive
• provide career pathway opportunities for the workforce
• help principal contractors identify project-specific training through the development of a training needs analysis (TNA)
• provide funding solutions to address the project’s specific needs identified in the TNA
• provide opportunities to attract, train and employ new entrants
• provide ongoing support for training and skilling requirements.

Major Projects are of strategic significance as they provide concentrated opportunities for skilling the workforce.
Construction Futures
Investment: $500,000

Aim: To support strategic opportunities and innovative responses to emerging issues in the building and construction industry.

The construction industry is a dynamic one – materials, methodologies, technologies, and training delivery modes are constantly changing. CSQ wants to be at the forefront of these changes to understand the impact on the skills and training needed in the building and construction industry and to help workers and business adopt and transition to new technologies and new opportunities.

Construction Futures provides CSQ with the capacity to partner with stakeholders to trial innovative skills or workforce development responses that may be able to assist the industry to adapt to new technologies, new products and new processes or concepts. Projects offer the possibility to test responses on a small scale to evaluate the success and impact of the trial and assess options for deployment across the industry. The requirement to assist the industry to adopt and transition to new technologies through skills development has been a predominant topic in conversations across the industry.

These projects will:

- build the capacity of the industry to respond to new and emerging technologies, work methodologies and practices
- have application across the industry or an industry sector, not just a single enterprise
- be new projects that cannot be met through CSQ funded programs
- maximise the opportunity for leveraging and co-investment of funds, resources and goodwill between parties where possible.

Diversity
Investment: $500,000

Aim: To support strategic opportunities and innovative responses that ensure that the building and construction industry has access to a diverse workforce.

To ensure that our industry has a workforce that is made up of workers with the right attitude, aptitude, skills and training, CSQ will work with industry to encourage the entry, participation and retention of workers from a diverse range of backgrounds.

CSQ recognises that a diverse talented workforce will add to the capacity of the building and construction industry to deliver projects on time, to budget and of a quality standard.

CSQ has identified the following three key target groups as the focus for our diversity work:

- Indigenous people
- women
- mature aged persons (over 45 years).

Our approach to diversity includes:

- working with key industry, community and government stakeholders with a specific interest in diversity
- encouraging a diverse range of new entrants, existing workers and employers to be part of the building and construction industry in Queensland through CSQ’s programs and services and ensuring that barriers are not imposed on eligible individuals wishing to participate in our programs and access our services
- implementing targeted diversity strategies that are evidence-based and industry-led in priority regions and major projects, including the development and deployment of skilling action plans, diversity specific pilot projects and workforce development initiatives
- leveraging targeted strategies for employment and training opportunities through our oversight of the Queensland Government Building and Construction Training Policy in major projects, Indigenous communities and declared Indigenous projects
- supporting and promoting industry adoption of diversity practices that increase the attraction, development and retention of a skilled and diverse workforce.
CSQ recognises that a diverse talented workforce will add to the capacity of the building and construction industry.
Retain

Industry Skills Coordination
Investment: $2,500,000

Aim: To increase the skilling capability and capacity of the building and construction industry through the provision of funding to targeted organisations for workforce planning and skills development.

One of the best ways to influence the creation of a highly skilled building and construction workforce is to partner with industry stakeholders to leverage from their experience and industry connections.

The Industry Skills Coordination program leverages the capabilities and capacity of industry stakeholders and extends CSQ’s access and reach into industry.

This program will support skilling and workforce planning and development activity in:

- enterprises engaged in targeted major projects or major programs of work
- leading industry associations, both employee-based and employer-based, and
- high demand regional areas, including Indigenous communities.

The types of services the Industry Skills Coordinator program will deliver include:

- guiding localised and sectoral workforce planning, development and training strategies
- identifying trends in skilling and workforce planning
- reviewing the future skills needs of the existing workforce
- coordinating and promoting workforce training programs for the industry
- promoting diversity
- identifying and promoting strategies to improve the uptake, retention and completion of apprentices and trainees, including improving mentoring practices and models
- identifying and promoting best practice to facilitate skilling improvements in retention, safety, productivity and innovation.

This work will help inform the industry of best practice improvements in workforce planning and development, retention, safety, productivity and innovation.

Industry Corporate Social Responsibility (CSR)
Investment: $350,000

Aim: To contribute towards programs, services and activities that have a positive impact on social issues that the building and construction industry recognises as affecting their workplaces.

As part of our Corporate Social Responsibility (CSR), CSQ will invest in identified programs that have the potential to improve the lives and workplaces of building and construction workers.

The construction industry is often characterised by a constantly changing workforce with workers moving from one project to another and travelling for work under drive-in-drive-out (DIDO) and fly-in-fly-out (FIFO) arrangements, working in hazardous conditions (at heights) and with dangerous materials and equipment (asbestos).

These aspects of the industry can have an impact on the health, safety and well-being of construction workers. CSQ will identify programs that align to our priorities of attract, develop and retain that have the potential to improve awareness of work-related health and well-being issues associated with working in the industry.

CSQ will partner with registered charities and not-for-profit organisations that have a demonstrated commitment and history of working with building and construction workers in Queensland to provide safe workplaces and improve the health and well-being of building and construction workers.
Mental Health and Suicide Prevention Program
Investment: $500,000

**Aim:** To support opportunities to address mental health issues and decrease suicide rates of workers in Queensland’s building and construction industry.

Across Australia suicide rates are generally higher amongst men, particularly men in blue collar occupations and even higher again amongst men in rural and remote areas. Research has found that workers in the construction industry are especially vulnerable to suicide and that younger workers are of higher risk.

High rates of suicide in construction indicate that poor mental health exists amongst workers within the industry and whilst suicide rates among construction workers have been dropping there is still more to be done to decrease suicide rates in the industry, retain skilled workers and contribute towards a healthy and safe workplace.

CSQ has specifically identified a Mental Health and Suicide Prevention Program as a new investment in this year’s ATP that will deliver suicide prevention and mental health initiatives to the building and construction industry.

Apprentice Advance+ Program
Investment: $100,000

**Aim:** To provide access to fully subsidised short courses and higher level skills training to apprentices and trainees during their apprenticeship/traineeship and in the first year following completion of their apprenticeship/traineeship to assist them to be competitive in the market, complete their apprenticeship/traineeship and gain licenses essential to their future work.

Apprentices and trainees are the bloodline of the industry’s future. While apprentice and trainee completion rates are at satisfactory levels and comparable to tertiary completion rates, CSQ and industry has a desire to see these completion rates rise.

To encourage apprentices and trainees to complete, CSQ will introduce new arrangements to fully subsidise the cost of priority short courses for eligible apprentices and trainees during their indenture and provide access for 3rd and 4th year apprentices and trainees to key higher level skills training to assist them to be competitive in the market, complete their apprenticeship/traineeship, gain licenses essential to their future work, and commence developing their skills for a long-term career in the building and construction industry.

CSQ will also look to offer fee-free training to eligible apprentices and trainees in the first year following the completion of their apprenticeship/traineeship to support their successful transition to tradesperson, licensee and business owner.

The investment in this ATP for this program represents a phasing in of this new approach.
Student Contribution (Tuition) Fees: transitioning program
Investment: $50,000

In order to minimise the financial impact of training costs on eligible apprentices and trainees within the building and construction industry, CSQ provided funding to eligible RTOs for the mandatory student contribution fees payable under a User Choice contract. The program commenced in 2005 and was ceased in 2015-16 due to a range of reasons including:

- the introduction of the Modern Award requiring employers to pay for tuition fees meaning that the intent to minimise the financial impact for eligible building and construction apprentices and trainees no longer applied
- there was no evidence to indicate that paying tuition fees had any impact on an apprentice’s or trainee’s decision to stay in or leave an apprenticeship or traineeship
- there was no appreciable improvement in the completion rate of apprentices compared to other industries as a result of paying tuition fees.

CSQ has continued to provide student contribution fees to eligible participants that commenced their apprentices or traineeship when the program was in place so as to have no disadvantage to participants. The investment in 2018-19 represents the final phasing out period of the program.
Industry Services
Investment: $3,700,000

Industry Services ensures that CSQ continues to be connected with industry, regions and government through its key activities of:

• leading and managing CSQ’s policy, performance and planning frameworks
• managing and providing oversight of corporate reporting and evaluation frameworks
• leading industry’s response and position on matters relating to skilling and workforce development, including ensuring that training products and government skills policy and training investment reflects the needs of the Queensland building and construction industry
• providing whole-of-CSQ advice to decision-makers on skilling matters impacting on the building and construction industry in Queensland
• developing CSQ’s ATP and associated operational policies
• providing up-to-date and trusted research, evidence and information about industry demand, workforce supply, emerging trends and CSQ program performance to inform investment decision-making and policy making
• managing CSQ’s Major Project, Industry Skills Coordination, Career Pathways, Construction Futures and Diversity programs and strategies
• coordinating CSQ’s involvement in enterprise and industry development projects
• consulting, testing ideas and collaborating on workforce planning and development initiatives
• sharing information, insights and learnings
• listening to industry’s skilling aspirations, issues and concerns
• linking and connecting stakeholders in meaningful ways to shape industry skilling responses
• facilitating discussions around how employers, sectors and regions attract, develop and retain their workforce
• building and maintaining a regional connection with the industry through regular in-area consultation, event attendance, meetings and conversations.

In 2018-19, key priorities will include:

• producing CSQ’s annual suite of publications including: Regional profiles; Major Project profiles; Major Projects Pipeline Report; 2018 Indigenous participation in construction industry report; 2018-19 Industry Outlook; and 2018 Apprentice Annual
• delivering research in partnership with UDIA, CSIRO and QBCC
• undertaking key program evaluation
• managing the building and construction Gateway to Industry School program
• attending and presenting at industry roadshows, key regional and industry events
• engaging with Industry Supporting Mentoring of Australian Apprentices (ISMAA) providers across Queensland.
Corporate and Support Services
Investment: $800,000

The budget allocation for Corporate and Support Services represents a contribution towards corporate costs with remaining costs offset by investment earnings.

The Corporate and Support Services team supports the efficient, responsible and sustainable management of CSQ operations, including:

- financial, budgetary and investment funds’ management and reporting
- management of human resources, information and communication technology and facilities
- training procurement, contract management and validation of program payment data
- legal and governance services

CSQ will continue to invest in the development and implementation of management systems to maximise the efficiency of its data management and finance processes.

CSQ programs are managed through a competitive and transparent procurement strategy. CSQ contracts RTOs to deliver training and assessment services to meet the needs of the building and construction industry in Queensland. This process enables eligible participants to select a preferred training provider from a list of RTOs contracted for the delivery of CSQ funded training programs.

CSQ is committed to ensuring the training fund is expended in accordance with the Trust Deed and through equitable, transparent and proficient governance. The legal team delivers expertise regarding CSQ’s contractual, legal, risk and corporate governance frameworks, while supporting corporate efficiencies and commercial innovation. Annual financial statements are prepared in accordance with International Accounting Standards and are audited by the Queensland Audit Office.

Marketing and Communication
Investment: $1,750,000

CSQ’s marketing and communications function plays a critical role in ensuring our industry is informed, engaged and connected. The work undertaken within our marketing and communications team helps educate the market, inspire and produce pathways for people to join the building and construction industry - from skills training to future workforce planning.

In order to maximise CSQ’s business objectives and deliver heightened value to the industry, it is important to empower and reach as many of our target audience as possible. Given the size, diversity and geographical spread of our industry, CSQ will use a range of marketing and communication tactics and channels to deliver our messages to industry and connect with key stakeholders.

Our key initiatives include:

- strengthening our position as a trusted source of the latest information for employers and workers about careers, programs, courses, industry trends, skilling and training opportunities, publications, research, networking opportunities and industry events
- promoting the value of skilling and training to the industry
- maximising CSQ’s sponsorship program and events all across Queensland
- building positive brand awareness for CSQ and its role in the industry
- promoting good news stories of real people and real businesses within the industry to encourage a best practice culture, inspire others in the industry, and inform the industry of what is possible
- delivering a range of activities in partnership with industry to recognise and celebrate key skilling achievements in the building and construction industry.
How to get involved

Visit: csq.org.au
Call: 1800 798 488

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